FACULTY OF
BUSINESS MANAGEMENT & COMMERCE
SYLLABI

FOR

Master of Business Administration (MBA-HR)
(Semester System)
Examinations, 2019-2020

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PANJAB UNIVERSITY, CHANDIGARH
MASTER OF BUSINESS ADMINISTRATION (HUMAN RESOURCE)
(MBA-HR) 2019-2020

Note: 1. Examination in each subject will be of 3 hours duration.
2. Maximum marks for external/written examination is 50 marks and Internal Assessment is 50 marks except for seminar and workshop courses.

Instructions to the Paper Setters:
IF THERE ARE TWO UNITS: Set 10 questions in all. Five questions from each unit. The students are required to answer five questions in all selecting at least 2 questions from each unit.

IF THERE ARE FOUR UNITS: Set 10 questions in all. Two or Three questions from each unit. The students are required to answer five questions in all selecting at least one question from each unit.

N.B.: Use of non-programmable calculators by the students in the Examination Hall is allowed. The calculators will not be provided by the University.

SCHEME OF EXAMINATION FOR MBA (HR)

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<tr>
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<tr>
<td>MBAHR7101</td>
<td>LABOUR LEGISLATION-II</td>
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<td>MBAHR7102</td>
<td>STRATEGIC HUMAN RESOURCE MANAGEMENT</td>
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<td>MBAHR7103</td>
<td>PERFORMANCE AND COMPENSATION MANAGEMENT</td>
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<td>MBAHR7104</td>
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<td>MBAHR7105</td>
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<td>PARTICIPATIVE DECISION MAKING</td>
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<td>MBAHR7107</td>
<td>SEMINAR ON SOCIAL SECURITY AND LABOUR WELFARE</td>
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<td>RESEARCH PROJECT****</td>
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*** Comprehensive Viva-Voce of 4th Semester would be based on papers taught in 3rd and 4th Semester.
**** The research project will start from 3rd Semester. It will be continued in 4th Semester. The marks for this project will be counted in 4th Semester only.
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<td>STRESS MANAGEMENT</td>
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<td>DESIGNING ORGANISATIONS FOR UNCERTAIN ENVIRONMENT</td>
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<td>MBAHR7218</td>
<td>MANAGERIAL COMPETENCIES AND CAREER DEVELOPMENT</td>
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<td>MBAHR7219</td>
<td>WORKSHOP ON BUILDING LEARNING ORGANISATIONS</td>
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*The topic of the Research Project and the Supervisor will be decided in the 3rd Semester*
THIRD SEMESTER

M.B.A. (HR) 7101: LABOUR LEGISLATION-II

Objective: The objective of this course is to enhance the participants understanding of Indian environment relating to industrial relations. Emphasis would be given to provisions and case laws of various acts.

UNIT I


UNIT II

Child Labour (Prohibition and Regulation) Act, 1986 - Prohibition of employment of children, regulation of condition of work of children, the Workmen Compensation Act, 1923 - employers liability to pay compensation, the Workshop and Commercial Establishment Act.

UNIT III


UNIT IV


References:

M.B.A. (HR) 7102: STRATEGIC HUMAN RESOURCE MANAGEMENT

Objective: The course is aimed at understanding the strategic approach to human resources as distinguished from the traditional functional approach, understanding the relationship of HR strategy with overall corporate strategy, strategic role of specific HR systems and appreciating SHRM in the context of changing form of organizations in the global environment.

UNIT I

Framework of strategic human resource management, scope and process of strategic HRM, traditional vs. strategic HR, typology of HR activities, best fit approach vs best practice approach, the role of national context, sectoral context and organizational context in HR strategy and practices, external and internal analysis for strategic HR management, HR challenges.

UNIT II

Strategic role of HR systems - strategic staffing, strategic appraisal, strategic executive appraisal, strategic design of reward system, performance management strategies, integrating HR strategy and business strategy, HR strategies and practices in Indian industries and service sector, HR as distinctive competitive advantage, reward and compensation strategies, retrenchment strategies, downsizing strategies.

UNIT III

Human aspects of strategy implementation, behavioural issues in strategic implementation - matching culture with strategy, leadership factor in strategy and implementing strategic change, HR strategy evaluation and control, IT and future directions in HR strategy, HR strategy in workforce diversity, employee engagement strategies, talent management and retention strategies.

