



Savitribai Phule Pune University
School of Open Learning
(Distance Education Program)
Master of Business Administration
(M.B.A.-Distance)

Strategic Human Resource Management
SEM-III, HR-MJ-32

- 1. Introduction of Strategic Human Resource Management:** Meaning and definition of SHRM- Features and benefits of SHRM - Barriers to SHRM - Difference in traditional HRM and SHRM.
- 2. Role of Strategic Human Resource Management:** Theories of SHRM: Organizational Lifecycle Theory, Strategic Contingency Theory, General Systems Theory, Transaction Cost Theory - Process of SHRM - Models of SHRM: The Harvard Model, The Warwick Model - P model of SHRM - Changing role of HR professional in SHRM.
- 3. Connecting Organizational strategies with Strategic Human Resource Management:** Organizational vision, mission, objectives, goals - Aligning SHRM with organizational objectives - Need of organizational change and impact on SHRM - Developing and implementing SHRM.
- 4. Strategies in functions of HRM:** Procurement of HRM and SHRM - Strategic planning of Training and development of human resource - Rewards structure and SHRM - Career planning and development SHRM.
- 5. Recent trends in Strategic Human Resource Management:** Multinational organization and SHRM - Managing workforce diversity through SHRM - Transpiring issues in SHRM - Best Practices in SHRM.



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Labour Law – I
SEM-III, HR-MJ-33

- 1. Introduction to Labour Legislations:** Evolution of Labour Laws, Need for Labour Legislations, Indian Perspective, Labour Laws and Rapid Changing Industrial scenario, Implementation of Labour Laws, Role of ILO. National Labour Commissions.
- 2. The Factories Act, 1948:** Objective, Coverage, Welfare measures, Administrative machinery, Recommendations of Second National Commission on Labour.
- 3. Industrial Employment (standing order) Act, 1946:** Objective, Coverage, Benefits and main provisions of the act.
- 4. The Workmen's Compensation Act, 1923:** Objective, Coverage, Benefits, Main provisions, Penalties & Punishments.
- 5. The Maternity Benefit Act, 1961:** Objective, Coverage, Benefits, Penalties, Critical appraisal of the Act.

Note: For the above acts latest amendments will be consider for the teaching purpose.



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Compensation Management
SEM-III, HR-MJ-34

- 1. Compensation:** Compensation, types of compensation, Conceptual framework of compensation management, Theories of wages, Criteria of wage fixation, Institutional and cultural factors on compensation practices, National differences in compensation, Compensation system design issues: Compensations Philosophies, compensation approaches.
- 2. Strategic Compensation Planning:** Developing a total compensation strategy, Competitive Advantage, Job evaluation systems, the compensation structure, Wage and salary surveys, the wage curve, pay grades and rate ranges, preparing salary matrix, fixing pay, significant compensation issues.
- 3. Variable Pay:** Strategic reasons for incentive plans, Administering incentive plans, Individual incentive plans – group incentive plans – team compensation, ESOPs – Performance measurement issues, incentive application and globalization.
- 4. Executive compensation & Wage Determination:** Elements of executive compensation and its management, Executive compensation in an international context, Principles of wage and salary administration, Methods of wage determination in India; Internal and external equity in compensation systems, Wage administration in India: wage policy in India, Wage boards: structure, scope and functions, Pay Commissions.
- 5. Managing Employee Benefits and International Compensation:** Managing Employee Benefits, Global convergence of compensation

practices, pay for performance for global employees, Practices in different industries, Employee benefits around the world, CEO pay in a global context, Beyond compensation.



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Labour Economics

SEM-III, HR-MJ-35

- 1. Introduction to Labor Economics:** Basic Concept, definitions and facts, Labour economics as applied microeconomics, Labour economics and econometric methods, Labour economics and policy.
- 2. Labour Market and Policies:** Overview of the Labor Market, Definition, Nature and Characteristics, Facts and Trends, Positive Economics, Normative Economics, Demand for Labour in relation to size and pattern of investment, Choice of technologies, Labour policies, Supply of Labour, Growth of Labour Force, Labour Market Policies, Mobility and Productivity.
- 3. Employment and Wage Determination:** Employment and Development relationship: poverty and unemployment, Unemployment: Types, concepts and measurement, The Phillips curve- relationship between Inflation & Unemployment. Employment Policy Wage Determination- Classical, Neo-classical and Bargaining theories. Concepts of minimum wage and efficiency wage; non-wage component of labour remuneration, Productivity and wage relationship. Wage Payment Methods.
- 4. Industrial and Agricultural Labour:** Industrial Labour- Theories of labour movement, growth, Agricultural Labour Markets: Rural labour supply, Interlocking of factor markets, nature and trends in rural employment, Agricultural wages in India.
- 5. Social Security and Reforms:** State and Social Security: Concepts and evolution, social assistance and insurance, Review and Appraisal of State Policies, Societal Labor Issues: Child labour, discrimination, bonded labour Labour market Reforms: Exit Policy, safety requirements, Globalization and labour markets, mobility of labour.



