

UNIVERSITY OF PUNE
FACULTY OF MANAGEMENT
MASTERS IN PERSONNEL MANAGEMENT
(MPM)

FOUR SEMESTER, TWO YEAR, FULL TIME PROGRAMME
Equivalent to MBA (HR) Programme of the University of Pune
M.P.M. Part I w.e.f. A.Y. 2013-2014
M.P.M. Part II w.e.f. A.Y. 2014-2015

1. TITLE OF THE PROGRAMME:

MASTERS DEGREE PROGRAMME IN PERSONNEL MANAGEMENT (MPM)

2. PREAMBLE: The revised curriculum for the MPM programme is developed keeping in mind the changes in the practices of the industry, evolution in technology and the expectations of industry, students and faculty members at large.

Human Resource has proved to be a vitally competitive factor in the present scenario in an organized sector. The functions of Human Resource Development and Human Resource Management need high professional skill and competence considering take off stage of globalization in India.

The objectives of M.P.M. programme are highlighted as under:

- a) To understand the dynamics and exciting environment of Human Resource Management and complex decision that all managers must make when managing employees.
- b) To facilitate learning modern concepts, techniques and practices in the management of human resources to enhance the effectiveness.
- c) To impart know-how which will be applied further in the field of HR by using skill and competence to conceptual, managerial and operational functions.

3. INTRODUCTION: The MPM program is of two years, 4 semesters.

3.1 Credits: The programme is a combination of

- a) Full Credit Courses (100 Marks each) : 3 Credits each (except SIP* Work)
- b) Half Credit Courses (50 Marks each) : 2 Credits each (Except RM Mini Project[^], Field work[#])
- c) Total Marks = 3000
- d) * SIP has 6 Credits
- e) [^] RM Mini Project has 3 Credits
- f) [#] Field Work has 4 Credits

Minimum number of sessions for full credit courses shall be 45 hrs per course per semester. Minimum number of sessions for half credit courses shall be 30 hrs per course per semester.

In the Credit system the emphasis is on the **hours put in by the learner and not on the workload of the teacher**. Each credit can be visualized as a combination of **3 components viz. Lecture (L) + Tutorials (T) + Practical / Project Work (P) i.e. LTP Pattern**.

In terms of credits, for a period of one semester of 15 weeks:

- a) every ONE hour session per week of L amounts to 1 credit per semester
- b) a minimum of TWO hours per week of T amounts to 1 credit per semester,
- c) a minimum of TWO hours per week of P amounts to 1 credit per semester,

The effort of the learner for each Credit Point may be considered under two parts –

- a) The hours actually spent in class room / practical / field work instructions and
- b) The notional hours spent by the Learner in self study, in the library, peer interactions, case study, writing of journals and assignments, projects etc for the completion of that course.

Teaching / learning sessions are to be interpreted in a broader perspective as follows:

- a) Teaching – Learning Processes: Classroom sessions, Group Exercises, Seminars, Small Group Projects, etc.
- b) Evaluation: Tutorials, Class Tests, Presentations, Field work, Assignments, etc.

3.2 Adoption of Credit and Grading System: As per national and international trends, it is proposed to adopt the Credit and Grading System for the MPM programme.

Salient features of the grading system:

1. Learners are placed in ability bands that represent a range of scores. These ability bands may vary according to the number of categories for the classification of the performance of the learners. This ability range may be designated with alphabetical letters called as GRADE.
2. The system of awarding grades would provide a more realistic picture of learner's ability than the prevailing marking system.
3. Grading is a far more satisfactory method than the numerical marking system as it reflects an individual learner's performance in the form of a certain level of achievement.
4. The Grading system ensures natural classification in qualitative terms rather than quantitative terms since it expresses a range /band of scores to which a learner belongs such as O,A,B,C,D,E & F.
5. The award of grades provides a permanent record of the learner's growth and development that might be helpful for institutions of higher education for allocating seats for prospective employers.
6. Grading does not require making fine distinctions in performance when no such distinctions actually exist.
7. It is based on a realistic concept of 'errors of measurement'.
8. Grades are relatively free from extraneous factors like difficulty of the examination, examiner bias, nature of the subject being examined, etc.

9. Grades can be interpreted easily and directly and can be used to prepare an accurate 'profile' of a learner'

Basics of Credit and Grading System: Grading, is a method of reporting the result of a learner's performance subsequent to his evaluation. It involves a set of alphabets which are clearly defined and designated and uniformly understood by all the stake holders. A properly introduced grading system not only provides for a comparison of the learners' performance but it also indicates the quality of performance with respect to the amount of efforts put in and the amount of knowledge acquired at the end of the course by the learners.

It is proposed to use the **Indirect and Absolute Credit and Grade Point System for the MPM programme**, i.e. the assessment of individual Courses in the concerned examinations will be on the basis of marks, but the marks shall later be converted into Grades by some mechanism wherein the overall performance of the Learners can be reflected after considering the Credit Points for any given course. However, the **overall evaluation shall be designated in terms of Grade.**

3.3 Session Duration: Each teaching-learning, evaluation session shall be of 60 minutes.

4. ELIGIBILITY: A student seeking admission to this course must have a Bachelor's degree of any statutory University or other recognized foreign university.

5. EXAMINATION: Pattern of Examination: The evaluation scheme comprises of:
a) University Evaluation (50 Marks)
b) Concurrent Evaluation (50 Marks)

5.1 University Evaluation: There shall be University evaluation for each full credit course as per the time table announced by the University. There shall be a Written Examination (subjective – concept plus case study / application oriented type) for 50 marks by the University for each Full Credit Course. Some Half Credit Courses shall also have University Evaluation.

5.1.2 Instructions to External Paper Setters / Chairman / Examiners: For University evaluation (Written Examination – subjective type of 50 marks) of each full credit course the question pattern shall be as follows:

Question Paper Pattern:-

- 1) There shall be five questions each of 10 marks.
- 2) All questions shall be compulsory with internal choice within the questions.
- 3) A Question may be subdivided into sub-questions a, b, c... and the allocation of marks depend on the weightage of the topic.

Questions shall be set to assess knowledge acquired, standard application of knowledge, application of knowledge in new situations, critical evaluation of knowledge and the ability to synthesize knowledge. The questions setter shall ensure that questions covering all skills are set. The questions setter shall also submit model answers and a detailed scheme of evaluation along with the question paper.

The duration of written examination shall be 2 hours. Students shall be provided a single answer sheet of 16 pages. They must ensure that their responses fit within the provided answer sheet. Additional supplements shall not be provided.

5.2 Concurrent Evaluation: There shall be Concurrent evaluation for 50 marks for each full credit course. Half credit courses shall be evaluated for 50 marks through Concurrent evaluation. As a part of concurrent evaluation the students shall be *evaluated on a continuous basis* by the Institute to ensure that student learning takes place in a graded manner.

Suggested components for Concurrent Evaluation (CE) are:

1. Case Study / Caselet / Situation Analysis – (Group Activity or Individual Activity)
2. Class Test
3. Open Book Test
4. Field Visit / Study tour and report of the same
5. Small Group Project & Internal Viva-Voce
6. Learning Diary
7. Scrap Book
8. Group Discussion
9. Role Play / Story Telling
10. Individual Term Paper / Thematic Presentation
11. Written Home Assignment
12. Industry Analysis – (Group Activity or Individual Activity)
13. Literature Review / Book Review
14. Model Development / Simulation Exercises – (Group Activity or Individual Activity)
15. In-depth Viva
16. Quiz

Performance of the students in each component of the Concurrent Evaluation shall be communicated immediately to the students by the Institute by displaying them on the Institute's Notice Board/Website.

Detailed record of the Concurrent Evaluation shall be maintained by the Institute. The same shall be made available to the University, on demand.

Marks for the concurrent evaluation must be communicated by the Institute to the University before the commencement of relevant Semester end University Evaluation.

5.3 Projects:

5.3.1 RM Mini Project:

Students shall work in groups of 2 each and work on a small research problem. They shall work under the guidance of a faculty member and shall submit 2 copies of research report in spiral bound form. The Institute shall conduct an internal viva for 50 marks.

Students shall select a social issue / managerial issue of local relevance for investigation. They are also encouraged to use technology for research. It is not necessary that the student has to carry out the RM Mini Project in an industry. It is expected that they develop the following abilities through this Project:

- a) Problem identification & definition
- b) Defining data requirements and identifying data sources
- c) Literature review
- d) Primary data collection
- e) Writing a report.

5.3.2 Field Work: In Semester II the student shall work under the supervision of the Faculty and carry out a Field Work and submit a structured report in TWO hard copies & one soft copy (CD). *In the interest of environmental considerations, students are encouraged to print their reports on both faces of the paper.*

The student is required to conduct research on a topic related to one (or more) of contemporary issues in Human Resource Management. The topic is chosen in consultation with the faculty. The student will prepare and present a detailed research proposal prior to starting the work. A Field Work outlining the entire problem, including a survey of literature and the various results obtained along with their solutions is expected to be produced. The student must submit the completed project and make an oral presentation of the same. Through the Field Work, the student is expected to furnish evidence of competence in understanding varied aspects of the theme/topic selected and a deep understanding of the specialty area.