UNIT IV

Global HRM, role of global HRM in successful MNC strategy, HR planning for global demand and diversity at workplace, global staffing approaches - polycentric, ethnocentric, geocentric and region centric, recruitment and selection of human resources for global assignments, training and development imperatives for global workforce, expatriate problems and culture shock, repatriation issues, performance and compensation management for global workforce, global employee relations.

References:

M.A. (HR) 7103: PERFORMANCE AND COMPENSATION MANAGEMENT

Objective: The objective of the course is to impart relevant knowledge required to perform the functions of human resource planning in an organisation and equipping seekers with comprehensive and practical skills to manage employees’ performance effectively, and to understand the structure and components of wages and salaries, and the wage administration in India.

UNIT I

Performance management - Performance management system, performance counseling, performance planning, performance appraisal, potential appraisal, problems and errors in performance appraisal.

UNIT II

Performance monitoring, performance implementation, role of HR professionals in performance management, performance management through training and development, ethics in performance management.

UNIT III

Wage and salary administration in India, wage administration rules, principles of wages and salary administration, theories of wages, wage plans, wage differentials, wage policy in India, state regulation of wages, Payment of Wages Act, Minimum Wages Act, wage boards, pay commissions, compensation management in multi-national organisations.

UNIT IV

Executive compensation - Components, pay structure in India, linking salary with potential and performance, types of rewards and incentives, wage incentive schemes in India, wage incentive plans, employee benefits and services, special features of fringe benefits, benefit programmes for management and other employees, administration of benefits and services, recent trends in wages and salaries in Indian industries and service sector.

References:


**M.B.A. (HR) 7104: ORGANISATION DEVELOPMENT**

**Objective:** This course helps the students to understand how organizations have to develop themselves for future. Various methods shall be taught to them so that they learn how to intervene in the ongoing systems.

**UNIT I**

Definition, need and importance of organizational development (OD), values, assumptions and beliefs in OD, foundations of OD, OD process, action research, overview of OD interventions.

**UNIT II**

Effective team building, comprehensive interventions - confrontation meeting, survey feedback, grid OD program.

**UNIT III**

Structural interventions - Work redesign, quality of work-life, quality circles, strategic management and OD, collective management by objectives, parallel learning structures, sensitivity training, life goal exercises, coaching and mentoring.

**UNIT IV**

Study of few successful OD efforts made in organizations, issues in client consultant relationships, power, politics & OD, conditions for success and failure of OD, future of OD.

**References:**
MBA (HR) 7105: WORKSHOP ON TRAINING AND DEVELOPMENT

Objective: This course helps in understanding importance of human resource development in the organizations. Preparation of HRD plans techniques and methods used in developing people shall be taught.

UNIT I

Concept of training and development, difference between training and development, significance of training and development, training objectives, evolving training policy, aligning training and development policies with corporate strategies, learning process, training needs assessment.

UNIT II

Development of training plans, various training methods and techniques, issues in training-location, duration, techniques, preparing training programs for managerial and non managerial employees in different manufacturing and service organizations, evaluation of training programs, training effectiveness.

UNIT III

Development objectives, evolving development policy, development needs assessment, preparing development plans, methods and techniques of development, issues in development - location, duration, techniques.

UNIT IV

Preparing development programs for different categories of managers - top level, middle level and lower level in different manufacturing and service organizations, evaluation of development programs, ways of determining development effectiveness in the organizations, significance of training and development in human resources functions like compensation, appraisal and succession.

References:
M.B.A. (HR) 7106: WORKSHOP ON NEGOTIATING SKILLS AND PARTICIPATIVE DECISION MAKING

Objective: The objective of this course is to create awareness among students about the significance of enhancing negotiating skills in collective bargaining and apprise them of participative decision making so that they could adjust the conflicting interests and promotion of common interests of workers and management. The course is with particular reference to India.

UNIT I

Collective bargaining - Conceptual issues, meaning, characteristics, need, objectives and importance, types of bargaining - plant level, industry level and national level, advantages of collective bargaining over compulsory adjudication, process of collective bargaining - bargaining procedures, bargaining tactics, the process of negotiation, experiment of approaches to the study of negotiation, groups intergroup relations and bargaining behaviour, the process of bid and counter bid options - problem solving bargaining, scope of collective bargaining in India, concept of collective bargaining - a comparative appraisal, collective bargaining in India, UK, USA, Japan and Germany (developed and developing nations).

