MBA (HRM) - III Semester  

PAPER – XI  

HUMAN RESOURCE DEVELOPMENT  

Course Code: 39  

Objectives:  

➢ To understand the evolution and functions of HRD  
➢ To identify the content, process and the outcomes of HRD applications  
➢ To evaluate and understand diversity issues and their impact on organizations  

UNIT I  


UNIT II  


UNIT III  


UNIT IV  

Management Development - Employee counseling and wellness services – Counseling as an HRD Activity - Counseling Programs - Issues in Employee Counseling - Employee Wellness and Health Promotion Programs - Organizational Strategies Based on Human Resources.  

UNIT V  

Work Force Reduction, Realignment and Retention - HR Performance and Bench Marking - Impact of Globalization on HRD - Diversity of Work Force - HRD programs for diverse employees - Expatriate & Repatriate support and development.  

REFERENCES  

Werner & Desimone, HUMAN RESOURCE DEVELOPMENT, Cengage Learning, 2006  


Uday Kumar Haldar, HUMAN RESOURCE DEVELOPMENT, Oxford University Press, 2009  

Srinivas Kandula, STRATEGIC HUMAN RESOURCE DEVELOPMENT, PHI Learning, 2001
MBA (HRM) -III Semester

PAPER – XII

PERFORMANCE MANAGEMENT

Course Code: 39

Objectives:

➢ To understand the importance of employee performance to achieve the organisational goals
➢ To identify the process of performance management applications.

UNIT-I

Quality Performance Management - Concept - Dimensions - Facilitating Organisations for Performance - Organizational Dynamics and Employee Performance – Job Analysis

UNIT-II

Work Place and Its Improvement Through 5S - Modern Management Techniques and Management of Employee Performance - Team Building - Concept, Culture, Methods, Effectiveness & Empowerment Problems - Potential and Perspectives.

UNIT-III


UNIT-IV


UNIT-V

Indian and Western Thoughts - Performance Management in the perspective of Indian Ethos – Ethical Issues and Dilemmas in Performance Management.

REFERENCES

Srinivas Kandula, PERFORMANCE MANAGEMENT, Prentice Hall India, NewDelhi, 2006

Dewakar Goel, PERFORMANCE APPRAISAL AND COMPENSATION MANAGEMENT, Prentice Hall India, NewDelhi, 2008

Robert Cardy, PERFORMANCE MANAGEMENT, Prentice Hall India, NewDelhi, 2004

S.K. Chakravarthy, MANAGERIAL EFFECTIVENESS AND QUALITY OF WORK LIFE - INDIAN INSIGHTS, Tata-McGraw Hill , New Delhi
MBA(HRM) - III Semester

PAPER – XIII

KNOWLEDGE MANAGEMENT

Course Code: 39
Paper Code: MBHR 3003

Objectives:
- To familiarise the concepts of Knowledge Management.
- To understand the challenges of Knowledge Based Organisations and the HR mechanisms to manage them effectively.
- To identify the importance of the values of autonomy and accountability in Knowledge based organisations.

UNIT-I

Introduction to Knowledge Management - Knowledge Society - Types of Knowledge - An Introduction to life in organizations - Concept and Characteristics of KBOs - Dimensions of HRM in KBOs - New Role and Challenges for HRM in the KBOs.

UNIT-II


UNIT-III

Managing Knowledge and Personnel & Organizational Health - Rewarding Knowledge - Management of Retention.

UNIT-IV


UNIT-V


REFERENCES

Frances Horibe, MANAGING KNOWLEDGE WORKERS, John Wiley & Sons

Ganesh Natarajan and Sandhya Shekhar, KNOWLEDGE MANAGEMENT - ENABLING BUSINESS GROWTH, Tata McGrawHill, New Delhi

Fernandez & Leidner, KNOWLEDGE MANAGEMENT, PHI Learning, New Delhi, 2008

Mruthyunjaya, KNOWLEDGE MANAGEMENT, PHI Learning, New Delhi, 2011
MBA (HRM) - III Semester

PAPER - XIV
INDUSTRIAL RELATIONS MANAGEMENT

Course Code: 39
Paper Code: MBHR 3004

Objectives:

➢ To provide exposure of theories, techniques and approaches to manage Industrial Relations.
➢ To understand the importance of labour administration and Constitutional Provisions.

UNIT-I
Introduction - Concept and Determinants of Industrial Relations - Industrial Relations in India - Managing IR Changes - IR and Productivity - Technology and IR - Effective Communication Systems and IR Management - Indian Culture & IR.

UNIT-II

UNIT-III
Employee Counseling - Types - Methods - Problems - Consultative Bodies (Bipartite, Tripartite) - IR Strategies - Workers Development and Participation.

UNIT-IV

UNIT-V
Labor Administration - ILO, ILC and Indian Constitutional Provisions in Relation to Labor Administration - Central Machinery of Labor Administration - Labor Administration at the State, District and Local Levels - Contemporary Trends and Future of Industrial Relations in India.