The completion of the project shall be certified by the Faculty Guide & approved by the Director of the Institute.

Field Work shall have a weightage of 2 credits. The Institute shall conduct a viva-voce for evaluation of the Field Work, for 50 marks. The Panel shall comprise of 2 internal Faculty members (One who has supervised the student and the other one as Jury) nominated by the Director. The Institute may invite an additional external examiner from the industry. Copies of report and records of evaluation shall be maintained by the Institute for a period of 3 academic years.

5.3.3 Summer Internship Project: At the end of Second Semester each student shall undertake a Summer Internship Project (SIP) for 8 weeks in the area of Human Resource Management. The student shall submit a written structured report based on work done during this period.

SIP may be a research project – based on primary / secondary data or may be an operational assignment involving working by the student on a given task/assignment/project/ etc. in an organization / industry. It is expected that the SIP shall sensitize the students to the demands of the workplace. The learning outcomes and utility to the organization must be specifically highlighted.

The report should be well documented and supported by –

1. Executive Summary
2. Organization profile
3. Outline of the problem/task undertaken
4. Research methodology & data analysis (in case of research projects only)
5. Relevant activity charts, tables, graphs, diagrams, etc.
6. Learning of the student through the project
7. Contribution to the host organization
8. References in appropriate referencing styles. (APA, MLA, Harvard, Chicago Style etc.)

It should reflect the nature and quantum of work undertaken by the student. The report must reflect 8 weeks of work and justify the same.

The completion of the SIP shall be certified by the respective Faculty Guide & approved by the Director of the Institute. The external organization (Corporate / NGO/ SME/ etc.) shall also certify the SIP work.

The student shall submit TWO hard copies & one soft copy (CD) of the project report before 30th September in Sem III. One hard copy is to be returned to the student after by the Institute after the External Viva-Voce.

In the interest of environmental considerations, students are encouraged to print their project reports on both faces of the paper.

The Institute shall conduct an internal viva-voce for evaluation of the SIP for 50 marks. The Panel shall comprise of the Internal Faculty Guide & One additional faculty nominated by the Director.

There shall be an external viva-voce for the SIP for 50 marks. The examiner's panel for the same shall include one external faculty member nominated by the University and one internal faculty member nominated by the Director. The external viva-voce shall be conducted for 15 minutes atleast per student.

The Internal & the External viva-voce shall evaluate the project based on:

1. Actual work undertaken by the student
2. Student's understanding of the organization and business environment
3. Outcome of the project
4. Utility of the project to the organization
5. Basic analytical capabilities

Copies of SIP report and records of evaluation shall be maintained by the Institute for a period of 3 academic years.

5.4 Standard of Passing: Every candidate must secure at least Grade E in Concurrent Evaluation as well as University Examination as separate heads of passing for each course.

Degree Requirements:

- a) **Earned Credits:** The degree requirements for the MPM programme is completion of 100 earned credits.
- b) **Final Grade Point Requirement:** A student must obtain the Final Grade Point of a minimum of 00.50 to be eligible for award of the MPM degree.

5.4.1 Conversion of Marks to Grade Points & Grades: The marks shall be converted to grade points and grades using Table I below.

Table I: Points Grading System

Sr. No.	Marks	Grade	Grade Point
1	100 – 75	O – Outstanding	06
2	74 – 65	A – Very Good	05
3	64 -55	B – Good	04
4	54 – 50	C – Average	03
5	49 – 45	D – Satisfactory	02
6	44 – 40	E – Pass	01
7	39 – 0	F – Fail	00

The description of the final grades shall be as follows:

O: Outstanding (Excellent Analysis of the topic - 75% and above)

Accurate knowledge of the primary material, wide range of reading, logical development of ideas, originality in approaching the subject. Neat and systematic organization of content, elegant and lucid style.

A: Very Good (Excellent Analysis of the topic - 65 to 74 %)

Accurate knowledge of the primary material, acquaintance with seminal publications, logical development of ideas. Neat and systematic organization of content, effective and clear expression.

B : Good (Good Analysis and treatment of the topic - 55 to 64 %)

Basic knowledge of the primary material, logical development of ideas. Neat and systematic organization of content, effective and clear expression.

C : Average (Some important points covered – 50 to 54%)

Basic knowledge of the primary material, logical development of ideas. Neat and systematic organization of content, good language or clear expression.

D: Satisfactory (Some points discussed – 45 to 49%)

Basic knowledge of the primary material, some organization of content, acceptable language or expression.

E: Pass (Any two of the above – 40 to 44%)

F: Fail (None of the above – 0 to 39%)

The performance of a student will be evaluated in terms of two indices, viz.

- a) *Semester Grade Point Average (SGPA)* which is the Grade Point Average for a semester
- b) *Cumulative Grade Point Average (CGPA)* which is the Grade Point Average for all the completed semesters at any point in time.

Semester Grade Point Average (SGPA): At the end of each semester, SGPA is calculated as the weighted average of GPI of all courses in the current semester in which the student has passed, the weights being the credit values of respective courses.

SGPA = Grade Points divided by the summation of Credits of all Courses.

$$\text{SGPA} = \frac{\sum \{C * \text{GPI}\}}{\sum C} \quad \text{for a semester.}$$

Where GPI is the Grade and C is credit for the respective Course.

Cumulative Grade Point Average (CGPA): Cumulative Grade Point Average (CGPA) is the grade point average for all completed semesters. CGPA is calculated as the weighted average of all GPI of all courses in which the student has passed up to the current semester.

Cumulative Grade Point Average (CGPA) for the Entire Course

$$\text{CGPA} = \frac{\sum \{C * \text{GPI}\}}{\sum C} \quad \text{for all semesters taken together.}$$

Where GPI is the Grade and C is credit for the respective Course.

IMPORTANT NOTE:

If a student secures F grade in either or both of Concurrent Evaluation or University Evaluation for a particular course his /her credits earned for that course shall be ZERO.

5.5 Scaling Down of Concurrent Evaluation Scores: The marks obtained by the student for the Concurrent Evaluation components conducted by the Institute, in the Full Credit Courses, in Sem I and Sem II, shall be scaled down, to the required extent, if such percentage of marks are more than 25% of the marks scored in the University Examination for the respective course.

The marks obtained by the student in Half Credit Courses are not subject to scaling down.

5.6 Attendance: The student must meet the requirement of 75% attendance per semester per course for granting the term. The Director shall have the right to withhold the student from appearing for examination of a specific course if the above requirement is not fulfilled.

Since the emphasis is on continuous learning and concurrent evaluation, it is expected that the students study all-round the semester. There is no provision for preparatory leave for examinations.

5.7 ATKT Rules: A student shall earn the credits for a given course in maximum four attempts.

Maximum Duration for completion of the Programme: The candidates shall complete the MPM Programme within 4 years from the date of admission, by earning the requisite credits.

5.8 Award of Grade Cards: The University of Pune under its seal shall issue to the student a grade card on completion of each semester. The final Grade Card issued at the end of the final semester shall contain the details of all courses taken during the entire programme for obtaining the degree.

Final Grades: After calculating the SGPA for an individual semester and the CGPA for entire programme, the value shall be matched with the grade in the Final Grade Points Table (as per Table II) and expressed as a single designated GRADE such as O, A, B, C,D,E,F.

Table II: Final Grade Points

Sr. No.	Grade Points	Grade
1	05.00 to 6.00	O - Outstanding
2	04.50 to 04.99	A – Very Good
3	03.50 to 04.49	B – Good
4	02.50 to 03.49	C – Average
5	01.50 to 02.49	D – Satisfactory
6	00.50 to 01.49	E – Pass
7	00.00 to 00.49	F – Fail

A student who secures grade E or above in a course is said to have completed /earned the credits assigned to the course. A student who has completed the minimum 100 credits required for the MPM programme shall be declared to have completed the programme.

NOTE:

The Grade Card for the final semester shall indicate the following, amongst other details:

- a) Grades for concurrent and university evaluation, separately, for all courses offered by the student during the entire programme along with the grade for the total score.
- b) SGPA for each semester.
- c) CGPA for final semester.
- d) Total Marks Scored out of Maximum Marks for the entire programme, with break-up of Marks Scored in Concurrent Evaluation and University Evaluation.
- e) Marks scored shall not be recorded on the Grade Card for intermediate semesters.
- f) The grade card shall also show the 7 point scale and the formula to convert GPI, SGPA, and/or CGPA to percent marks.
- g) The final GPA shall not be printed unless the student earns the minimum 100 credits required for earning the MPM Degree.
- h) B Grade is equivalent to atleast 55% marks.
- i) If the GPA is higher than the indicated upper limit in the three decimal digit, then the student may be awarded higher final grade e.g. a student getting a GPA of 4.492 may be awarded grade A.

5.9 External Students: There is no provision of external students.

5.10 Verification / Revaluation: Students can avail the verification / revaluation facility as per the prevailing policy, guidelines and norms of the University of Pune.