UNIT II

Workers’ participation in decision making - The philosophical basis, the concept, scope, significance and prerequisites, level of participation, participation and productivity, forms and models of workers’ participation in management, works committees, joint management councils, joint consultation, quality circles, co-determination, self management and labour directors, kibbutzim and kolokhoz schemes of workers’ participation in management in India and their evaluation.

References:

MBA (HR) 7107: SEMINAR ON SOCIAL SECURITY AND LABOUR WELFARE

Objective: The objective of this course is to create awareness among students about the role and need of social security system in the society. This course will also clarify the labour welfare activities undertaken and their need & significance.

UNIT I

Labour welfare - The concept, definition, scope and objectives, evolution of labour welfare, classification of welfare work, welfare work for various categories, agencies for welfare work, welfare work by trade unions, labour welfare work by voluntary social organizations, labour administration - agencies for administrating labour welfare laws in India.

UNIT II


References:

5. Reports of the National Commission on Labour (1&2) (Relevant Chapters).
FOURTH SEMESTER

M.B.A. (HR) 7201: HUMAN RESOURCE INFORMATION SYSTEM

Objective: The Course gives an insight into the application of human resource information systems in organizations to support organizational strategy, improve efficiency and flexibility, increase productivity and performance. The focus is on merging computer technology with a strategic human resource management perspective.

UNIT I

Introduction - Data & information needs for HR manager, sources of data, role of ITES in HRM, IT for HR managers, concept, structure, & mechanics of HRIS, programming dimensions & HR manager, software packages for human resource information system including ERP software such as SAP (system applications and products), oracles, financials and ramco's marshal etc.

UNIT II

Data management for HRIS - Data formats, entry procedure & process, data storage & retrieval, transaction processing, office automation and information processing & control functions, design of HRIS - relevance of decision making concepts for information system design, HRM needs analysis - concept & mechanics, standard software and customized software.

UNIT III

HR management process & HRIS - Modules on MPP (massively parallel processor), recruitment, selection, placement, module on PA System, T & D module, module on pay & related dimensions, planning & control, information systems support for planning & control, organization structure & related management processes including authority & responsibility flows, organization culture and power-data capturing for monitoring & review, behavioral patterns of HR & other managers and their place in information processing for decision making.

UNIT IV

Security, size & style of organizations, & HRIS - Security of data and operations of HRIS modules, common problems during IT adoption efforts and processes to overcome, orientation & training modules for HR & other functionaries, opportunities for combination of HRM & ITES personnel, HRIS & employee legislation, an integrated view of HRIS.

References:


MASTER OF BUSINESS ADMINISTRATION (HUMAN RESOURCE) (MBA-HR)


**M.B.A. (HR) 7202: PERSONAL EFFECTIVENESS AND LEADERSHIP**

**Objective:** The course aims at appreciating the role of leaders in developing world class organizations. Inculcating leadership skills and values leading to personal and organizational effectiveness shall be the thrust of the workshop.

**UNIT I**

Understanding and appreciating the inspiration, elation, dilemmas and issues in becoming and being a leader, enabling others to become and be a leader, understanding and developing the concepts like vision, idealism, heroism, values, beliefs, ambition, virtue, myths, rituals etc and building sensitivity to the related experiences associated with these in leadership context.

**UNIT II**

Methods of value sustenance, team effectiveness and ego management, effective life and time management, principle centred leadership, leadership mind and heart, courage and leadership, cultural congruence and competitive effectiveness.

**UNIT III**

Leadership theories and styles, charismatic and transformational leadership, team leadership, developing leadership diversity, culture and leadership, influencing-power, politics, networking and negotiation, leadership communication.

**UNIT IV**

Strategic leadership, ethical leadership, the leader as social architect-creating vision and strategic direction, shaping culture and values, designing and leading a learning organisation, leading change, spiritual foundations of personal effectiveness, the habits of highly effective people.
References:


M.B.A. (HR) 7203: WORKSHOP ON MANAGEMENT OF DISCIPLINE AND DISCIPLINARY PROCEEDINGS

Objective: The course aims of providing the participants better understanding of maintaining discipline and handling disciplinary proceedings and the working of various procedures/mechanisms for the purpose. Extensive use of relevant cases will be made while teaching this paper.