REFERENCES

Arun Monappa, INDUSTRIAL RELATIONS, Tata Mc-Graw Hill, New Delhi

Pramod Verma, MANAGEMENT OF INDUSTRIAL RELATIONS – READING AND CASES, Oxford University Press, New Delhi

Sivarethinamohan, INDUSTRIAL RELATIONS AND LABOUR WELFARE, PHI Learning, New Delhi, 2010
MBA(HRM) -III Semester

PAPER - XV
EMPLOYEE LEGISLATION

Course Code: 39  Paper Code: MBHR 3005

Objectives:

- To enable the students to familiarise the legal frame work governing the Human Resources within which the industries function
- To make the students understand the importance and ideology of legal structure prevailing in India

UNIT -I


UNIT -II


UNIT -III


UNIT -IV


UNIT –V

Quality of Life of Workers - Governance of Enterprises – Views on the Role of Labor Legislation - Gender Dimensions of Labor Laws – Pros and Cons of Legal System

References

P.L. Malik, INDUSTRIAL LAW, Eastern Book Company, New Delhi, 2011


Biswaajeet Pattanayak, HUMAN RESOURCE MANAGEMENT, PHI Learning, New Delhi

Vipin Gupta Et al , CREATING PERFORMING ORGANIZATIONS: INTERNATIONAL PERSPECTIVES FOR INDIAN MANAGEMENT, Response Books
MBA(HRM) - IV Semester

PAPER – XVI
ORGANIZATIONAL DEVELOPMENT AND CHANGE

Course Code: 39  
Paper Code: MBHR 4001

Objectives:
- To emphasise and understand the necessity for change
- To understand the resistance to change and the process of change
- To familiarise the concepts and techniques of OD

UNIT-I
Change - Stimulating Forces - Change Agents - Planned Change - Unplanned Change – Models of Organisational Change - Lewin’s Three Step Model.

UNIT-II

UNIT-III
Change Programs – Effectiveness of Change Programs - Change Process - Job Redesign - Socio-Technical Systems.

UNIT-IV

UNIT-V

REFERENCES

Kondalkar, ORGANIZATION EFFECTIVENESS AND CHANGE MANAGEMENT, PHI Learning, New Delhi, 2009

French & Bell, ORGANISATIONAL DEVELOPMENT, McGraw-Hill.

Dipak Bhattacharyya, ORGANIZATIONAL CHANGE AND DEVELOPMENT, Oxford University Press, New Delhi, 2011
MBA (HRM) - IV Semester

PAPER - XVII
HUMAN RESOURCE ACCOUNTING

Course Code: 39  
Paper Code: MBHR 4002

Objectives:

- To understand the values of Human Resources in Organisations
- To familiarise the process and approaches of Human Resources Accounting

UNIT -I

UNIT -II

UNIT -III

UNIT -IV

UNIT -V
HR Auditing and Accounting – HRA Software - HRA Oriented Reporting Processes Including P & L Accounts & Balance Sheet - Experiences and Extrapolations on HRA.

References

Eric G. Flamholtz ,HUMAN RESOURCE ACCOUNTING, Springer
Jac Fitz-enz, HOW TO MEASURE HUMAN RESOURCE MANAGEMENT, McGraw Hill
Rakesh Chandra Katiyar ,ACCOUNTING FOR HUMAN RESOURCES, UK Publishing
M. Saeed, D.K. Kulsheshtha , HUMAN RESOURCE ACCOUNTING, Anmol Publications.
D. Prabakara Rao, HUMAN RESOURCE ACCOUNTING, Inter India Publications.
MBA (HRM) - IV Semester  
PAPER – XVIII
COMPENSATION MANAGEMENT

Course Code: 39 \hspace{1cm} Paper Code: MBHR 4003

Objectives:

- To understand the various dimensions of Compensation Management.
- To familiarise the role of various bodies involved in Compensation Management.

UNIT-I

Compensation - Definition - Compensation Responsibilities – Compensation System Design Issues – Compensation Philosophies – Compensation Approaches

UNIT-II


UNIT-III


UNIT-IV


UNIT-V


REFERENCES

Dewakar Goel, PERFORMANCE APPRAISAL AND COMPENSATION MANAGEMENT, PHI Learning, New Delhi, 2008

Richard I. Henderson, COMPENSATION MANAGEMENT IN A KNOWLEDGE BASED WORLD, Prentice Hall India, New Delhi.

Richard Thrope & Gill Homen, STRATEGIC REWARD SYSTEMS, Prentice Hall India, New Delhi.

MBA(HRM) - IV Semester  

PAPER - XIX

HUMAN RESOURCE INFORMATION SYSTEM

Course Code: 39  

Objectives:
- To understand the concept of Human Resource Information Systems
- To familiarise the applications of HRIS in Organisations

UNIT - I

Data & Information needs for HR Manager - Sources of Data - Role of IT in HRM - IT for HR Managers - Concept, Structure, & Mechanisms of HRIS - Programming Dimensions & HR Manager - Survey of Software Packages for Human Resource Information System including ERP Software such as SAP, Oracles Financials and Ramco’s Marshal [only data input, output & screens] - EHRM - Objectives - Advantages & Disadvantages.

UNIT - II


UNIT - III


UNIT - IV


UNIT - V


References

Guextal & Stone, The Brave New World of her, Jossey-Bass, 2005
Monk & Wagner, CONCEPTS IN ENTERPRISE RESOURCE PLANNING, Thomson. 2006.
MBA(HRM) - IV Semester

PAPER - XX
GLOBAL HR PRACTICES

Course Code: 39
Paper Code: MBHR 4005

Objectives:

➢ To understand the concepts of globalization in HR Perspective
➢ To familiarize the key aspects and contemporary issues to the students
➢ To understand the developments in global HR practices and its challenges

UNIT - I


UNIT - II


UNIT - III


UNIT - IV


UNIT - V


REFERENCES

Punnett Betty Jane, INTERNATIONAL PERSPECTIVES ON ORGANIZATIONAL BEHAVIOR AND HUMAN RESOURCE MANAGEMENT, M.E. Sharpe, 2009
Monir Tayeb, INTERNATIONAL HRM, Oxford University Press, 2005
Dowling & Welch, INTERNATIONAL HRM: MANAGING PEOPLE IN MULTINATIONAL CONTEXT, Cengage Learning, NewDelhi, 1999