6. STRUCTURE OF THE PROGRAMME: The programme is a combination of:

- a) Full Credit Courses (100 Marks each)
- b) Half Credit Courses (50 Marks each)

Spread of Full & Half Credit Courses:

Semester	Full Credit Courses (100 Marks) (A)	Half Credit Courses (50 Marks) (B)	Total Courses (C = A + B)
I	6	3	9
II	7	1	8
III	7	1	8
IV	6	3	9
Total	26	8	34

The programme has 26 Full Credit Courses (100 Marks each).

The programme has 8 Half Credit Courses (50 Marks each). Thus the entire programme has 34 Courses of 100 credits in all.

6.1 Programme Structure for Masters in Personnel Management (MPM)

Semester I:

Course Code	Course	Concurrent Evaluation	University Evaluation	Total Marks	Credit	No of Credits
101	Principles & Practices of Management	50	50	100	Full	3
102	Organizational Behavior	50	50	100	Full	3
103	Economics for Human Resource Management	50	50	100	Full	3
104	Human Resource Management	50	50	100	Full	3
105	Labor Laws I	50	50	100	Full	3
106	Research Methodology	50	50	100	Full	3
107	Business Communication	50	00	50	Half	2
108	Personnel Administration Systems	00	50	50	Half	2
109	RM Mini Project	50	00	50	Half	3
		400	350	750		25

Semester II:

Course Code	Course	Concurrent Evaluation	University Evaluation	Total Marks	Credit	No of Credits
201	Labor Welfare	50	50	100	Full	3
202	Industrial Organizational Psychology	50	50	100	Full	3
203	Industrial Relations	50	50	100	Full	3
204	Training & Development	50	50	100	Full	3
205	Labor Laws – II	50	50	100	Full	3
206	Finance for HR	50	50	100	Full	3
207	Quality Management	50	50	100	Full	3
208	Field Work	50	0	50	Half	4
		400	350	750		25

Semester III:

Course Code	Course	Concurrent Evaluation	University Evaluation	Total Marks	Credit	No of Credits
301	Strategic Human Resource Management	50	50	100	Full	3
302	Organizational Development	50	50	100	Full	3
303	Compensation Management	50	50	100	Full	3
304	Best Practices in HR	50	50	100	Full	3
305	Labor Laws – III	50	50	100	Full	3
306	Instruments in HRD	50	50	100	Full	3
307	Performance Management	00	50	50	Half	2
308	Summer Internship Project	50	50	100	Full	6
		350	400	750		26

Semester IV:

Course Code	Course	Concurrent Evaluation	University Evaluation	Total Marks	Credit	No of Credits
401	Competency Mapping and Career Development	50	50	100	Full	3
402	Environment Management & CSR	50	50	100	Full	3
403	Human Resource Information System	50	50	100	Full	3
404	PR & Corporate Communications	50	50	100	Full	3
405	Labor Laws – IV	50	50	100	Full	3
406	International HRM	50	50	100	Full	3
407	Collective Bargaining	00	50	50	Half	2
408	Cases in HR	00	50	50	Half	2
409	Dissertation	50	00	50	Half	2
		350	400	750		24

6.2 Medium of Instruction: The medium of Instruction & Evaluation shall be English.

7. EQUIVALENCE OF PREVIOUS SYLLABUS WITH THE REVISED SYLLABUS: The equivalence of the revised syllabus with the proposed syllabus is provided in Annexure II.

8. UNIVERSITY TERMS: The dates for the commencement and conclusion of the first and the second terms shall be as determined by the University Authorities. The terms can be kept only by duly admitted students. The present relevant ordinances pertaining to grant of terms will be applicable.

9. COURSE WISE DETAILED SYLLABUS: Course wise detailed syllabus along with recommended text books, reference books, websites, journals, etc. is provided in Annexure I.

Note:

- 1. In the detailed syllabus, Number of Sessions indicated are as follows: 7 + 2 indicates 7 teaching sessions and 2 evaluation sessions. Kindly note that the numbers indicated are indicative and not prescriptive.*
- 2. Faculty members and students should refer to the latest edition of the relevant books, wherever such latest editions are available.*

ANNEXURE I

Semester	I	Credits	3
Course Code	101	Course Type	Full Credit Course
Course Title	Principles and Practices of Management		

Course Objectives:

1	Explain the role of management in organizations
2	Demonstrate understanding of management principles and techniques
3	Apply management theories in organizations

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Management: Basics of Management: Definition, Need and Scope, Understand what is management? Key terms in management, Nature of management, Process of management, Significance of management, Different levels of management. Managerial Skills, Types of managers, Introduction to Strategic Management – definitions, process and purpose.	7+2
2	Current issues in management: Managing innovation, Corporate governance, Globalization.	7+2
3	Development of management thought: Different Schools of management – Introduction, Classical Theories: F. W. Taylor, Modern theories, Behavioral Approach, Quantitative School of Management, Systems management theory, Contingency School of Management, Quality School of Management Modern Management Concepts – Peter Drucker: , Peter Senge:, Gary Hamel, " M Alvin Toffler, Tom Peters, " Michael Hammer, ", C. K. Prahalad, Michael E. Porter.	8+2
4	Functions of Management: a) Planning: Introduction, Nature, Factors affecting planning, Myths about Planning , Tools for Planning: Importance/Need/Of Planning: Benefits of planning/ disadvantages of Planning, Steps in Planning Function, Types of Plans, MBO b) Organizing: Organizing – concept, name , importance, principles, centralization, decentralization, organization structures,, line and staff authority, functional, product matrix, geographical, customer, virtual, - Organizations as networks, - types of network , Organizational design for change and innovation. c) Staffing: Nature and Importance of Staffing Function, Steps in Staffing Process: Manpower planning, Need of Manpower Planning, Types of Recruitment, Selection, Placement, Training, Remuneration, Concept of Knowledge	8+2

	<p>Workers</p> <p>d) Directing: Concept , Nature/Characteristics , importance, Role of a supervisor, Functions of a supervisor Leadership, Motivation - Supervision and communication</p> <p>e) Controlling: Concept: What is Controlling ?Features, nature, importance, process, techniques, Co-ordination , Planning and Controlling</p>	
5	Decision Making: Introduction to decision making, meaning, nature, Components , steps in decision making, Decision making environment, Decision making conditions, Types of Decisions, styles, Decision making tools/Models, Constraints on Decision Making	5+2

Learning Resources:		
1	Text Books	Harold Koontz & Heinz Weihrich :Essentials of Management, Tata McGraw Hill Principles & Practice of management: L.M.Prasad. Management Concepts & Practices – Hannagan
2	Reference Books	Management, 11/E Stephen P. Robbins, San Diego State University, Mary Coulter, Missouri State University – Pearson Principles of Management – Tony Mordem, Ashgate Publishing, Ltd Peter Drucker, Widely recognized as the father of modern management. "Concept of the Corporation" Gary Hamel, author of "Leading the Revolution" Michael Hammer, co-author of "Reengineering the Corporation" . C. K. Prahalad, co-author of "Competing for the Future: Breakthrough Strategies for Seizing Control of Your Industry and Creating the Markets of Tomorrow" Michael E. Porter, author of "Competitive Strategy: Techniques for Analyzing Industries and Competitors" Edgar Schein, inventor of the term "Corporate Culture" Peter Senge, MIT professor and author of The Fifth Discipline: The Art and Practice of the Learning Organization
3	Supplementary Reading Material	Strategic management for competitive advantage FW Gluck, SP Kaufman, AS Walleck - Harvard Business Review
4	Websites	www.forbes.com › Work › Management
5	Journals	Harvard Business Review Journal of Management – Sage Publications International Journal of Applied Management (IJAM)

Semester	I	Credits	3
Course Code	102	Course Type	Full Credit Course
Course Title	Organizational Behavior		

Course Objectives:	
1	To develop an understanding of the behavior of individuals and groups inside organizations
2	To enhance skills in understanding and appreciating individuals, interpersonal, and group process for increased effectiveness both within and outside of organizations.
3	To develop theoretical and practical insights and problem-solving capabilities for effectively managing the organizational processes.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Fundamentals of OB: Understanding OB: Definition, scope and importance of OB, Relationship between OB and the individual, Evolution of OB, Theoretical framework (cognitive, behaviorist and social cognitive), Limitations of OB.</p> <p>Dynamics of People and OB: Disciplines that contribute to the field of OB (psychology, social psychology, sociology, anthropology), Relationship with the function in an organization, Behavioral approach to management.</p> <p>Models of OB: How to develop models of OB (understanding dependent and independent variables), Decision-making model, Robin's OB model, Feudal, Autocratic, Supportive, Collegial and Custodian models, Human value model and contingency model.</p> <p>OB and organizational performance: What are organizations, perspectives of organizational Effectiveness - organizational earning perspective, stake holder perspective, high performance work practices perspective. Task Performance, organizational citizenship, counter productive work Behaviors Meaning and importance, Setting goals for organizational performance, Role of people in organizational performance</p>	7 + 2
2	<p>Individual Process And Behavior:</p> <p>a) Ability: Meaning and significance of matching right abilities to the right job, Intellectual and physical abilities and the effects of disabilities.</p> <p>b) Learning: Definition of learning and significance of continuous learning in an organization, Theories of learning, Action learning, Learning from individuals and learning from the environment.</p> <p>c) Attitude: Importance of attitude in an organization, Right Attitude, Components of attitude, Relationship between behavior and attitude, Developing Emotional intelligence at</p>	8 + 2