UNIT I

Managing indiscipline - Basic concepts, nature of proceedings - Judicial, quasi - judicial and administrative, principles of natural justice, the law of simple discharge, misconduct and domestic enquiry, reduction in rank and reversion, complaints and decision to initiate enquiry.

UNIT II

Charge sheet and its drafting, service or charge sheet to workmen and reply to the charge sheet and its considerations, suspension during enquiry, criminal proceedings and departmental enquiry holding of enquiry, considerations by punishing authority.

UNIT III

Discipline and grievance redressal machinery - Purposes and procedures of disciplinary actions, relevant legislation relating to disciplinary proceedings, judicial control of labour court and industrial tribunals, provision relating to termination of service.

UNIT IV

Writ jurisdiction, prevention of disputes, handling industrial action, relevant legislation disciplinary action against professionals, victimization - Meaning and scope of interference of industrial tribunal cases.

References:
M.B.A. (HR) 7206: SEMINAR ON ETHICS AND CONDUCT OF BUSINESS

Objective: The objective of the course is to identify possible ethical problems in business context, understanding ethical issues facing businesses and business people in today’s world, generating ideas for programs and practices to solve ethical problems.

UNIT I

Morals, values and ethics - Inculcating integrity, work ethics, service learning, civic virtue, respect for others, living peacefully, caring, sharing, honesty, courage, valuing time, cooperation, commitment, empathy, self-confidence, character, spirituality etc. issues governing business and professional ethics, ethical paradoxes and dilemmas, ethical theories, moral philosophy and practice, legal perspectives on business ethics, corporate ethical policies, good governance and ethics, ethics and accountability, corporate social responsibility, green practices.

UNIT II

Value based management, moral competence and moral intelligence for managers, collegiality and loyalty, respect for authority, conflicts of interest, professional rights, employee rights, intellectual property rights (IPR), ethical issues in accounting, finance, marketing, human resource management, production and information technology, ethics in multinational corporations, moral leadership, spirituality in management.

References:


M.B.A. (HR) 7207: SEMINAR ON INTERPERSONAL SKILLS AND TRANSACTIONAL ANALYSIS
Objective: The main objective of this paper is to build interpersonal skills among students by using transactional analysis. They will learn to know about themselves as well as about others.

UNIT I

Interpersonal conflicts - Concept, reasons for their emergence, transactional analysis (TA) - Concept, objectives, importance, structural analysis (ego states-parent-adult-child), life positions, TA and communication, social transactions - Complimentary transactions, crossed transactions and ulterior transactions.

UNIT II

Stroking, time structuring, analysis of different psychological games-NIGYSOB (now iôe got you SOB), blemishes, yes but, kick me, TA and emotional intelligence, TA and conflict resolution, benefits of TA.

References:

5. Thomas, H., I am OK, You are OK, Grove Press, New York.

M.B.A. (HR) 7211: WORKSHOP ON HUMAN RESOURCE VALUATION

Objective: The course aims at providing knowledge of relevant aspects concerning human resource valuation.

UNIT I

Finance function - An overview, objective of finance function, interface of finance function with human resource management function, principles of valuation - Estimation of future cash flows, discounting process, net present value and internal rate of return, concepts of market value added and shareholder value added.

UNIT II

Concept and importance of human capital and its application at micro level, human resource accounting - concept and historical perspective, cost-based approaches - Historical cost, replacement cost, opportunity cost and total cost, employee reporting-factors influencing disclosure, accounting and collective bargaining.

UNIT III
Value-based approaches - The Lev and Schwartz model, the Flamholtz model and the jaggi and lau model, comparative analysis of the cost and value-based approaches.

UNIT IV


References:


M.B.A. (HR) 7212: TOTAL QUALITY MANAGEMENT

Objective: The course is designed for graduates from any discipline who wish to acquire a professional, theoretical and practical understanding of the increasingly important area of Total Quality Management (TQM) excellence.

