PANJAB UNIVERSITY, CHANDIGARH-160014 (INDIA)

(Estd. under the Panjab University Act VII of 1947-enacted by the Govt. of India)

FACULTY OF BUSINESS MANAGEMENT AND COMMERCE

OUTLINES OF TESTS SYLLABI AND COURSES OF READING
FOR

MASTER OF BUSINESS ADMINISTRATION- HUMAN RESOURCE

(MBA-HR)

FOR THE BATCH 2019-21

UNDER

HONOURS SCHOOL SYSTEM

AT

UNIVERSITY BUSINESS SCHOOL ONLY
SYLLABI FOR MASTER OF BUSINESS ADMINISTRATION (HUMAN RESOURCE) (MBA-HR) UNDER HONOURS SCHOOL SYSTEM – BATCH OF 2019-2021 AT THE UNIVERSITY BUSINESS SCHOOL, PANJAB UNIVERSITY, CHANDIGARH.

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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* At the end of the examination of 2nd Semester the students will undergo compulsory summer training for a period of 6-8 weeks. Every student will submit the Summer Training Report within two weeks from the start of teaching for 3rd Semester.

** Comprehensive Viva-Voce of 2nd Semester would be based on papers taught in 1st and 2nd Semester.
MBAHR6208  SEMINAR ON MANAGEMENT OF CHANGE  50
MBAHR6209  SEMINAR ON HUMAN RESOURCE PLANNING  50
MBAHR6211  WORKSHOP ON BUSINESS COMMUNICATION  50
MBAHR6212  WORKSHOP ON QUALITATIVE RESEARCH  50

TOTAL  800

THIRD SEMESTER
MBAHR7101  LABOUR LEGISLATION-II  100
MBAHR7102  STRATEGIC HUMAN RESOURCE MANAGEMENT  100
MBAHR7103  PERFORMANCE AND COMPENSATION MANAGEMENT  100
MBAHR7104  ORGANISATION DEVELOPMENT  100
MBAHR7105  WORKSHOP ON TRAINING AND DEVELOPMENT  100
MBAHR7106  WORKSHOP ON NEGOTIATING SKILLS AND PARTICIPATIVE DECISION MAKING  50
MBAHR7107  SEMINAR ON SOCIAL SECURITY AND LABOUR WELFARE  50

TOTAL  600

FOURTH SEMESTER
MBAHR7201  HUMAN RESOURCE INFORMATION SYSTEM  100
MBAHR7202  PERSONAL EFFECTIVENESS AND LEADERSHIP  100
MBAHR7203  WORKSHOP ON MANAGEMENT OF DISCIPLINE AND DISCIPLINARY PROCEEDINGS  100
MBAHR7204  COMPREHENSIVE VIVA-VOCE***  100
MBAHR7205#  MAJOR PROJECT  100
MBAHR7206  SEMINAR ON ETHICS AND CONDUCT OF BUSINESS  50
MBAHR7207  SEMINAR ON INTERPERSONAL SKILLS AND TRANSACTIONAL ANALYSIS  50
MBAHR7208  MANAGING CORPORATE SOCIAL RESPONSIBILITY  100

ANY ONE OF THE FOLLOWING OUT OF THE PAPERS OFFERED
MBAHR7211  WORKSHOP ON HUMAN RESOURCE VALUATION  100
MBAHR7212  TOTAL QUALITY MANAGEMENT  100
MBAHR7213  STRESS MANAGEMENT  100
MBAHR7214  DESIGNING ORGANISATIONS FOR UNCERTAIN ENVIRONMENT  100
MBAHR7215  DYNAMICS OF TRADE UNIONS  100
MBAHR7216  EMOTIONAL INTELLIGENCE AND MANAGERIAL EFFECTIVENESS  100
MBAHR7217  COMPARATIVE INDUSTRIAL RELATIONS  100
MBAHR7218  MANAGERIAL COMPETENCIES AND CAREER  100

*** Comprehensive Viva-Voce of 4th Semester would be based on papers taught in 3rd and 4th Semester.
#Major Project would commence in Third Semester, but final marks would be awarded in Fourth Semester.
FIRST SEMESTER
MBAHR6101: ECONOMICS FOR HUMAN RESOURCES

Objective: To provide an insight into the economic concepts with special reference to their significance and use in human resource management.