	<p>the workplace, Job attitude, Barriers to changing attitudes.</p> <p>d) Personality and values: Definition and importance of Personality for performance, The Myers-Briggs Type Indicator and The Big Five personality model, Significant personality traits suitable to the workplace (personality & job – fit theory), Personality Tests and their practical applications.</p> <p>e) Perception: Meaning and concept of perception, Factors influencing perception, Selective perception, Attribution theory, Perceptual process, Social perception (stereotyping and halo effect).</p> <p>f) Motivation: Definition & Concept of Motive & Motivation, The Content Theories of Motivation (Maslow's Need Hierarchy & Herzberg's Two Factor model Theory), The Process Theories (Vroom's expectancy Theory & Porter Lawler model), Contemporary Theories- Equity Theory of Work Motivation.</p> <p>g) Emotional Intelligence: emotions in the work Place, Emotions , Attitudes and Behavior, Emotional Intelligence Concepts of Employee Engagement, empowerment</p>	
3	<p>Interpersonal Processes And Behavior, Team And Leadership Development:</p> <p>a) Foundations of Group Behavior: The Meaning of Group & Group behavior & Group Dynamics, Types of Groups, The Five -Stage Model of Group Development.</p> <p>b) Managing Teams: Why Work Teams, Work Teams in Organization, Developing Work Teams, Team Effectiveness & Team Building.</p> <p>c) Managing Conflict: Meaning of Conflict, Types of Conflicts (Intergroup Conflict, Intra-Individual Conflict and Interpersonal Conflict), Johari Window, Overcoming Conflict.</p> <p>d) Leadership: Concept of Leadership, Styles of Leadership, Trait Approach, Contingency Leadership Approach, Contemporary leadership, Meaning and significance of contemporary leadership, Concept of transformational leadership, Contemporary issues in leadership, Contemporary theories of leadership, Success stories of today's Global and Indian leaders.</p>	8 + 2
4	<p>Organization System:</p> <p>a) Foundations of Organization Structure: Concept of Organization & Organizational Structure, Basic elements in designing OS.</p> <p>b) Organizational Culture: Meaning & Definition of Organizational Culture, Creating & Sustaining Organizational Culture, Types of Culture (Strong vs. Weak</p>	5 + 2

	Culture, Soft vs. Hard Culture & formal vs. Informal Culture) , Creating Positive Organizational Culture, Concept of Workplace Spirituality.	
5	Managing Change: a) Organizational Change: Meaning, definition & Nature of Organizational Change, Types of Organizational change, Forces that acts as stimulants to change. b) Implementing Organizational Change: How to overcome the Resistance to Change, Approaches to managing Organizational Change, Kurt Lewin's - Three step model, Seven Stage model of Change & Kotter's Eight-Step plan for Implementing Change, Leading the Change Process, Facilitating Change, Dealing with Individual & Group Resistance, Intervention Strategies for Facilitating Organizational Change, Methods of Implementing Organizational Change, Developing a Learning Organization.	7 + 2

Learning Resources:		
1	Text Books	Organizational Behaviour by Robins Organizational Behaviour by Nelson & Quick Organizational Behavior - Mcshane, Von glinow, Sharma - Mcgraw Hill, 5th Edition Organizational Behaviour by Fred Luthans Organizational Behaviour by Stephen Robins, Timothy Judge, Neharika Vohra Organizational Behaviour by M N Mishra Organizational Behaviour by K Ashwathappa
2	Reference Books	Understanding OB by Uday Pareek Change & Knowledge Management by Janakiram, Ravindra and Shubha Murlidhar
3	Supplementary Reading Material	Contemporary Leadership Theories: Enhancing the Understanding of the complexity, subjectivity and dynamic of leadership by Ingo Winkler Organizational Performance in a Nutshell by Daniel M. Wentland
4	Websites	http://papers.ssrn.com http://www.nwlink.com/~donclark/leader/leadob.html
5	Journals	Organizational Behavior and Human Decision processes Journal of Organizational Behavior Journal of Human Values International Studies of Management & Organization

Semester	I	Credits	3
Course Code	103	Course Type	Full Credit Course
Course Title	Economics For Human Resource Management		

Course Objectives:	
1	To introduce the concept of Economics for HR & its role in Decision making.
2	To emphasize the need, importance of economics of HR .

Syllabus:

Unit Number	Contents	Number of Sessions
1	Labour Demand & Supply : Firm's demand and Market demand for labour, Hiring from alternative skill sets, Selection – probation, contingent contract, Individuals decision to work, Market supply of labour, Retirement and voluntary retirement schemes, Some labour legislations and its impact on individual supply of labour.	8+2
2	Wage Management: Wage determination, Changing market conditions and wages, Wage regulations and wage, Internal job markets and different considerations behind wage setting.	7+2
3	Compensations and Incentives: Straight pay and variable pay Types of variable Impact of variable to increase motivation, moral & productivity, Designing of compensation schemes to motivate older employees to work harder, Designing economically efficient and incentive compatible wage contracts.	7+2
4	Lab our Mobility: Why Workers Migrate, How to design incentives for retaining critical worker? Impact & changes in Labour mobility after 1991 LPG policy.	5+2
5	Discrimination in the Labour Market: Factors lead to Employee discrimination, Laws against discrimination, Employer reaction to such laws, Usefulness of the law.	8+2

Learning Resources:		
1	Text Books	Principles of Economics by Robert H. Frant and Ben S. Bernanke Publication – Tata McGraw – Hill Labour Economics By Roy B. Helfgott Publication – Random House, New york Economics of Labour and Industrial Relations by Dr. T. N. Bhagoliwal Publication – Sahitya Bhavan Publication Labour Economics by F. Ray Marshall, Vernon M. Briggs, Jr. and Allan G. King Publication – Richard D. Irwin, INC Labour Welfare, Trade Unionism and Industrial Relations by Punekar, Deodhar and Sankaran Publication – Himalaya Publishing House

		Labour Economics & Labour Problems, by M.V.Joshi, Atlantic Publication ISBN – 8171568696 Labour Economics by, A K Sharma, Anmol Publisher Pvt Ltd, 2007, ISBN – 978-8126128464
2	Reference Books	Aspects of Labour Welfare and Social Security by A. M. Sarma Publication – Himalaya Publishing House The Changing Profile of India's Industrial Economy by Biswanath Ghosh Publication – The world Press Pvt. Ltd. Calcutta Industrial Economics and Management By Singh S. P. Publication – A. I. T. B. S. Publishers Labour Law, by S P Jain, Dhanpat Rai & Co.
3	Supplementary Reading Material	Economic Times Business Standard
4	Websites	www.rbi.org.in/home.aspx www.macrosan.org www.finmin.nic.in www.indiabudget.nic.in
5	Journals/Magazines	Journal of Indian Economy Business Today Journal of HRM Labour Market Economic & Political Weekly

Semester	I	Credits	3
Course Code	104	Course Type	Full Credit Course
Course Title	Human Resource Management		

Course Objectives:	
1	To develop an understanding of how to effectively manage people
2	To understand and carry out HR related responsibilities
3	To become conversant with latest trends as well as the basics of the theory of human resource management

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Understanding Concept of Human Resource Management</p> <p>a) Human Resource Management: Definition, nature, scope and importance, Evolution of HRM, Objectives and functions. HRM and its Environment.</p> <p>b) PM & HRM: Difference between PM and HRM, Role of HR Professional/ Manager, Qualities of successful HR.</p> <p>c) Organization of HR Department: Structure of HR Dept., line and staff aspects of HRM, relationship and linkages with other functional depts..., personnel policies and principles.</p> <p>d) Model of HRM: Fombrun model, Harvard model, Guest model, Warwick model.</p> <p>e) HR's Strategic role: SHRM, HR's role as a strategic partner, HR's role in executing strategy, HR's role in formulating strategy, HRIS, Human Capital Management, HR and Employee Performance and Commitment, Managing global HR</p>	7 + 2
2	<p>Procurement of Human Resources</p> <p>a) Job Analysis: Nature and need of Job Analysis, steps in Job Analysis, methods of collecting information for Job Analysis, Quantitative Job Analysis techniques, Define Job Descriptions, Writing JD's, Define Job Specification, writing JS's.</p> <p>b) HRP: Meaning and significance of matching right abilities to the right job, importance of HRP, its Objectives and Process, factors affecting HRP, HR estimation- HR demand forecast.</p> <p>c) Recruitment: Definition and Meaning, Need, planning of Recruitment, Process and sources of Recruitment, recruiting yield pyramid, study of live recruitment process, Succession planning.</p> <p>d) Selection: Define selection, Process of selection , types of tests and selection, work sampling technique, test of cognitive ability, achievement tests, situational testing.</p> <p>e) Interview: Types Interview techniques, Designing and conducting an effective interview, matching the candidature to</p>	8 + 2