UNIT I

Introduction to TQM - History, aims, objectives, benefits, gurus and their principles, TQM process and phases of a typical implementation of TQM, reasons for use of TQM, proven examples and benefits, methods to assist the progress of TQM, introduction to tools and techniques - brainstorming, affinity diagram, benchmarking, fishbone diagram, check sheet, flow chart, line graph, run chart, histogram, pareto diagram, FMEA, scatter diagram, control chart, QFD, tree diagram, force field analysis, seven W and is/is-not questions, why-why diagrams, total quality control, quality assurance-practices and techniques, TQM and management-new management challenges, trends and contribution of TQM.

UNIT II

Customer focus - Defining external and internal customers, steps in customer analysis, methods of getting customer inputs, methods of measuring customer satisfaction, continuous improvement process - what is continuous improvement, the importance of continuous improvement, and principles of continuous improvement, processes, how to manage processes, role of TQM’s control and improvement process, designing for quality- opportunities for improvement in product design, early warning concept and design
assurance, designing for basic functional requirements, reliability, availability, safety, manufacturability, cost and product performance, workforce teams-team work for quality, types of teams and tasks involved, characteristics of successful and unsuccessful teams, barriers to teamwork, benchmarking - definition, importance and benefits, types, basic steps, pitfalls, JIT - Definition, benefits, JIT cause and effects, JIT implementation in manufacturing.

UNIT III

TQM for marketing function-quality in marketing and sales, factors for excellence, BPR and IT-business process management, quality control SQC/SPC-statistical process control, change management, technology and product quality, quality of after sales services-quality measurement in customer service, organization for quality - quality circles, self-managing teams, quality director, reliability of quality characteristics, quality leadership - Developing a quality culture, technology and culture, motivation, quality linked productivity.

UNIT IV


References:


M.B.A. (HR) 7213: STRESS MANAGEMENT

Objective: The course is designed to understand the nature of stress, the relationship between stress and managerial problems, examining the various methods of assessing personal and organizational stress, and indicating ways of coping with stress.
UNIT I


UNIT II

Managing stress, models of stress management, anticipating stress, measuring stress, verbal and non-verbal indicators of stress.

UNIT III

Personality, stress building personality test, taking control of yourself, stress on job, stress management at work, effectiveness of stress management.

UNIT IV

Social anxiety and stress, techniques of stress management, relaxation and stress, breathing and stretching away stress, diet and stress, exercising and stress.

References:


M.B.A. (HR) 7214: DESIGNING ORGANISATIONS FOR UNCERTAIN ENVIRONMENT

Objective: The course aims to providing a comprehensive perspective on new emergent organizational forms by discussing these in the context of environment, strategy, systems & processes.

UNIT I

Understanding environmental uncertainty - Hyper-turbulence, networks and business eco-systems, technological discontinuities, paradigm shift.
Changing models of strategy - Application of complexity/chaos theory to strategy, strategy as sense making, shaping and adapting to networks.

UNIT III

Emerging organizational forms - Organizations as networks/clusters, self-organizing systems, designing for innovation & change.

UNIT IV

People & process issues - Team-based systems, new roles & systems, empowerment and accountability, career-the changed perspective.

References:


M.B.A. (HR) 7215: DYNAMICS OF TRADE UNIONS

Objective: The course aims at analyzing the different issues involved in the trade unionism such as their emergencies, functions, organization, structure and leadership. Trade unionism shall be studied in the context of developing economies with special reference to India.

UNIT I

Emergence and development of labour movements, theories of trade unions, union management relations perspective, public policies and union management relations, social responsibility of trade unions, union structure and communication.

UNIT II

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Trade union development and function, trade union organization, functions, peculiarities and leadership, white collar and managerial trade unions, management and employers association, union free organization.

UNIT III

Trade unionism in India - its origin, growth and transformation, trade union and politics and role of outsiders, problems of trade union - Finance, recognition, multiplicity of unions, trade union’s attitude towards technology, trade union and new economic policy.

UNIT IV

Working of national level trade unions - AITUC, INTUC, CITU, BMS and UTUC, role of unionism in a developing economy, ILO and trade unionism, major events and international issues, impact of globalization on trade union movement, selected case studies in trade union organization management and strategies.

