

**MASTER OF BUSINESS ADMINISTRATION (MBA) II**  
**HUMAN RESOURCES (HR)**

**Structure Term-III**

Subject Code	Subject	Examination	Periods (45 minutes)		Total Marks
			Lecture	Tutorial	
301	Business Policy & Strategic Management	External	60	15	100
302	Management Control Systems	External	60	15	100
303 – E	Labour Laws – I (I)	External	60	15	100
304 – E	Industrial Relations (II)	External	60	15	100
305 – E	Personnel Administration – Application & Procedure (III)	External	60	15	100
306 – E	Training and Development(IV)	Internal	30	08	50
307 – E	Organizational Development (V)	Internal	30	08	50
308 – E	Project Report	External			100
	<b>Total</b>		<b>360</b>	<b>91</b>	<b>700</b>

**Structure Term - IV**

Subject Code	Subject	Examination	Periods (45 minutes)		Total Marks
			Lecture	Tutorial	
401	Entrepreneurship Development & Project Management	External	60	15	100
402	International Business Management	External	60	15	100
403	Current Trends in Management	External	60	15	100
404 – E	Labour Welfare (VI)	External	60	15	100
405 – E	Labour Laws (VII)	Internal	30	08	50
406 – E	Strategic Human Resource Management (VIII)	Internal	30	08	50
407 – E	Emerging Trends in HR Practices (IX)	External	60	15	100
408 – E	Case Studies in PM & IR (X)	External	60	15	100
	<b>Total</b>		<b>420</b>	<b>106</b>	<b>700</b>

## MBA Semester III

### (301) BUSINESS POLICY & STRATEGIC MANAGEMENT

- 1. Strategy and the Quest for Competitive Advantage:** Military origins of strategy – Evolution - Concept and Characteristics of strategic management – Defining strategy – Mintzerbg’s 5Ps of strategy – Corporate, Business and Functional Levels of strategy - Strategic Management Process. (4)
- 2. Strategic Intent & Strategy Formulation:** Vision, mission and purpose – Business definition, objectives and goals – Stakeholders in business and their roles in strategic management - Corporate Social Responsibility, Ethical and Social Considerations in Strategy Development. (4)
- 3. Strategic analysis:** Analyzing Company’s Resources and Competitive Position Organizational Capability Profile – Strategic Advantage Profile – Core Competence - Distinctive competitiveness. (4)
- 4. Analyzing Company’s External Environment:** Environmental appraisal – Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP) – Industry Analysis - Porter’s Five Forces Model of competition. (4)
- 5. Corporate Portfolio Analysis:** Business Portfolio Analysis - Synergy and Dysergy - BCG Matrix – GE 9 Cell Model - Concept of Stretch, Leverage and fit (3)
- 6. Generic Competitive Strategies:** Low cost, Differentiation, Focus. (3)
- 7. Grand Strategies:** Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment, Outsourcing Strategies. (8)
- 8. Tailoring strategy to fit specific industry** – Life Cycle Analysis - Emerging, Growing, Mature & Declining Industries. (4)
- 9. New Business Models and strategies for Internet Economy:** Shaping characteristics of E-Commerce environment – E-Commerce Business Model and Strategies – Internet Strategies for Traditional Business – Key success factors in E-Commerce – Virtual Value Chain. (6)
- 10. Strategy implementation** - Project implementation – Procedural implementation – Resource Allocation – Organization Structure – Matching structure and strategy. (3)
- 11. Behavioural issues in implementation** – Corporate culture – Mc Kinsey’s 7s Framework - Concepts of Learning Organization (3)
- 12. Functional issues** – Functional plans and policies – Financial, Marketing, Operations, Personnel, IT. (2)
- 13. Strategy Evaluation** – Operations Control and Strategic Control - Symptoms of malfunctioning of strategy — Balanced Scorecard. (2)
- 14. Cases in strategic management:** A minimum of 5 cases encompassing the above topics to be analyzed and discussed in the class. (10)

#### Books Recommended:-

1. A A Thompson Jr., A J Strickland III, J E Gamble, Crafting & Executing Strategy – The Quest for Competitive Advantage, Tata McGraw Hill, 4th ed., 2005.
2. Ranjan Das, Crafting the Strategy: Concepts and Cases in Strategic Management, Tata McGraw Hill, 2004.
3. Henry, Mintzberg, Bruce, Ahlstrand and Joseph, Lampel (1998). Strategy Safari. Free Press, New York.
4. Gary, Hamel and Prahalad, C. K. (1999). Competing for the Future. HBS Press.