UNIT I
Meaning of economics, importance and uses, micro and macro economics-difference and interrelationship between them, basic economic problem, demand analysis-law of demand, derivation of demand curve using utility analysis and indifference curve analysis, revealed preference theory of demand, critical appraisal of utility analysis, IC analysis and revealed preference theory, consumer surplus and its measurement.

UNIT II
Concept of average revenue, marginal revenue and their relationship, elasticity of demand, concept of average cost, marginal cost and their relationship, cost curves and economies of scale, price and output determination under perfect competition, monopoly and monopolistic competition.

UNIT III
Labour markets-its economics and actors in labour market, labour supply-factors affecting labour supply, deriving labour supply curve using indifference curve analysis with special reference to income and substitution effect, deriving market labour supply curve from supply curve of individual workers, labour supply elasticities and problems with regard to elasticities, impact of welfare and incentives on labour supply, labour demand-demand curves for labour in short run and long run.

UNIT IV
Equilibrium in labour markets under perfect competition, monopoly and monopolistic competition, workers mobility, race and gender discrimination and their impact on labour market equilibrium.
MBAHR6102: BUSINESS ENVIRONMENT

Objective: Judicious decision making in a business organization requires the proper knowledge of the environment in which it has to function. This course aims at orienting the students with all the external environmental forces which affect the decision making process of an organization.

UNIT I
Concept of business environment: its significance and nature, interaction matrix of different environment factors, process of environmental scanning, environmental scanning of important industries of India viz. tractors pharmaceutical industry, food processing, electronics fertilizers steel, soft drinks, and TV.

UNIT II

UNIT III
Technological environment, policy for research and development in India, appropriate technology, debate of technology v/s labour, MNC as a source of transfer to technology and its implication, institutional infrastructure for exports in India, India’s export-import policy, global business environment, significance of foreign investment in India, opportunities and threats in WTO and the new international trading regime, tariff and non tariff barriers in global trade.

UNIT – IV
Socio-cultural environment in India: salient features of Indian culture values and their implication for Indian business, middle class in India and its implications on industrial growth in India, consumerism as emerging force, social responsibility of business, business

References
2. Ehrenberg, R.G. and Smith, R.S., Modern Labor Economics, Pearson Education.
Ethics and Indian business, impact of mass media on Indian business, changing role of rural sector in India: rural income and rural demand of consumer durable.

Reference:

MBAHR6103: HUMAN RESOURCE MANAGEMENT

Objective: The course is designed to give an understanding of the various aspects of the management of human resources, their interaction in the execution of managerial functions and facilitating learning of various concepts and skills required for utilization and development of these resources for organizational functions.

UNIT I
Human resource management-functions, scope and models, HRM environment and environmental scanning, human resource planning, job analysis and job designing, recruitment, selection, induction and placement, training and development, job evaluation.

UNIT II
Managing performance, potential management, fringe benefits and incentives, compensation management, promotion, demotion, transfer, separation and right sizing.

UNIT III
Team management, empowerment management, creativity and decision making management, organisational learning and knowledge management, culture management, change management, managing ethical issues in human resource management, HRD audit.

UNIT IV
E-HRM/HRIS, measuring intellectual capital, impact of HRM practices on organisational performance, contemporary issues in human resource management, global HR practices.

References

**MBAHR6104: MANAGEMENT ACCOUNTING**

**Objective:** The objective of this course is to acquaint the students about the role, concepts, techniques and methodology relevant to accounting function and to impart knowledge regarding the use of cost accounting information in managerial decision making.

**UNIT I**


**UNIT II**

Revenue recognition and measurement (AS-9), inventory valuation (AS-2), depreciation accounting (AS-6), intangible assets accounting (AS-26), financial statement analysis-ratio analysis, common size statements, comparative analysis, trend analysis, cash flow analysis, accounting for price level changes, human resource accounting, social and environmental accounting.

**UNIT III**

Cost accounting objectives, cost accounting and management accounting, understanding and classifying costs, overhead allocation, preparation of cost sheet, introduction to methods of costing, techniques of costing-marginal costing and its managerial implications, budgetary control, standard costing and variance analysis.
UNIT IV
Contemporary issues in management accounting-value chain analysis, activity based costing, activity based budgeting, target and life cycle costing, quality costing.