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Labour Law – II
SEM-IV, HR-MJ-42

- 1. The Employee's Provident Fund and Miscellaneous Provision Act, 1952:** Objective, Coverage, Employers' obligations, Benefits, penalties, Critical appraisal of the Act.
- 2. The Payment of Gratuity Act, 1972:** Objective, Coverage, Employers' obligations, Benefits, Critical appraisal of the Act.
- 3. Trade Union Act, 1926:** Objective, Registration Process and miscellaneous provisions.
- 4. Child Labour (Prohibition and Regulation Act, 1986):** Objective, Coverage, Benefits.
- 5. The Bonded Labour System (Abolition) Act, 1976:** Abolition of Bonded Labour System.



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Cases in Human Resource Management
SEM-IV, HR-MJ-43

- 1. Staffing:** Recruitment, Selection, Transfer, Promotions, Career Planning, Succession Planning.
- 2. Training and Development:** Designing of Training Program, Implementation of Training Program, Evaluation of Training and Development.
- 3. Performance Management:** Performance Appraisal, Promotion, Appraisal Methods, Career Based Performance management.
- 4. Industrial Relations:** Unfair labour practices by employer & Trade Unions, Strikes, Layoff, Retrenchments, Closures /Lockouts, Collective Bargaining Agreements, Wage Agreements, Violations, Bonus gratuity, Grievances Handling Procedure, Weekly offs.
- 5. Employee Separation:** Retirement, VRS, Suspension, Termination, Resignation.

Note:

- 1) Given are the pointers about case studies to be covered during counselling sessions.
- 2) Application of relevant pointer (combination of subject / topic) need to be identified and presented through the case study under consideration.



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Industrial Relation
SEM-IV, HR-MN-44

- 1. Introduction of Industrial relation:** Industrial relation, Meaning and definition, Evolution of IR, Scope of IR, Objectives of IR.
- 2. Trade Union and Industrial Dispute:** Trade union, Meaning and definition, Objectives, types, functions and role of Trade union, Industrial dispute: Meaning, Forms and Causes, Machinery for settlement of Industrial dispute, Collective Bargaining: Meaning, process and types.
- 3. Grievance and Disciplinary Actions:** Grievance: Meaning and causes, Discovery of grievance, effects of grievance, Grievance handling process, Meaning, types and process of employee discipline.
- 4. Participative Management and employee counselling:** Participative Management: Meaning and definition, Importance, Forms of Participative Management, Worker's Participative Management (WPM) in India, Employee Counselling: Meaning, Objectives and needs for counselling, Methods and types Employee Counselling.
- 5. New trends in IR:** Change in significance of Trade Union, Effects of Globalization on IR, Technological changes and IR.



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HR Analytics

SEM-IV, HR-MN-45

- 1. Introduction to Analytics:** Introduction to Business analytics, Analysis and Analytics, Evolution of HR analytics, Decision systems and HRIS, Business Intelligence: Summarizing, Reporting, Types of Analytics, descriptive, predictive and prescriptive analytic, Use of Analytics in HR.
- 2. Data, Metrics, KPI and Analytics:** Creating business understanding for HR, Relation between Data metrics and KPI, Data sources, Reliability and validity, Data warehouse and data mining, Big Data, Reporting and visualizations, Scorecards and Dashboards, Data Types and Types of tests. Statistical significance and confidence level.
- 3. Performing HR Analytics:** HR Analytics Frameworks: LAMP, HCM:21, Aligning HR analytics with organizational strategy, Evidence based decisions, Analytics Tools, Exploratory Data analysis to Predictive analytics. Predictors, Correlation, Causation, Regression analysis and interpretation using Excel. Forecasting versus Prediction. Concept of predictive modelling and automation.
- 4. Application in various functions:** Use of forecast in HR planning and resource allocation, Excel forecasting sheet, Talent Acquisition analytics, Measuring Employee Performance, Predicting Employee Turnover, Artificial intelligence applications in Human Resource management (trends and future).
- 5. Challenges, Ethics and Limitations:** Challenges of data source, Big data, Data pre-processing. Skills for Analytics: Statistics, Programming, optimization, communication skills. Trust with Employee data, consent of

employee, Surveys and drawbacks of survey data. Ethical standards for HR analytics: CIPD, UK, 2012 standards, analyst ethical standards based on Schwartz (2011).