5. Ed. C.A. Montgomery, M.E. Porter, Strategy – Seeking and Securing Competitive Advantage, Harvard Business Review Publications, 1991.
6. Peter F. Drucker, Managing in a Time of Great Change, Truman Talley Books / Plume Penguin Group, 1998.

## **(302) MANAGEMENT CONTROL SYSTEMS**

- 1. Characteristics of Management Control System** – Evolution of control systems in an organization — Strategic Planning, Management Control and Operational Control - Cybernetic Paradigm of Grissinger (3)
- 2. Understanding strategies** – Concept of strategy – Business Unit level and corporate strategy - Gaining competitive advantage (3)
- 3. Goals** - Hierarchy of Goals – Goal congruence – factors that affect goal congruence – formal and informal systems – Types of organization structure in the perspective of Global scenario. - Functions of the Controller. (3)
- 4. Responsibility Centers** – Types of Responsibility Centers – Expense Centers, Profit Centers and Investment Centers – measures used to evaluate their performances – such as ROI, ROA, MVA, EVA – DuPont analysis (13)
- 5. Budgetary Control as a control tool** – Revision of budgets – ZBB – Budgetary control approach with respect to Engineered and Discretionary costs – Committed costs (6)
- 6. Capital Budgeting as a tool for management performance measurement** (6)
- 7. Transfer Pricing** – Objectives and need of Transfer pricing –Methods of Transfer pricing - Cost Based, Market price based, Two steps, Dual price, Profit sharing- Administration and Related numerical problems (8)
- 8. Performance Evaluation through Balanced Scorecard** – Four perspectives. (6)
- 9. Management Control Systems in Service Sector** vis-à-vis in Manufacturing Sector – Banking, Insurance, BPO. (6)
- 10. Introduction to Audit Function** as a control tool covering Financial Audit, Internal Audit, Cost Audit - Management Audit – Principles and Objectives (6)

### **Books Recommended:-**

1. Management Control Systems, 10th Ed. – Anthony and Govindrajana
2. Practical Auditing – B.N.Tandon
3. Cost Accounting – B.K.Bhar
4. Management Accounting – Khan & Jain
5. Financial Management – Prasanna Chandra
6. Guidance note on Transfer Pricing – ICAI Publication

## (303 E) LABOUR LAWS – I

### **1 The Factories Act, 1948**

Approval, Licensing and Registration- Inspecting Staff – Health – Welfare Working Hours - Annual Leave with wages - Periodical Returns- Registers and Records. (15)

### **2 The Bombay Shops and Establishments Act, 1948**

Registration of Establishments –Shops and Commercial Establishments – Residential Hotels, Restaurants and Eating Houses –Theatres or other places of Public Amusement or Entertainment – Leave with pay and payment of wages –Health and Safety – Maintenance of Registers, Records and Annual Report (8)

### **3 The Contract Labour (Regulation and Abolition) Act, 1970**

Advisory Boards – Registration of Establishments – Licensing of Contractors – Welfare and Health of Contract Labour – Registers and other Records to be maintained. (8)

### **4 The Minimum Wages Act, 1948**

Fixing of Minimum Rates of Wages –Minimum Rates of Wages – Procedure for Fixing and Revising Minimum Wages – Advisory Boards and Committees – Wages in Kind –Wages for worker who works for less than normal working day – Wages for two or more classes of work – Minimum time rate wages for piece rate work – Maintenance of Registers and Records (8)

### **5 The Payment of Wages Act, 1936**

Fixation of Wage Periods – Time of Payment of Wages – Deductions which may be made from wages –Maintenance of Registers and Records. (8)

### **6 The Payment of Bonus Act, 1965**

Computation of Gross Profit and Available Surplus – Eligibility and Disqualification for Bonus – Payment of Minimum and Maximum Bonus – Calculation of Bonus with respect to certain employees – Proportionate deduction in bonus in certain cases – Computation of number of working days – Set on and Set off of allocable surplus – Special provisions with respect to certain establishments – Deduction of certain amounts from bonus payable – Time limit for payment of bonus – Presumption about accuracy of balance sheet and profit and loss account – Maintenance of Registers and Records. (8)

### **7 The Payment of Gratuity Act, 1972**

Entire Act (5)