	<p>the job, Activity on Mock interview.</p> <p>f) Induction & Placement: Define Induction, Techniques, requisites and evaluation of induction programmer, define placement, problems in placements.</p>	
3	<p>Training, Developing, Appraising Employees and Managing Performance.</p> <p>a) Training: Define Orientation, Definition and importance of training, objective and needs, training process, gaps in training, training programme and its evaluation, analysis of training needs, methods of training, training for special purposes.</p> <p>b) Development: Define Development, need and importance of development, what is management development, EDP's/MDP's.</p> <p>c) Performance Management System: Define PMS, Explain self appraisals, Performance appraisals, objectives and methods of performance appraisals, Performance counseling, Performance coaching, Performance Mentoring, Performance interviews, Edward Deming's view on PA, Legal issues associated with PA.</p> <p>d) Job Evaluation: Define Job evaluation, Scope and process of JE, methods of JE.</p> <p>e) Managing Careers: Career Management process Career planning, Career path, Career development roles, managing promotions and transfers, types of promotion and transfer.</p>	8 + 2
4	<p>Compensation and Productivity Management</p> <p>a) Wage & Salary Administration: Define reward, compensation, wage, salary, establishing pay rates, compensation trends, factors affecting employee remuneration, wage and salary structure, minimum fair and living wage, wage policy in India, preparation of salary structure.</p> <p>b) Benefits and Services: Nature and need of B & S, types of employee B & S, fringe benefits, administration of B & S, insurance – retirement-flexible benefits programmers.</p> <p>c) Incentive schemes: nature of incentive schemes, scope and type of incentive schemes, wage incentive schemes and plans in India, team or group variable plans, incentive schemes for operation employees, managers & executives, salespeople.</p> <p>d) Productivity Management: Performance productivity management-through TQM, Kaizen, Quality circles.</p>	5 + 2
5	<p>Industrial relation, separations and safety management</p> <p>a) Industrial Relations: Define IR, concepts and objectives of IR, parties to IR, approaches to IR, TU and its role in IR.</p> <p>b) Dispute Settlements: Machineries of dispute settlement-Grievance procedure, collective bargaining, negotiation, conciliation, arbitration, adjudication, labour courts.</p> <p>c) Separations: Define separations, VRS/CRS, resignation, superannuation, gratuity, discharge, dismissal, suspension, layoff, retrenchment.</p>	7 + 2

	d) Safety & Security: Define employee safety, types of safety, safety and health programmes, statutory provisions of safety in India.	
--	--	--

Learning Resources:		
1	Text Books	Human Resource Management by Gary Dessler Human Resource Management by K Aswathappa Personnel Management by C.B. Mamoria Human Resource Management by R.S. Dwivedi Human Resource Management by L.M.Prasad
2	Reference Books	Recent experiences in HRD by Rao T V Designing and Managing HRS by Udai Pareek Strategic Human Resource Planning & Management by Rothwell & Kazanas.
3	Websites	www.citehr.com www.gvsu.edu/e-hr www.humanresourcemanagement.co.uk/ www.hr-guide.com/
4	Journals	HRM Journal by David Collings, Tony Dundon and Mick Marchington. Human Resource Management Review by R.W. Griffeth

Semester	I	Credits	3
Course Code	105	Course Type	Full Credit Course
Course Title	Labour Laws - I		

Course Objectives:

1	To acquaint with professional understanding of labour legislations
2	To acquaint the students with Legal provisions of Labour Laws in India
3	To develop implementation skills of various Industrial and labour laws

Syllabus:

Unit No.	Content	Number of sessions
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.	4+2
2	Industrial Employment Standing order Act 1946;	7+2
3	The Factories Act 1948: Preliminary and Scope of the Act, Definitions: Adult, Adolescent, Calendar Year, Child, Competent Persons, Hazardous Process, Young Persons, Day, Week, Power, Prime mover, Transmission machinery, Machinery, Manufacturing Process, Worker, factory, occupier, prescribed, group or real and shift, Power to declare different dept. to separate factory or two or more factories to be a single factory . Chapter II- Inspecting staff (Sec 8-10), Chapter III- Health(Sec-11-20), Chapter IV- Safety(Sec21-41), Chapter IVA- Provision related Hazardous process(Sec 41A-41H). Chapter - V- Welfare(Sec42-50) Chapter VI- Working hours of adult (Sec 51-66), Chapter VII- Employment of young person(Sec 67-77), Chapter VIII- Annual leave with wages(Sec 78-84), Chapter IX- Specially provisions(Sec 85-91A), Chapter X- Penalties and Processes (Sec 92-106A). THE FIRST SCHEDULE,, THE SEOND SCHEDULE, THE THIRD SCHEDULE	10+2
4	Payment of wages Act 1936	7+2
5	Bombay Shops & Establishment Act 1948 Applicability, Applicability of other Acts to Shops and Establishment, Key Definitions Registration of Establishment – procedure, Dispute as to the category of establishment, Opening and closing hours, Hours of work of employees, Leave provisions, Health and safety provisions, Overtime, Statutory compliances for employer under the Act, Prohibitions in respect of employment under the Act-double	7+2

	employment etc., Obligations of the employees, Offences- Penalties.	
--	---	--

Learning Resources:		
1	Text Books	Industrial and Labour Law – P. L. Malik Industrial Law – J. K. Bareja Industrial & Labour Laws – S. P. Jain
2	Reference Books	Labour laws for Managers – B.D. Singh Industrial Relations, Trade union and Labour Legislations, Sinha , Sinha, Pearson Pub. Industrial Relation and Labour Laws- B.D. Singh, Excell Books. New Delhi.
3	Supplementary Reading Material	Labour and Human Resource Management Forms and Precedents, by S.D Puri and Sundeep Puri, Snow White Pub, Mumbai (4 th ed, 2011.) Labour Laws for Everyday made easy; S.D .Puri and Sundeep Puri, Snow White Pub, Mumbai.(3 rd ed, 2011.)
4	Bare Acts (latest 2013)	Industrial Employment Standing order Act, 1946 The Factories Act, 1948 Employees Compensation Act, 1923 Payment of wages Act, 1936 Bombay Shops & Establishment Act, 1948

Semester	I	Credits	3
Course Code	106	Course Type	Full Credit Course
Course Title	Research Methodology		

Course Objectives:	
1	To acquaint the students with methods of conducting systematic inquiry in the social sciences.
2	To equip students with skills and knowledge needed to undertake the research project competently.
3	To develop theoretical and practical insights and enable the students to critically evaluate empirical literature in the field of management.
4	Use of Excel is the basic requirement of this subject.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Foundations of Research: Meaning, Objectives and Concept of theory- deductive and inductive theory. Characteristics of scientific method - Understanding the language of research - Concept, Construct, Definition, Variable. Research Process	7+2
2	Problem Identification & Formulation: Management Question – Research Question – Investigation Question – Measurement Issues. Hypothesis– Qualities of a good Hypothesis –Null Hypothesis & Alternative Hypothesis. Hypothesis Testing - Logic & Importance.	7+2
3	Research Design, Qualitative and quantitative research: Concept and Importance in Research - Features of a good research design – Exploratory Research Design – concept, types and uses, Descriptive Research Designs - concept, types and uses. Experimental Design: Causal relationships, Concept of Independent & Dependent variables, concomitant variable, extraneous variable, Treatment, Control group Qualitative research – Quantitative research – Concept of measurement, causality, generalization, and replication. Merging the two approaches.	7+2
4	Measurement and Attitude Scaling Techniques: Concept of measurement– what is measured? Problems in measurement in management research - Validity and Reliability. Levels of measurement - Nominal, Ordinal, Interval, Ratio. Attitude Scaling Techniques: Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales– Ranking Scales – Paired Comparison & Forced Ranking.	7+2
5	Types of Data, Sampling and Analysis of Data: Secondary Data - Definition, Sources, Characteristics. Primary Data –	7+2

	<p>Definition, Advantages and disadvantages over secondary data, Observation method, Questionnaire Construction, Personal Interviews, Telephonic Interview, Mail Survey, Email/Internet survey.</p> <p>Sampling: Concepts of Statistical Population, Sample, Sampling Frame, Sampling Error, Sample Size, Non Response. Characteristics of a good sample. Probability Sample – Simple Random Sample, Systematic Sample, Stratified Random Sample & Multi-stage sampling. Non Probability Sample – Judgment, Convenience, Quota & Snowballing Methods. Determining size of the sample -Practical considerations in Sampling and sample size.</p> <p>Data Analysis: Data Preparation – Univariate analysis (frequency tables, barcharts, pie charts, percentages), Bivariate analysis – Cross tabulations and Chi-squaretest including testing hypothesis of association.</p>	
--	---	--

Note:- Use of Excel / SPSS is recommended for teaching Data Analysis in Research Methodology.