References

MBAHR6105: ORGANISATIONAL BEHAVIOUR

Objective: This course emphasizes the importance of human capital in the organizations of today. It gives an insight to the students regarding individual and group behaviour in any organization.

UNIT I
Introduction to OB-concepts, foundations, contributing disciplines to OB, role of OB in management practices, challenges and opportunities for OB, OB in the context of globalization, scientific management, human relations schools, Hawthorne experiments, introduction to human behavior, perception, attitudes and job satisfaction.

UNIT II
Personality-meaning, determinants, theories, Myers-Briggs type indicator (MBIT) and big five model, leadership-theories, determinants, style and challenges to leadership in India, motivation and morale-concept and applications, communication-interpersonal communication, listening, feedback, counseling, organizational communication.
UNIT III
Group process-group and intergroup behaviour, group decision making, team management-types of teams, teams in modern workplace, team vs. group, power-concept, bases of power, distinction between power and authority, power distribution in organization, organisational politics-concept, consequences, reasons and management of political behaviour, work stress-causes, organizational and extra organizational stressor, individual and group stressor, effect of stress, stress coping strategies.

UNIT IV
Conflict and inter-group behaviour-sources of conflict, types of conflict, functional and dysfunctional aspects of conflict, approaches to conflict management, organisational culture-functions, creating and sustaining of OC, development and implications of OC, organisational effectiveness-concept and approaches to OE, factors in OE, effectiveness through adaptive coping cycle, organizational health development, emotional intelligence.

References

MBAHR6106: WORKSHOP ON BUSINESS COMPUTING

Objective: 1) To create awareness in would be managers, about information systems in an organization so as to enable the use of computer resources efficiently, for effective decision making; 2) To explore the use of MS-Excel and other common IS tools.
UNIT-I
Introduction to Excel, Working with Excel Formula/Functions – Lookup (VLOOKUP, HLOOKUP) and Reference Functions, Logical Functions, Database Functions, Date and Time Functions, Information Functions, Mathematical and Trigonometric Functions, Statistical Functions, Text Functions, Conditional Formatting, Data Sorting and Filtering, Pivot Tables, Pivot Charts, Introduction to VBA Macro, Using Goal Seek and Sensitivity Analysis/ What If Analysis, Excel Charting, Solving simple linear programming problems using Excel Solver.

UNIT-II
Using Data Base Functions in MS-Excel viz. DAVG(), DSUM(), DCOUNT(), DLOOKUP(), DMAX(), DMIN();
Introduction to HTML and webpage designing, Project Management – PERT/CPM using MS-Project; Hands on word-processing software & presentation software; Plagiarism – types of plagiarism, using plagiarism detection software.

References

MBAHR6108: WORKSHOP ON BUSINESS RESEARCH

Objective: To expose the students to the basic concepts of research methodology and application through practical exercises in the area of commerce and management.
UNIT-I

Introduction to business research: definition, characteristics, types, research process an overview, review of literature its role and significance in the stages of research process, theory building, ethical issues in business research, formulation of the research problem and research proposal, hypothesis - definition, formulation and types , research design - definition, types, secondary data definition, types, sources, evaluation and searches, primary data collection methods - surveys, observation and experiments, measurement and scaling concepts, measurement scales

UNIT-II

Select Stages of the Research Process- preparation of data collection instruments, questionnaire (instrument) design, sampling design and sampling procedures, sample size estimation, fieldwork, processing of data, data analysis -basic data analysis, hypothesis testing t test, chi square test, test of proportion, bivariate analysis-tests of differences and measures of association through use of parametric and non parametric tests, report writing, use of computers in research.

References

2. Carver, R.H. & Nash, J.G., Data Analysis with SPSS, Cengage Learning, New Delhi
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
Legal regulation of employment conditions in India, law of master and servant relationship, concept of social justice.

UNIT II
Industrial dispute act, 1947-definition of industry, workmen, industrial dispute, procedures, power and duties of authorities, strikes and lockouts, layoffs and retrenchment, industrial employment (standing order) act, 1947-certification process of standing orders.

UNIT III
Trade union act, 1926-registration, immunities available to registered trade unions, payment of wages act, 1936-deductions and authorities, minimum wages act, 1948-fair wages, living wages, minimum wages, fixation of minimum rate of wages.