### **Books Recommended:-**

1. Bare Acts
2. Industrial Law – P L Malik
3. Industrial Law – J K Bareja
4. Labour Laws for managers – B D Singh
5. Industrial & Labour Laws – S P Jain

## (304 E) INDUSTRIAL RELATIONS

**1 Industrial Relation :-**Origin, Definition, Scope, Determinant, Socio-Economic, Technical, Political factors affecting IR in changing Environment, Approaches to the study of IR Psychological, Human Relation, Socio-Gandhian approach & It's Effect on Management (10)

**2 Trade Union:** - Function of Trade Union, Types & structure of Trade Union, Impact of globalization on Trade union movement. (10)

**3 Industrial Dispute-**Meaning, Causes (5)

**4 Industrial Relation Machinery to solve Industrial Dispute:** - Negotiation, Mediator. Arbitration- Work Committees, Conciliation, Board of Conciliation, Court of enquiry, Labour Court, Industrial Tribunal, National Tribunal, Role of Judiciary & its impact on industrial relation. (8)

**5 Collective Bargaining-**Meaning, Characteristics, Need, Importance, Essential Conditions for Success of Collective Bargaining, Process of Collective Bargaining, Causes for Failure of Collective Bargaining, Options in Case of Collective Bargaining. (8)

**6 Workers Participation in Management-**Concept, Pre-Requisites, Levels Of Participation, Benefits of Participation. (5)

**7 Impact of Globalization & Information Technology on IR.** (4)

**8 Role of Human Resource Development** in Developing Industrial Relation- Industrial Relation Democracy, Industrial peace (5)

**9 Salient features of Industrial Employment (Standing order) Act1946.** (5)

### **Books Recommended:-**

1. Dynamic Personnel Administration - Prof. M.N.Rudrabasavraj.
2. Personnel Management and Industrial Relations –P.C.Shejwalkar andS.B.Malegaonkar
3. Labour Management Relations in India – K.M.Subramanian
4. Trade Unionism. Myth and Reality, New Delhi, Oxford UP, 1982. Mamkoottam
5. Management of Industrial Relations – Pramod Verma
6. The Future of Industrial Relations. New Delhi Sage, 1994. Niland JR.
7. Collective Bargaining and Industrial. -Kochan, T.A. & Katz Henry. 2<sup>nd</sup> ed. Homewood, Illinois, Richard D Irish, 1988.
8. Industrial Relations – Arun Monappa
- 9 Human Developments –Diane E.Papalia, Sally Wendkos Olds.
- 10 Industrial & Labour Law- S.P. JainDhanpat rai & Co.
11. Elements Of Mercantile Law- N.D.Kapoor

## (305 E) – PERSONNEL ADMINISTRATION - APPLICATION & PROCEDURE

1. **Personnel Administration** – Definition, Nature, Objectives, Principles. (9)
2. **Personnel Policy** – Definition, Scope, Process, Objectives, Contents of Personnel file & Personnel audit, Personnel Department Structure, proper Environment around factory. (9)
3. **General Communication** – Drafting of appointment orders, Interview Letters, Promotion, Transfer & Appreciation Letters, Notices & Circulars (All Types) (10)
4. **Wage & Salary Administration** – General consideration in wage & Salary administration – Objectives & principles, Time keeping, Attendance, Statutory Returns – TDS, Professional Tax, Form 16 (A) PF & ESI Returns. (10)
5. **Disciplinary Action Communication** – Suspension Orders, show cause, Notices, memo, charge sheet, warning, letter of termination & dismissal. (10)
6. **Calculations** – Calculation for superannuation, gratuity & bonus (10)
7. **Challenges of modern personnel manager.** (2)

### Books Recommended:-

1. Guide on Labour Management forms and precedents (Law, Practice & Procedure) by S.D. Puri (Snow white publications)
2. Personnel Management by Edwin Flippo
3. Personnel Management by C.B. Mamoria
4. Dynamics of personnel Administration by Rudrabaswaraj.