Learning Resources:		
1	Text Books	Research Methodology - C.R.Kothari Business Research Methods - Donald Cooper & Pamela Schindler, TMGH, 9 th Edition Business Research Methods – Alan Bryman& Emma Bell, Oxford University Press
2	Reference Books	Research Methodology – Dipak Bhattacharyya
3	Supplementary Reading	Business Research Methods by Naval Bajpai, Pearson, 1st Edition
4	Websites	http://www.oup.com/uk/orc/bin/9780199202959 http://www.socialresearchmethods.net

Semester	I	Credits	2
Course Code	107	Course Type	Half Credit Course
Course Title	Business Communication		

Course Objectives:	
1	To enable the students become aware of the importance of managerial communication and the need to master it in order to successfully function in their day-to-day work
2	To enable them to acquire some of the skills that are routinely needed

Syllabus:

Unit No.	Contents	Number of Sessions
1	Introduction to Business Communication: Meaning, Importance & objectives - Principles of Communication, forms of communication, Communication Process, Barriers of effective communication, Techniques of effective communication., Importance of Effective Communication In Organization Organizational Structure & Communication Process	5 + 1
2	Other Communication Skills: Body Language, Gestures, Postures, Listening Skill, Observation. Cross Cultural Dimensions of Business Communication Technology and Communication, Ethical & Legal Issues in Business Communication.	5 + 1
3	Effective Presentations: Principles of Effective Presentations, Principles governing the use of audiovisual media	5 + 1
4	Business Correspondence: Importance of Effective Writing Essential Features of Business Writing , Business letters: Application Letters, Inquiries, Circulars, Acknowledgments Complaints, Claims & adjustments, Job application letters - Bio-data, Covering Letter, Interview Letters, Letter of Reference. Memos, minutes, Email etiquettes: Formal and informal emails, E-mail Writing	5 + 1
5	Reports: Types of Business Reports - Format, Choice of vocabulary, coherence and cohesion, organization reports by individual, News report Introduction, Report Writing, Basic Features of a Report ,Types of Reports, Planning the Report Writing the Report, Difference Between Report & Proposal, Writing Business Proposals	5 + 1

Learning Resources:

1	Supplementary Reading Material	Lesikar, R.V. & Flatley, M.E. (2005). Basic Business Communication Skills for Empowering the Internet Generation. Tata McGraw Hill Publishing Company Ltd. New Delhi Ludlow, R. & Panton, F. (1998). The Essence of Effective Communications. Prentice Hall of India Pvt. Ltd. Adair, J. (2003). Effective Communication. Pan Mcmillan. Thill, J. V. & Bovee, G. L. (1993). Excellence in Business Communication. McGraw Hill, New York. Bowman, J.P. & Branchaw, P.P. (1987). Business Communications: From Process to Product. Dryden Press, Chicago
2	Websites	Contemporary Business English, Scot Ober Biztantra, 1 st edition.
3	Journals	Journal of Business Communication

Semester	I	Credits	2
Course Code	108	Course Type	Half Credit Course
Course Title	Personnel Administration & System Procedures		

Course Objectives:	
1	To familiarize the students with the basic concepts, techniques, and tools of job evaluation, a major method of deciding monetary value of the relative worth of the jobs;
2	To help the students to gain hands-on-learning experience in submission of various forms and returns under various labour laws

Syllabus:

Unit Number	Contents	Number of Sessions
1	Designing Personnel Policy:-Elements of Personnel Policy, Role of Time office, Methods & Elements of Time Office, Leave Records, Statutory Registers	5 + 1
2	Drafting communication in personnel department Letter of Appointment – Probationary & Contract Employee, IT Employee, Letter of promotion, transfer Designing of salary structure – Manufacturing Employee/Service Sector Employee & IT Employee	5 + 1
3	Drafting of Legal Communications Memo ,Warning , Show-Cause Notice , Charge Sheet ,Elements of Domestic Enquiry	5 + 1
4	Designing of :-Job enlargement, Job enrichment, Job analysis, Job description, Job specification, Job rotation.	5 + 1
5	Calculations & Documentation of statutory returns Elements of TDS - Form 16A, Gratuity , Professional Tax , PF and ESI Forms & Returns	5 + 1

Learning Resources		
1	Text Books	Guide on Labour Management forms and precedents (Law, Practice and Procedure) by S.D. Puri (Snow white publications) Personnel Management – Edwin Flippo , 4 th Edition, Personnel/ Human Resource Management by David DeCenzo, Stephen Robbins, Prentice Hall of India, 2008, 3rd Edition
2	Reference Books	Personnel Management – C. B. Mamoria , 2011 Dynamics of Personnel Administration – Rudrabaswaraj 2010
3	Supplementary Reading Material	Various articles in news papers for changes in labour rules.
4	Websites	http://www.citehr.com http://www.managementstudyguide.com/issues-in-job-design.htm
5	Journals	Journal of Industrial Relation Human Capital Journal of HRM

Semester	I	Credits	3
Course Code	109	Course Type	Half Credit Course
Course Title	RM Mini Project		

Course Objectives:	
1	To develop research skills of students.
2	To develop an understanding of application of research in real life.

Students shall work in groups of 2 each and work on a small research problem. They shall work under the guidance of a faculty member and shall submit 2 copies of research report in spiral bound form. The Institute shall conduct an internal viva for 50 marks.

Students shall select a social issue / managerial issue of local relevance for investigation. They are also encouraged to use technology for research. It is not necessary that the student has to carry out the RM Mini Project in an industry.

It is expected that they develop the following abilities through this Project:

- a) Problem identification & definition
- b) Defining data requirements and identifying data sources
- c) Literature review
- d) Primary data collection
- e) Writing a report.

Semester	II	Credits	3
Course Code	201	Course Type	Full Credit Course
Course Title	Labour Welfare		

Course Objectives:

1	To develop theoretical and practical insights and enable the students to critically evaluate the need and importance of labour welfare facilities in various sectors of industries
2	To acquaint the students with methods of improving the working conditions and maintenance of better Industrial relations.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Labour Welfare: Introduction and History, Definition, Scope, Objectives and Principles, Theories of labour welfare, ILO - & ILC - Introduction and History, Scope, Objectives and Structure.	7+2
2	Labour Welfare Officer: Role, Qualifications, Functions, Duties of Labour Welfare Officer & Difference between Personnel Manager & Welfare Officer.	7+2
3	Welfare Amenities: Statutory Welfare Amenities. Government approaches & practices in Labour Welfare (Welfare & Health) in various sectors of Industry. Non-Statutory Welfare Amenities- Role of Trade Union, NGO's& Local Govt.	7+2
4	Workers Education Scheme and Workers Participation in Management in relation with Labour welfare and Industrial hygiene.	6+2
5	Maharashtra Workers Welfare Board -The Bombay Labour Welfare Fund Act -1953. Social Security – concepts and components Inter-relationship of Welfare with Productivity- Relationship between Mental, Physical, Social & Industrial Health. Discussion of two cases (Problems) related to Labour Welfare and Industrial Hygiene.	8+2

Learning Resources:

1	Text Books	Aspects of Labour Welfare and Social Security - A.M.Sharma Labour welfare, Trade unionism & Industrial relations - S..D. Punekar Labour Problems & Social welfare - R.C. Saxena
2	Reference Books	Industrial and Labour laws – S D Puri Industrial and labour laws – S.P Jain
3	Supplementary Reading	

Semester	II	Credits	3
Course Code	202	Course Type	Full Credit Course
Course Title	Industrial Organizational Psychology		

Course Objectives:

1	To provide conceptual understanding amongst the upcoming managers of industrial & organizational psychology.
2	To increase student understanding of types of psychology and its effect on the efficiency and productivity

Syllabus:

Unit Number	Contents	Number of Sessions
1	Conceptual awareness of Industrial Organizational Psychology: Introduction of the terms 'Industry' 'Organization' and 'Psychology.' Definition & Nature – Industrial Organizational Psychology, Importance & Scope of its application, How I/O Psychology is different, Psychological factors responsible for behavior of an individual at work place Industrial-Organizational Psychology on the job and in Everyday Life.	7+2
2	Types of Psychology :- Types and characteristics of psychology Impacting factors and their effects on the behavior , Human psychology, Differentiating male & female psychology , Determining factors impacting work efficiency and productivity.	7+2
3	Monitoring Industrial Organizational Psychology, Different tools for testing psychology, Problems with Using Psychological Tests, Measuring effectiveness of these tests, Usage of tests for improving the employee psychology, Challenges for I-O Psychology	5+2
4	Individual and Group Behavior, Interaction as Individuals and as Groups, Determining factors for improving their psychology Group Dynamics, Characteristics of Group Dynamics, Necessary steps in Group Dynamics to enhance efficiency & productivity.	8+2
5	Research Methodology for Industrial Psychology, Field work based on certain models as assignments, Requirements and Limitations of Psychological Research, Research Methods - Experimental Method	8+2