UNIT IV
Contract labour (regulation and abolition) act, 1970-advisory boards, registration of establishments, licensing of contractors, welfare and health of contract labour, interstate migrant workmen (regulation of employment and conditions of services) act,1979-welfare and health measures of interstate migrant workmen.

References
MBAHR6202: INDUSTRIAL RELATIONS AND LABOUR POLICY

Objective: The course aims at familiarizing the participants with the industrial relation scene in India with special reference to the industrial conflict and their prevention and resolution, and significance and impact of labour policy on industrial relations in India.

UNIT I
Industrial relations-concepts, origin, scope, determinants and theories, system approach-actors, context, web of rules and ideology, trade unions and industrial relations, human resource management and industrial relations, social-economic, technical, political factors affecting IR in changing environment.

UNIT II
Voluntary and statutory efforts on prevention and settlement of industrial disputes, industrial relations and rationalization, modernization and automation, industrial conflict-theories, forms, causes, right to strike, consultative bodies-bipartite and tripartite, and IR strategies.

UNIT III
State and labour-theoretical aspects, framework, evolution and dimensions of labour policy in India, labour policy specially in the context of terms and conditions of employment, industrial relations and wages policy.

UNIT IV
Labour policy and growth of legislative framework in India, labour administrative framework implementation of labour policy and laws, government as an employer, new economic policy and labour, social clause and WTO.

References
MBAHR6204: MARKETING MANAGEMENT

Objective: The course aims at making participants understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm with a view to better understand and appreciate the complexities associated with the marketing function.

UNIT I
Introduction to marketing-meaning, nature and scope of marketing, marketing philosophies, marketing management process, concept of marketing mix, market analysis-understanding marketing environment, consumer and organisation buyer behaviour, market measurement and marketing research, market segmentation, targeting and positioning.

UNIT II
Product planning and pricing-product concept, types of products, major product, decisions, brand management, product life cycle, new product development process, pricing decisions, determinants of price, pricing process, policies and strategies.

UNIT III
Promotion and distribution decisions-communication process, promotion tools-advertising, personal selling, publicity and sales promotion, distribution channel decisions-types and functions of intermediaries, selection and management of intermediaries.

UNIT IV
Marketing organization and control-organising for marketing, marketing implementation & control, ethics in marketing, emerging trends and issues in marketing-consumerism, rural marketing, societal marketing, direct and online marketing, green marketing, retail marketing, customer relationship management.

References
MBAHR6205: PRODUCTION MANAGEMENT AND QUANTITATIVE TECHNIQUES

Objective: To provide students with the requisite knowledge of concepts and to impart practical skills and techniques required in the area of Production Planning and Materials Management as well as the quantitative techniques helpful in production related decisions.

UNIT I
Production management-definition, nature and process, production and productivity, product and service design, product quality-TQM, ISO 9000:2000, cost of quality, process design and selection, work study-method study, time study, ergonomics, work measurement, activity sampling, process quality-six sigma quality, process control, control charts.

UNIT II
Facility location, facility layout, capacity and equipment selection, operations scheduling, supply chain management, enterprise resource management, JIT production systems, technological innovations in manufacturing, tools for manufacturing planning, manufacturing automation, re-engineering, role of human resource management in production management, workforce productivity improvement.

UNIT III
Probability-basic concepts and approaches, addition, multiplication and BayesÔ theorem, probability distributions-meaning, types and applications, binomial, Poisson and normal distributions, linear programming-the graphical and simplex method, transportation models, material management and inventory control-EOQ models with discounts and price breaks,
selective inventory control, simulation-Monte Carlo simulation technique, queuing theory-concept, assumptions and single server applications.

**UNIT IV**

Decision theory-decision making under uncertainty and risk, Bayesian analysis, decision trees, game theory, pure and mixed strategy games, principle of dominance, two person zero sum game, sequencing problems, PERT /CPM-probability considerations in PERT, time-cost trade-off, replacement models.

**References**


**MBAHR6208: SEMINAR ON MANAGEMENT OF CHANGE**

**Objective:** The course develops an analytical and operational approach to bringing about planned change in rapidly changing environment. Organizations need to be prepared for bringing these changes.