## (306 E) – TRAINING & DEVELOPMENT

1. **Introduction To Training Concept:** Definition, Meaning, Need For Training, Importance Of Training, Objectives Of Training, Concepts Of Education, Training And Development, Overview Of Training Functions, Types Of Training (6)
2. **Process Of Training:** Steps In Training, Identification Of Job Competencies, Criteria For Identifying Training Needs (Person Analysis, Task Analysis, Organization Analysis), Assessment Of Training Needs, Methods And Process Of Needs Assessment. (6)
3. **Designing And Implementing A Training Program:** Trainer Identification, Methods And Techniques Of Training, Designing A Training Module (Cross Cultural, Leadership, Training The Trainer, Change), Management Development Program, Budgeting Of Training. (6)
4. **Evaluation Of Training Program:** Kirkpatrick Model Of Evaluation, CIRO Model, Cost-Benefit Analysis, ROI Of Training. (6)
5. **Learning:** Principles Of Learning, Theories Of Learning, Reinforcement Theory, Social Learning Theory, Andragogy, Resistance To Training. (4)
6. **Technology In Training:** CBT, Multimedia Training, E-Learning/Online Learning, Distance Learning. (2)

### Books Recommended:-

1. Employee Training And Development - Raymond Noe
2. Every Trainers Handbook- Devendra Agochia
3. 360 Degree Feedback, Competency Mapping And Assessment Centre- Radha Sharma
4. Training And Development- S.K. Bhatia
5. HRM-Biswajeet Pattanayak

## **(307 E) – ORGANIZATIONAL DEVELOPMENT**

- 1. Definition, Values and Assumptions, Importance, Evolution:** Kurt Lewin, Robert Tanenbaum, McGregor, Herbert Shepard, Robert Blake. (6)
- 2. Foundations Of OD:** Action Research, Survey Feedback, Systems Theory, Teams And Teamwork, Participation And Empowerment, Applied Behavioural Science, Parallel Learning Structures. (6)
- 3. Process Of OD:** –Model Of Change, Six Box Model. (6)
- 4. OD Intervention:** Meaning, Importance, Team Intervention: Role Analysis, Interdependency, Appreciation and Concern Inter group: Walton, Principled Negotiation Structural: Sts, Work Redesign, Self-Managed Teams. Individual: T-Group, Behaviour Modeling (6)
- 5. Client And Consultant Relationship** (3)
- 6. Caselets: Action Research Intervention Exercises** (3)

### **Books Recommended:-**

- 1) Organisational Development By S Ramnarayan, T V Rao.
- 2) Organisational Development And Change By Cummings And Worley (7th Edition)
- 3) Organisational Development By French And Bell (6th Edition)

## MBA Semester IV

### (401)- ENTREPRENEURSHIP DEVELOPMENT & PROJECT MANAGEMENT

#### SECTION I: ENTREPRENEURSHIP DEVELOPMENT – (35 Marks)

**1. Foundations of Entrepreneurship Development:** Concept and Need of Entrepreneurship Development Definition of Entrepreneur, Entrepreneurship, Innovation, Invention, Creativity, Business Idea, Opportunities through change. Concepts of Entrepreneur, Manager, Intrapreneur / Corporate Entrepreneur – comparative study - Roles, Responsibilities, Career opportunities. Entrepreneurship as a career, Entrepreneurship as a style of management, The changing role of the entrepreneur: mid career dilemmas – Closing the window: Sustaining Competitiveness - Maintaining competitive advantage. (8)

**2. Theories of Entrepreneurship:**

- Innovation Theory by Schumpeter & Imitating
- Theory of High Achievement by McClelland,
- X-Efficiency Theory by Leibenstein
- Theory of Profit by Knight,
- Theory of Social change by Everett Hagen (9)

**3. Influences on Entrepreneurship Development:**

- a. Entrepreneurial Traits
- b. External Influences on Entrepreneurship Development: Socio-Cultural, Political, Economical, Personal. Entrepreneurial culture with special reference to Intrapreneurship / Corporate Entrepreneurship.
- c. Entrepreneurial Success and Failure: Reasons and Remedies. (9)

**4. Women Entrepreneurs:** Challenges to Woman Entrepreneurs, Achievements of Woman Entrepreneurs, Role Models of Woman Entrepreneurs. (4)

**5. Creating Entrepreneurial Venture - Entrepreneurship Development Cycle** (2)

**6. Business Planning Process -** The business plan as an entrepreneurial tool Elements of Business Plan, Objectives, Market Analysis, Development of product / idea, Marketing, Finance, Organization & Management, Ownership, Critical risk contingencies of the proposal, Scheduling and milestones. (6)