Learning Resources:		
1	Text Books	<p>Maier R F Norman (1970). <i>Psychology in Industry</i> (3rd ed.). Oxford & IBH Publishing Co. India.</p> <p>Harrel Thomas W (1964). <i>Industrial Psychology (Revised Edition)</i> Oxford & IBH Publishing Co. India.</p> <p>Fred Luthans (2006) <i>Organisational Behaviour</i> (11th Ed.) McGraw-Hill/Irwin.</p> <p>Paul Hersey, Kenneth H. Blanchard, Dewey E. Johnson (2008) <i>Management of organizational behavior: leading human resources</i>, Pearson Prentice Hall.</p>
2	Reference Books	<p>Robbins/Judge. <i>Organizational Behavior (14th Edition)</i>. Free-Books.biz.</p> <p>Anderson, N.; Ones, D.S.; Sinangil, H.K. & Viswesvaran, C. (Eds.). (2002). <i>Handbook of industrial, work and organizational psychology, Volume 2: Organizational psychology</i>. Thousand Oaks, CA: Sage Publications Ltd</p> <p>Koppes, L.L. (Ed.). (2007). <i>Historical perspectives in industrial and organizational psychology</i>. Mahwah, NJ: Lawrence Erlbaum</p> <p>Rogelberg, S.G. (Ed.). (2002). <i>Handbook of research methods in industrial and organizational psychology</i>. Malden, MA: Blackwell.</p>
3	Supplementary Reading Material	<p>Anderson, N.; Ones, D.S.; Sinangil, H.K. & Viswesvaran, C. (Eds.). (2002). <i>Handbook of industrial, work and organizational psychology, Volume 1: Personnel psychology</i>. Thousand Oaks, CA: Sage Publications Ltd</p> <p>Rogelberg, S.G. (Ed.). (2002). <i>Handbook of research methods in industrial and organizational psychology</i>. Malden, MA: Blackwell.</p>
4	Websites/ Learning Links	<p>http://en.wikipedia.org/wiki/Industrial_and_organizational_psychology</p> <p>http://www.siop.org/</p> <p>http://www.socialpsychology.org/io.htm</p> <p>http://psychology.about.com/od/psychologycareerprofiles/p/iopsychcareers.htm</p> <p>http://www.apa.org/about/division/div14.aspx</p> <p>www.northwestern.edu/MSLOC</p> <p>http://www.psichi.org/pubs/articles/article_106.aspx</p> <p>http://psychology.uwo.ca</p> <p>http://www.ou.edu/cas/psychology/Research/IOPsych.html</p>
5	Journals	<p>Journal of Organizational Behavior Management</p> <p>Work & Stress</p> <p>European Journal of Work and Organizational Psychology</p> <p>HR Magazine</p> <p>Human Resource Magazine</p>

Semester	II	Credits	3
Course Code	203	Course Type	Full Credit Course
Course Title	Industrial Relations		

Course Objectives:

1	To provide conceptual understanding amongst the upcoming managers of industrial Relations
2	To increase student understanding role and types of Efficiency, Skills required for developing the Industrial Relations

Syllabus:

Unit Number	Contents	Number of Sessions
1	Industrial Relations – Importance, Definition, Scope, Role and Impact on Labour Laws legislation, Execution, Employer, Trade Unions and Judiciary	5+1
2	Trade Union – objectives, functions, New Role of Trade Union in the context of globalization, IT, trade and productivity.	5+1
3	Industrial dispute – nature & causes of industrial disputes Machinery for solving industrial disputes under Industrial Disputes Act, 1947 at national and state level Role of Judiciary & its impact on industrial relations	10+3
4	Collective bargaining – meaning, characteristics, need, importance, process, causes for failure of collective bargaining, Alternatives to collective bargaining, Importance of employee stock option plans. Workers participation in management – concept, pre-requisites, forms & levels of participation, benefit of workers Participation in Management	10+3
5	Grievance handling procedure – labour management Co-operation role of functional manager including personnel & industrial relations manager in promoting & establishing peaceful industrial relations	5+2

Learning Resources:

1	Text Books	Dynamic Personnel Administration – Prof. M. N. Rudrabasavraj.
2	Reference Book	Labour Management relations in India – K.M. Subramanian Trade Unionism Myth and Reality, New Delhi, Oxford University Press, 1982 Collective Bargaining & Industrial – Kochan T. A. & Katz Henry 2nd ed
3.	Supplementary Reading /Material	Dynamic Personnel Administration – Prof. M.N. Rudrabasavraj

Semester	II	Credits	3
Course Code	204	Course Type	Full Credit Course
Course Title	Training & Development		

Course Objectives:

1	To create awareness amongst managers about the importance of Training & Development
2	To make candidates learn different stages in the Training cycle
3	To enable candidates know the process of learning and use of technology in training.

Syllabus:

Unit Number	Contents	Number of Sessions
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	7+2
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.	7+2
3	Designing And Implementing A Training Program: Trainer Identification, Methods and Techniques of Training, Designing A Training Module, Leadership, Training the Trainer (TTP), Management Development Program (MDP), Budgeting of Training.	7+2
4	Evaluation of Training Program: Kirkpatrick Model of Evaluation, Measuring transfer of learning, CIRO Model, Cost-Benefit Analysis, ROI of Training.	7+2
5	Technology In Training: Different Aids of Training ,CBT, Multimedia Training, E-Learning/Online Learning, Distance Learning.	7+2

Learning Resources:

1	Text Books	Employee Training And Development - Raymond Noe Every Trainers Handbook- Devendra Agochia 360 Degree Feedback, Competency Mapping And Assessment Centre- Radha Sharma Training And Development- S.K. Bhatia HRM-Biswajeet Pattanayak
2	Reference Books	Patrick J. Montana and Bruce H. Charnov (2000). "Training and Development" . <i>Management</i> . Barron's Educational Series. Derek Torrington, Laura Hall, and Stephen Taylor (2004). <i>Human Resource Management</i> . Pearson Education.

		William J. Rothwell and H. C. Kazanas (2004). <i>The Strategic Development of Talent</i> . Human Resource Development Press.
3	Supplementary Reading Material	Michael M. Lombardo and Robert W. Eichinger (1998-12-06). "HR's role in building competitive edge leaders". <i>Human Resource Management</i> (John Wiley & Sons, Inc.) Shawn A. Smith and Rebecca A. Mazin (2004). "Training and Development". <i>The HR Answer Book</i> . AMACOM Div American Mgmt Assn.
4	Websites/ Learning Links	http://www.astd.org http://en.wikipedia.org/wiki/Training_and_development http://traininganddevelopment.naukrihub.com/training-scenario/retail-fmcg/ http://www.terrapinn.com/exhibition/training-and-development-show/index.stm www.trainingjournal.com http://www.businessdictionary.com/definition/training-and-development.html http://www.managementstudyguide.com/training-and-development.htm http://www.managementtrainingconsultant.com/Default.aspx?tabid=61 http://www.managementtrainingconsultant.com/Default.aspx?tabid=61 http://www.slideshare.net/technomgtsood/training-development-a-part-of-hrm-studies http://www.scribd.com/doc/10041934/HRM-Training-Development
5	Journals	SAM Advanced Management Journal HR Magazine Human Resource Magazine

Semester	II	Credits	3
Course Code	205	Course Type	Full Credit Course
Course Title	Labour Laws - II		

Syllabus

Unit No.	Contents	Number of Sessions
1	The Employees Provident Fund and Miscellaneous Provisions Act-1952 Sec1- Short title, extent, application and commencement, Sec2- Defines, sec3- Power to apply act to an establishment which has a common PF with another establishment, Sec4- Power to add to schedule-I, Sec5- Employees PF Scheme, Sec6- Contributions and matters which may be provided for in the scheme, Sec7- Modification of the scheme, Sec-8 Mode of recovery of moneys' due from employers, Sec-9 fund to be recognized under act 11 of 1922 , Sec10- Protection against attachment, Sec 11- Priority of payment of contributions over other debts, Sec 12- employer not to reduce wages, etc, Sec 13- Inspectors, Sec 14- Penalties, Sec 15- Special Provision relating to existing PF, Sec 16- Act not to apply to certain establishments, Sec 17- Power to exempt, Sec 19- Delegation of powers, Sec 20- Power of Central Govt to give directions, Schedule I,II,III,IV.	8+2
2	The Employees State Insurance act-1948	6+2
3	Industrial Disputes Act 1947	7+2
4	The Maternity benefit act-1961 (Social Security Legislation) Sec1- Short title extent and commencement, Sec2- Application of the act, Sec3- Definitions, sec4- employment of or work by , woman prohibited during certain period, Sec5- Right to payment of maternity benefit, Sec6- Notice of claim for maternity benefit and payment thereof, Sec7- Payment of maternity benefit in case of death of woman.Sec8- Payment of medical bonus , Sec9- Leave for miscarriage , etc. Sec10- Leave for illness arising out of pregnancy, delivery, premature birth of child, miscarriage, medical transmission of pregnancy, tubectomy operations.Sec11- Nursing breaks, Sec12- Dismissal during absence or pregnancy, Sec14- Appointment of inspectors ,Sec16- Power of duties of inspectors.	8+2
5	Sec17-Power of inspectors to direct payments to be made, Sec18- Forfeiture of maternity benefit.,Sec19- Abstract of act and rules there under to be exhibited, Sec20- Registers and etc, Sec21- Penalty for contravention of act by employer, Sec 22- Penalty for obstructing inspector.,Sec23- Cognizance of offences. Sec24- Protection for action taken in good faith, Sec25- Power of Central govt. to be given directions,Sec26- Power to exempt establishments.Sec27- Effect of laws	6 + 2

	and agreement inconsistent with this act. Sec28- Power to make rules.	
--	---	--

Learning Resources:		
1	Text Books	1.Industrial and Labour Law – P. L. Malik 2.Industrial Law – J. K. Bareja 3.Industrial & Labour Laws – S. P. Jain
2	Reference Books	Labour laws for Managers – B.D. Singh Industrial Relations, Trade union and Labour Legislations, Sinha , Sinha, Pearson Pub. Industrial Relation and Labour Laws- B.D. Singh, Excell Books. New Delhi.
3	Supplementary Reading Material	Labour and Human Resource Management Forms and Precedents, by S.D Puri and Sundeep Puri, Snow White Pub, Mumbai (4 th Edn, 2011.) Labour Laws for Everyday made easy; S.D .Puri and Sundeep Puri, Snow White Pub, Mumbai.(3 rd edn, 2011.)
4	Bare Acts (latest 2013)	The Employees Provident Fund and Miscellaneous Provisions Act-1952 The Employees State Insurance act-1948 Industrial Disputes Act 1947 The Maternity benefit act-1961 Payment of Gratuity act-1972