References:


M.B.A. (HR) 7216: EMOTIONAL INTELLIGENCE AND MANAGERIAL EFFECTIVENESS

Objective: The course aims at making students understand concept and importance of emotional intelligence for organizations today and how they can build emotionally intelligent organizations.

UNIT I

Definition, importance, types of emotions, definition of emotional intelligence, emotional quotient vs. intelligence quotient, EI at work.
UNIT II

Models of EI, measuring EI, enhancing EI at work place, emotional labor.

UNIT III

Definition, meaning and types of managerial effectiveness, models of managerial effectiveness, measuring effectiveness, enhancing effectiveness.

UNIT IV

EI and personality, EI and stress coping styles, EI and managerial effectiveness, EI and leadership.

References:


M.B.A. (HR) 7217: COMPARATIVE INDUSTRIAL RELATIONS

Objective: The course aims at providing the participants an international perspective of industrial relations and an awareness of industrial relations, policies and practices in other countries to help them to explore their relevance to India.

UNIT I

Comparative industrial relations theory, objective and significance, historic background of the growth of modern industrial relations.

UNIT II

Trade unions and collective bargaining - A comparative study, types and structure of trade unions at international level, industrial relations in multinational enterprises.
UNIT III

Comparative view of the role of state and worker’s participation in decision making in U.K., U.S.A., Japan, Germany, Russia and developing country - Bangladesh, Pakistan, Korea and India.

UNIT IV

Comparative industrial relations and policy in U.K., U.S.A., Japan, Germany, Russia and developing countries, industrial relations in the world in future.

References:


M.B.A. (HR) 7218: MANAGERIAL COMPETENCIES AND CAREER DEVELOPMENT

Objective: The course is designed to appreciate the importance of career strategies in a rapidly changing environment. The aim is to develop an awareness of various career orientations, individual career planning, and understanding in designing appropriate systems of organisational career development.

UNIT I

High performance management competencies - Thinking, developmental, inspirational and achieving, contingency approach of leaders, manager as relationship builder, creating vision and strategic direction, shaping culture and values.

UNIT II

Competency mapping - Problems, methods and benefits, competency assessment, competency management and competency development, model for competency mapping, managerial competencies for global markets.

UNIT III
Career planning - Knowing yourself, determining career goals, job search methods, interviewing, negotiating and accepting offer, succession planning, career development programmes, sustainable career development model, career management process map, career planning techniques, competencies in career management.

UNIT IV

Designing and leading a learning organization, leading change, career development tests and diversity management, career counselling and career guidance, career development and business strategy, special issues in career development.

References:


**M.B.A. (HR) 7219: WORKSHOP ON BUILDING LEARNING ORGANIZATIONS**

**Objective:** This course helps in understanding concept and importance of learning organizations. It makes students learn the methods of building learning organizations and organizational practices for fostering knowledge and learning.

**UNIT I**
Concept of learning organizations, nature and need of learning organizations, base of learning organizations, skills needed by learning organization, three phases of learning organization, adaptive and generative learning, structures and devices for learning organization.

UNIT II

Perspectives on the learning organizations, organizational learning cycle, learning as improving, learning organization as a subsystem, organizations as learning systems, learning orientations, facilitating factors of learning organization, core issues and themes in building a learning organizations, overview of few techniques and methods used for building learning organizations.

UNIT III

Role of information technology in knowledge management, organizational practices for fostering knowledge and learning.

UNIT IV

Learning organizations and change, few case studies of learning organizations.

References:


M.B.A. (HR) 7220: INDUSTRIAL ENGINEERING

Objective: This course introduces the major topics of operations research and their application in solving problems common in business. A main topic is optimization i.e. methods for finding the best solutions to
complex practical problems. The emphasis is on the ability to apply suitable methods in practice, to formulate problems correctly, to solve them, and to understand the results.

UNIT I

Introduction to linear programming, linear programming via the simplex method, linear programming for nonstandard models, sensitivity analysis, linear programming in practice.

UNIT II

Networks - Minimum spanning tree, shortest route, network flow programming, PERT, PERT and time-cost, trade-offs, pert and resource levelling.

UNIT III

Integer programming - Branch and bound, integer programming-binary and mixed integer programming, genetic algorithms and heuristic methods.

UNIT IV

Dynamic programming, markov chains - birth and death models, queuing theory, inventory models.

References


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