## SECTION II: PROJECT MANAGEMENT – (35 Marks)

**7. Project Management:** Technical, Financial, Marketing Personnel and Management feasibility Reports Financial schemes offered by various financial institutions like Commercial Banks, IDBI, ICICI, SIDBI, SFCs, Venture Capital Funding, Angel Capitalist (10)

**8. Entrepreneurship Development and Government:** Role of Central Government and State Government in promoting Entrepreneurship with various incentives, subsidies, grants etc. – with special reference to ‘Export oriented unites’  
Role of the following agencies in the Entrepreneurship Development  
1. DIC – District Industrial Center  
2. SISI – Small Industries Services Institute  
3. EDII – Entrepreneurship Development Institute of India  
4. NIESBUD – National Institute of Entrepreneurship and Small Business Development  
5. NEDB – National Entrepreneurship Development Board (12)

### Books Recommended:-

1. Dynamics of Entrepreneurship Development – Vasant Desai.
2. Entrepreneurship: New Venture Creation – David H. Holt
3. Entrepreneurship Development New Venture Creation – Satish Taneja, S.L.Gupta
4. Project management – K. Nagarajan.
5. Entrepreneurship: Strategies and Resources – Marc J. Dollinger
6. The Culture of Entrepreneurship – Brigitte Berger.
7. Innovation and Entrepreneurship – Peter F. Drucker
8. Entrepreneurship – Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd
9. Entrepreneurship As Strategy – G. Dale Meyer, Kurt A. Heppard
10. New Vistas of Entrepreneurship: Challenges & Opportunities – A. Sahay, M.S.Chhikara
11. Entrepreneurship and Small Business Management – Siropolis
12. The Entrepreneurial Connection - Gurmeet Naroola
13. Thought Leaders – Steven Brandt.
14. Corporate Entrepreneurship – Vijay Sathe
15. Corporate Entrepreneurship: Entrepreneurial Development Inside Organizations – Michael H.Morris, Donald F.Kuratko
16. Intrapreneurship: Gifford Pinchot III
17. Lead like an Entrepreneur – Neal Thornberry
18. You Too Can Become an Entrepreneur – Nalinaksha Mutsuddi
19. Make The Move: Demystifying Entrepreneurship – Ishan Gupta, Rajat Khare

## (402) INTERNATIONAL BUSINESS MANAGEMENT

**1. International Business Environment** – Globalization – Forces, Meaning, dimensions and stages in Globalization – Introduction to theories of International Trade by Adam Smith, Ricardo and Ohlin & Heckler – Trading Environment of International Trade – Tariff and Non-tariff Barriers – Trade Blocks – Rise of new economies like Japan, South East Asia and China as compared to India. (25)

**2. Country Risk Analysis** – Political, Social and Economic – Cultural and Ethical practices – Halsteade model - Responsibilities of International Business. (10)

**3. Managing Multinational Enterprises** – Problems and Potential – Multinational Service Organizations – Indian companies becoming Multinationals – Potential, Need and Problems (4)

**4. Introduction to International Financial Management** – Balance of Trade and Balance of Payment – International Monetary Fund, Asian Development Bank and World Bank – Financial Markets and Instruments – Introduction to Export and Import Finance – Methods of payment in International Trade – Introduction to current EXIM policy. (10)

**5. Bilateral and Multilateral Trade Laws** – General Agreement on Trade and Tariffs, (GATT), World Trade Organization – IPR, TRIPS, TRIMS, GATS – Ministerial Conferences. (3)

**6. International Marketing** – Entry strategies – Market selection – Barriers (2)

**7. Global sourcing and its impact on Indian Industry** – Globalization and internal reform process – India's competitive advantage in industries like IT, Textiles, Gems & Jewellery etc. – Potential and threats (3)

**8. Case Studies:** (3)

- Country Risk Analysis
- Cases on theories of International Trade
- Cases on WTO related to topic 5
- Cases on International Marketing

### **Books Recommended:-**

1. International Business Environment – Sundaram and Black
2. International Business Environment – Bhalla and Raju
3. International Financial Management – P.G.Apte
4. International Business – Francis Cherulinam
5. International Business – Rao and Rangachari
6. Export Management – Rathod
7. International Business – Rao and Rangachari
8. Global Business Today – Charles Hill
9. International Business – Charles Hill
10. International Business Environment & Operations – John D.Daniels