**UNIT I**

Understanding organizational change, need for bringing change, types of change, change levers, perspectives of change, understanding corporate culture, change programs.
UNIT II
Models of change, leadership and change, case studies on change as growth, change as transformation and change as turn around, brief introduction to major organizational changes -total quality management and business process reengineering.

References

MBAHR6209: SEMINAR ON HUMAN RESOURCE PLANNING

Objective: The course aims at imparting relevant skills required to perform the functions of human resource planning in an organization.

UNIT I
Nature of HR policy, formulating, implementing and testing HR policies, human resource planning-need, process and responsibility, factors affecting HRP, job, role, skills and competence analysis, determining qualitative and quantitative manpower requirements.

UNIT II
Assessment of HR planning, requisites for successful HR planning, role of HRP professionals, link between human resource planning and strategic planning, HRP problem areas, impact of technology on HRP.

References
MBAHR6211: WORKSHOP ON BUSINESS COMMUNICATION

Objective: The course aims at developing the communication skills of students both written communication and oral communication. The students will also be taught how to analyse cases and prepare case reports.

UNIT I
An introduction to business communication, elements of the communication models, types of communication, barriers to communication, an introduction to the case method-steps in case analysis, principles of written communication, business letters-their basic qualities, opening and closing paragraphs, mechanics of letter writing, specific types of letters-routine letters, bad news letters, persuasive letters, sales letters, collection letters, job applications letters, internal communication through memos, minutes and notices.

UNIT II
Principles of oral communication, speeches-speech of introduction, of thanks, occasional speeches, theme speech, mastering the art of giving interviews in the following-selection or placement interview, appraisal interview, exit interview, group communication-meetings and group discussions, report writing, principles of effective presentations including use of audio-visual media, business and social etiquette.

References
5. O'Rourke IV, and James, S., Management Communication: A Case Analysis Approach, Pearson Education.
MBAHR6212: WORKSHOP ON QUALITATIVE RESEARCH

Objective: This course aims to enable the students to explore the practical dimensions of qualitative research, such as creating a research design, conducting interviews, and observations, and analyzing qualitative data.

UNIT I

Introduction to qualitative research - features of qualitative research, comparison of qualitative and quantitative research, designing qualitative research, qualitative research approaches, narrative research, phenomenology research, case study research, sampling techniques in qualitative research.

UNIT II

Data Collection techniques in qualitative research, focus groups, in-depth interviews, laddering and projective techniques, qualitative data analysis, descriptive level analysis, and conceptual level analysis, codes, categories, themes and memos. Computer assisted NCT analysis, Ethical issues in qualitative research.

References

2. Charmaz K., Constructing Grounding Theory, SAGE Publications.
4. Lichtman, M.V. Qualitative Research for the Social Sciences. SAGE Publications.
7. Silverman, D. Qualitative Research. SAGE Publications.
10. Uwe, F. An Introduction to Qualitative Research. SAGE Publications.
THIRD SEMESTER

MBAHR7101: 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
Factories act, 1948-health, safety, welfare measures, working hours of adults, provisions related to hazardous process, employment of young persons and women, equal remuneration act, 1976.

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 o pay compensation, the workshop and commercial establishment act.

UNIT III
Mines act, 1952-provisions related to health and safety, hours and limitations of employment, leave with wages, the apprenticeship act, 1961-provisions relating to apprentices and their training, authorities.

UNIT IV
The payment of bonus act, 1965, the bonded labour system (abolition) act, 1976-abolition, extinguishment of liability to repay bonded debt, vigilance committees, environment protection act, 1986-prevention, control and abatement of environmental pollution, offences and penalties.

References
MBAHR7102: 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


MBAHR7103: 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**

**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

MBAHR7104: 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

MBAHR7105: WORKSHOP ON TRAINING AND DEVELOPMENT

Objective: This course helps in understanding importance of human resource development in the organizations. Preparation of HRD plans as well as 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, 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


MBAHR7106: 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
MBAHR7107: 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
Social security-the concept, scope and objectives, social assistance and social insurance, international norms for social security of labour-the ILO measures, social security for unorganized and agricultural labour (recommendations of national commission on labour-II), social security laws in India-workmen’s compensation act, 1923-employers liability for compensation, employees state insurance act, 1948-contributions and benefits, employees provident fund & miscellaneous provisions act, 1952-schemes and authorities, payment of gratuity act, 1972, maternity benefit act, 1961.