## (403) CURRENT TRENDS IN MANAGEMENT

1. **Knowledge Management:** Concept, KM Strategies – Architecture and Tools – KM Practices. (12)
2. **Six Sigma** – Concept, steps involved in launching Six Sigma, Benefits derived. (10)
3. **Mergers and Acquisitions** – Concept, Types, Relevance in 21st century businesses - Regulatory control. (10)
4. **IT Enabled Services** – Business / Knowledge Process Outsourcing. (8)
5. **World Class Manufacturing:** Concept and Importance, Lean Manufacturing Practices, Just in Time, Theory of Constraints. (10)
6. **Corporate Governance:** Concept, Significance in Indian Context, Corporate Social Responsibility – Role of Board of Directors – Recommendations of Birla Committee and Narayanmurthy Committee – Sarbanes-Oxley Act of 2002. (10)

### Books Recommended:-

1. Knowledge Management - Awad Elias M, Ghaziri Hassan M (Pearson Education)
2. Six Sigma for Every One - Eckes (John Wiley & Sons, New Jersey)
3. Mergers Restructuring and Corporate Control – Weston, Chung, Hong (Prentice Hall)
4. Corporate Governance – Dr. S. Singa (Excel Books)
5. World Class Manufacturing – Vol.-1 and 2 (ICFAI University Press)
6. Information Technology Enabled Services – Vol. 1 and 2 (ICFAI University Press)
7. World Class Manufacturing – B. S. Sahay
8. Machine that Changed the World – James Womack, Daniel Jones, Daniel Roos (Harper Perennial, New York)

## (404 E) – LABOUR WELFARE

1. **Labour Welfare** – Introduction, History, Definition, Scope, Objectives, Principles and Theories. (3)
2. **Labour Welfare Officer** – Role, Qualifications, Functions, Duties. (2)
3. **Productivity and Labour welfare.** (3)
4. **Workers Participation in Management** – Role of WPM in Labour Welfare and Industrial Hygiene. (3)
5. **Workers Education Scheme** – History and programs. (4)
6. **Statutory Welfare Amenities** – as per Factories Act, 1948, Plantation Act, 1951, Motor Act 1952, Motor Transport Act. (10)
7. **Non-statutory welfare Agencies** – Role of Trade Unions, NGOs and Local-self Govt. (8)
8. **ILO & ILC** – Introduction, History, Scope, Objectives and Structure. (8)
9. **Corporate Social responsibility**, Industrial Social work. (8)
10. **Impact of Industrialization on Developing countries like India** - Pollution, Urbanization, Social Health. (3)
11. **Relationship between Mental, Physical, Social and Industrial Health.** (4)
12. **Social Security** – concepts and components. (4)

### Books Recommended:-

1. Aspects of Labour Welfare and Social Security - A.M.Sharma
2. Labour Welfare, Trade Unionism – S.D. Punekar
3. Labour Problems and Social Welfare - R.C. Saxena
4. Labour economics and social welfare - Dr. B.P. Tyagi.

## (405 E) – LABOUR LAWS

### 1 The Industrial Disputes Act, 1947

Definitions of Industry, Workman and Industrial Dispute - Authorities under the Act – Procedure, Powers and Duties of Authorities – Strikes and Lock outs – Lay off and Retrenchment – Special Provisions relating to Layoff, Retrenchment and Closure in certain establishments (12)

**2 The Maharashtra Recognition of Trade Unions & Prevention of Unfair Labour Practices Act, 1971** Entire Act (12)

**3 The Industrial Employment (Standing Orders) Act, 1946** Entire Act – Principles of Natural Justice (10)

**4 The Employees’ Provident Funds and Miscellaneous Provisions Act, 1952** Entire Act (8)

**5 The Employees’ State Insurance Act, 1948** Corporation, Standing Committee and Medical Benefit Council– Contributions – Benefits – General (6)

**6 The Workmen’s Compensation Act, 1923** Entire Act (6)

**7 The Maternity Benefit Act, 1961** Entire Act (6)

### Books Recommended:-

1. Bare Acts
2. Industrial Law – P L Malik
3. Industrial Law – J K Bareja
4. Labour Laws for managers – B D Singh
5. Industrial & Labour Laws – S P Jain

## **(406 E) – STRATEGIC HUMAN RESOURCE MANAGEMENT**

### **1) INTRODUCTION TO STRATEGIC HRM (6)**

Definition, need and importance; Introduction to business and corporate strategies; Integrating HR strategies with business strategies; Developing HR plans and policies

### **2) HUMAN RESOURCE ENVIRONMENT (6)**

Technology and structure; Workforce diversity; Demographic changes Temporary and contract labour; Global environment; Global competition Global sourcing of labour; WTO and labour standards

### **3) RECRUITMENT AND RETENTION STRATEGIES (8)**

Online recruitment; Employee referrals; Recruitment process outsourcing Head hunting; Executive education; Flexi timing; Telecommuting Quality of work life; Work - life balance; Employee empowerment Employee involvement; Autonomous work teams

### **4) TRAINING AND DEVELOPMENT STRATEGIES (8)**

Creating a learning organization; Competency mapping; Multi-Skilling Succession planning; Cross cultural training

### **5) PERFORMANCE MANAGEMENT STRATEGIES (8)**

Defining key result areas (KRA); Result based performance Linking performance to pay; Merit based promotions

### **6) REWARD AND COMPENSATION STRATEGIES (6)**

Performance based pay; Skill based pay; Team based pay Broad banding; Profit sharing; Executive Compensation; Variable pay

### **7) RETRENCHMENT STRATEGIES (6)**

Downsizing; Voluntary retirement schemes (VRS) HR outsourcing; Early retirement plans; Project based employment

### **8) HUMAN ASPECTS OF STRATEGY IMPLEMENTATION (8)**

Behavioural issues in strategy implementation; Matching culture with strategy Human side of mergers and acquisitions; Leadership, power and politics; Employee morale; Personal values and business ethics

### **9) GLOBAL HR STRATEGIES (4)**

Introduction to global HR strategies; Developing HR as a value added function

#### **Books Recommended:-**

1. Strategic HRM – Jeffery Mello, Thompson publication, New Delhi
2. Strategic HRM – Charles Greer, Pearson education Asia, New Delhi
3. Strategic HRM - Michael Armstrong, Kogan page, London
4. Strategic HRM – Agarwal, Oxford university press, New Delhi
5. Human resource management – Garry Dessler, PHI, New Delhi

### **(407 E) – EMERGING TRENDS IN HR PRACTICES**

**1. The changed role of HR in organizations** with respect to leading the change and operating from the “Board Room” level; challenges of sustainability with reference to Retention and Talent Management for competitive Advantages; Learning organizations and organizational learning, collective learning (8)

#### **2. HR in International Context:**

Issues that change the context, differences between HRM Domestic and International perspectives, linking hr to international expansion, international recruitment at different levels, issues in staff selection and retention, Performance Management – Criteria’s used, factors associated, evaluation systems. Training and Development, Expatriate Training, Developing International teams, managing virtual teams, Compensation Management, Objectives and Approaches, Repatriation Process, Labour Relations – Key Issues (10)

**3. Re-Engineering HR** – Functions and Processes, implementing re-engineering changes (6)

**4. HRD Accounting and Audit:** HRA Introduction, need and objectives, methods and valuation models, benefits of HRA. HRD Audit: Meaning, methodology, issues, audit instruments, HRD Scorecard, Report. (6)

#### **Books Recommended:-**

- 1) Personnel Management, Text and Cases, C B Mamoria and S V Gankar, Pub: Himalaya Publications
- 2) HRD Audit; Author: T. V. Rao Pub: “Response Books” Leading HR,
- 3) Delivering Competitive Advantages Author: Clive Morton, Andrew Newall, Jon Sparkes Pub: Jaico Publishing House 1st edition
- 4) Re-engineering of Human Resources Author: Lyle Spencer (Jr) Pub: John Wiley and Sons
- 5) International HRM – Managing People in International Context, Author: Dowling, Welch Pub: Thompson Learning, South Western Publications

### **(408 E) – CASE STUDIES IN PM & IR**

#### **CASE STUDIES IN P M / IR 30**

A student will study at least 20 cases, 10 from personnel management and 10 from Industrial Relations.

Cases will be normally based on the following topics of personnel management.

- a) Recruitment sources – controversy over issue of sons of soil.
- b) Conflict on transfer, promotion, demotion, and up gradation.
- c) Favouritism, informal relations with higher authorities, violation of principles of Management.
- d) Declaration of strikes lay off, Retrenchment, Lock-out, Closure, Suspension of operation etc.
- e) Using Act of force by Management, causing industrial unrest.
- f) Issues connected with adjudicated matters of respective industry.
- g) Disregarding agreement terms violating terms of settlement signed