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

MBAHR7201: 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
6. Houldsworth, E. and Dilum, J., Managing and Measuring Employee Performance - Understanding Practice, Kogan Page Ltd.

MBAHR7202: 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 centered 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

MBAHR7203: 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

MBAHR7206: 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

MBAHR7207: 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 i've got you SOB), blemishes, yes but, kick me, TA and emotional intelligence, TA and conflict resolution, benefits of TA.
MBAHR7208: MANAGING CORPORATE SOCIAL RESPONSIBILITY

Objective: This course examines the historic and current context, drivers, and ways that Corporate Social Responsibility (CSR) law, self-regulation, and ethical norms and initiatives are adapting to the increasing power and impact of businesses. The course discusses key issues in sustainability and corporate social responsibility especially in the context of India.

UNIT I
Introduction to Corporate Social Responsibility: Meaning & Definition of Corporate Social Responsibility, History & Evolution of CSR, Concept of charity, Corporate Philanthropy, Corporate Citizenship, Concept of Sustainability and Stakeholder Management. Corporate Social Responsibility through Triple Bottom Line and Sustainable Business; Relation between Corporate Social Responsibility and Corporate Governance, Environmental Aspect of Corporate Social Responsibility, Evolution of CSR in India; Models of Corporate Social Responsibility in India, Carroll’s Model; Drivers of Corporate Social Responsibility; Major Codes on Corporate Social Responsibility; Initiatives in India.

UNIT II

UNIT III
Role of Public Sector in Corporate, Government programs that encourage voluntary responsible action of corporations. Role of Non-profit and Local Self governance in implementing Corporate Social Responsibility; Contemporary issues in Corporate Social Responsibility in Millennium Development Goals, Global Compact Self assessment tool,
national Voluntary guidelines by the Government of India, Understanding roles and responsibilities of Corporate foundations.

UNIT IV
The Drivers of Corporate Social Responsibility in India, Market based pressure and incentives, Civil Society Pressure, The Regulatory Environment in India, Performance in major business and programs.

References
1. Mark S. Schwartz, Corporate Social Responsibility: An Ethical approach.

MBAHR7211: 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

MBAHR7212: 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 and 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
MBAHR7213: 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

MBAHR7214: 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 ecosystems, technological discontinuities, paradigm shift.

UNIT II
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
2. Daft, R.L., Organization theory and design, South-Western College Publishing.
3. Lucas, H.C., The organizational analysis, design, and implementation of information systems, McGraw-Hill.


**MBAHR7215: 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**

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

**MBAHR7216: 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

**MBAHR7217: 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

**MBAHR7218: 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 organizational 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
2. Gupta, B.L., Management Competency Based Learning, Concept Publishing Company, New Delhi.

MBAHR7219: 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 leaning.

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

MBAHR7220: 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 levels.

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

MBAHR7221: WORKSHOP ON SECRETARIAL PRACTICE

Objective: The course aims at providing the students, through discussions with professionals, and plant visits, practical orientation in designing forms, maintenance of records and registers, filing of returns under various labour laws and drawing up of rules and procedures for training and welfare activities.

Unit I
Personnel department staff responsibilities- line and staff functions. Assistance to line managers in personnel functions, Administration of Procurement, Training and Development, evaluation, compensation, counseling, promotion and separation, Designing of forms, maintenance of records and registers in each of above functions. Preparing a proper information system regarding personnel.

Unit II
Administration of personnel functions mentioned unit-1 above, and of employee benefit programmes like health and accident, insurance, welfare, social security, retirement, gratuity, recreation etc.
Unit III


Unit IV

Secretarial assistance in grievance handling and labour relations, innovation role, updating information on current trends, diagnosing organizational health, providing new methods of solving personnel problems.

Readings
1. Edwin Flippo : Personnel Management
2. Famularo : Handbook of Modern Personnel Administration
3. P.L.Malik : Industrial Law
4. Chris Argyris : Diagnosing Human relations in Organization
5. H.L. Kumar : Labour Management (Forms and Procedures)

Journals Recommended:
- Human Capital
- H. R. Today
- H. R. Focus
- Personnel
- Labour Law Journal