Semester	II	Credits	3
Course Code	206	Course Type	Full Credit Course
Course Title	Finance for HR		

Course Objectives:

1	To Impart sound understanding of finance fundamentals
2	To enable students to use the right finance jargon..

Unit Number	Contents	Number of Sessions
1	Financial Intelligence for HR --- Need for increasing financial intelligence --- Ability to evaluate company critically --- Ability to understand business --- The ability to form relationship with finance -- - The ability to use numbers & financial tools to make & analyze business decisions.	7+2
2	Basic finance concepts --- The art of finance , Income statement , Operating Expenses ,Capital Expenditure , accruals , allocations , Goodwill --- Balance sheet ,cash, Due diligence , Equity , Fiscal Year, Capital.	7+2
3	Understanding balance sheet , What is balance sheet, Reading A balance sheet, Assets , Human Resource as Asset or liability , Why balance sheet balances.	7+2
4	Creating a financial intelligence HR department, Financial literacy, Transparency corporate performance, Financial Literacy Strategies.	7+2
5	Exercises to build HR financial intelligence --- Income Statement --- Balance Sheet Cash Flow statement.	7+2

Learning Resources:

1	Text Books	Finance Sense: Corporate Finance For Non-Finance Executives books by Prasanna Chandra, TMGH The McGraw-Hill 36-Hour Course: Finance for Non-Financial Managers 3/E , by H George Shoffnerm Susan Shelly, Robert Cooke Finance for Non-Financial Managers by Gene Siciliano, How to Read a Financial Report: Wringing Vital Signs Out of the Numbers , John A Tracy Corporate Finance Demystified 2/E Troy Adair
2	Websites	http://www.business-standard.com/ http://economictimes.indiatimes.com/ http://www.rbi.org.in/commonman/English/Scripts/Home.aspx
3	Supplementary	Finance for Managers (Harvard Business Essentials) Harvard Business School Press Accounting for non – Specialists, Jones Michael, Wiley Publication Finance for Non-Financial Managers, Handler Sylvia, Kogan Page Finance for Non Financial Managers and Small Business Owner, Tuller Lawrence W., Viva Books Pvt. Ltd.

Semester	II	Credits	3
Course Code	207	Course Type	Full Credit Course
Course Title	Quality Management		

Course Objectives:	
1	To Create awareness among Management students regarding QMS, its Norms & Principles
2	To enable students understand the importance and application of Quality Management Tools – Kaizen, Poka Yoke, ISO Certifications etc.
3	To make students understand the concepts and necessity of 5S in the current business scenario

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to QMS: Concept, Objective, Processes, Various Tools of QMS , Benefits TQM	7+2
2	Six Sigma: Concept & Definition, Steps involved in launching Six Sigma, Benefits derived	7+2
3	ISO Certification: Concept & Definition, Importance, Standards, Benefits of Implementing of ISO Certification, Various Certification Series under ISO	7+2
4	Kaizen: Concept & Definition ,Processes, The principles of Kaizen Implementation, Basic Tips for Kaizen Activities	7+2
5	5S: Introduction to the Concept, 5S (Sort, Set In Order, Shine, Standardize, Sustain), Benefits of Implementation of 5S	7+2

Learning Resources:

1	Text Books	<p>Six Sigma for Every One - Eckes (John Wiley & Sons, New Jersey)</p> <p>Sleeper, Andrew, 2005, Edition 1, Design for Six Sigma Statistics McGraw-Hill Professional</p> <p>Walker, Fred and Gupta, Bhisham, 2005, Edition 1, Applied Statistics for Six Sigma Green Belt, ASQ Quality Press</p> <p>Kenett, Ron and Baker, Emanuel, 2010, Edition 1, Process Improvement and CMMI® for Systems and Software, Taylor and Francis Inc.</p> <p>Dinero, Donald (2005). Training Within Industry: The Foundation of. Productivity Press</p> <p>Scotchmer, Andrew (2008). 5S Kaizen in 90 Minutes. Management Books 2000 Ltd</p> <p>Ohno, Taiichi. Toyota Production System (TPS)</p> <p>JoAnne Yates & Craig N. Murphy: Coordinating International Standards: The Formation of the ISO</p>
2	Reference Books	<p>Walker, Fred and Gupta, Bhisham, 2009, Edition 1, The Certified Quality Inspector Handbook, ASQ Quality Press</p> <p>Imai, Masaaki (1986). <i>Kaizen: The Key to Japan's Competitive</i></p>

		<p>Success. McGraw-Hill/Irwin Hirano, Hiroyuki (1995). <i>5 Pillars of the Visual Workplace</i>. Cambridge, MA: Productivity Press</p>
3	Supplementary Reading Material	<p>Breyfogle, Forrest, 2003, <i>Implementing Six Sigma: Smarter Solutions Using Statistical Methods</i>, , Edition 2, Smarter Solutions Bodek, Norman (2010). <i>How to do Kaizen: A new path to innovation - Empowering everyone to be a problem solver</i>. Vancouver, WA, US: PCS Press</p>
4	Websites/ Learning Links	<p>en.wikipedia.org/wiki/Six_Sigma http://www.isixsigma.com/new-to-six-sigma/getting-started/what-six-sigma/ www.sixsigmamk.com http://www.lmsi.ca/5s.htm http://en.wikipedia.org/wiki/5S_(methodology) http://en.wikipedia.org/wiki/Kaizen www.iso.org</p>

Semester	II	Credits	4
Course Code	208	Course Type	Half Credit Course
Course Title	Field Work		

In Semester II the student shall work under the supervision of the Faculty and carry out a Field Work and submit a structured report in TWO hard copies & one soft copy (CD). *In the interest of environmental considerations, students are encouraged to print their reports on both faces of the paper.*

The student is required to conduct research on a topic related to one (or more) of contemporary issues in Human Resource Management. The topic is chosen in consultation with the faculty. The student will prepare and present a detailed research proposal prior to starting the work. A Field Work outlining the entire problem, including a survey of literature and the various results obtained along with their solutions is expected to be produced. The student must submit the completed project and make an oral presentation of the same. Through the Field Work, the student is expected to furnish evidence of competence in understanding varied aspects of the theme/topic selected and a deep understanding of the specialty area.

The completion of the project shall be certified by the Faculty Guide & approved by the Director of the Institute.

Field Work shall have a weightage of 4 credits. The Institute shall conduct a viva-voce for evaluation of the Field Work, for 50 marks. The Panel shall comprise of 2 internal Faculty members (One who has supervised the student and the other one as Jury) nominated by the Director.

Semester	III	Credits	3
Course Code	301	Course Type	Full Credit Course
Course Title	Strategic Human Resource Management		

Course Objectives:

1	The purpose of this subject is to equip students with the necessary knowledge, skills and abilities in order to perform various human resource management functions at the foundation level in an organization.
2	The idea behind SHRM is that companies must “fit” their HR strategy within the framework of overall Business objectives and hence ensure that there is alignment between the HR practices and the strategic objectives of the organization.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Role of SHRM SHRM: Introduction to SHRM, Definition, need and importance and objectives of SHRM, evolution of SHRM, theoretical perspectives of SHRM, SHRM approach: Indian context. Strategic approach: Introduction to Functional, business and corporate strategies, difference between SHRM and HRM strategies, Integrating HR strategy with business strategy, developing plans and policies.</p>	3 + 1
2	<p>Human Resource Environment Technology and Structure: Define HR Environment, Broad influences of technology, Influences of HRIS, redeployment of human resource staff. Management Trends: Workforce diversity, demographic changes, temporary and contract labours, employee leasing, dual-career couples, work life balance, down-sizing. Global Environment: Define Global Environment, Global competition, global sourcing of labour, WTO and labour standards. HR Legal Environment: Equal employment opportunity, compensation, employee relations.</p>	8 + 2
3	<p>Acquiring HR Strategic role of HRP: developing planning for strategic leadership, strategic salary planning, selecting forecasting techniques, forecasting the supply of HR, forecasting the demand for HR. Approaches to Recruitment & Selection: Employer branding, special events recruiting, contest recruiting, E-recruiting, outsourcing of recruiting function, head-hunting, virtual hiring, competency based approach to selection. Retentions: Executive education, Telecommuting, Flexi-hours, work from home policy, Employee empowerment, employee</p>	8 + 2

	involvement, autonomous work teams.	
4	<p>Training, Development, Appraisal and Compensation Strategies</p> <p>Training & Development: Planning and strategizing training, creating learning organizations, linkage between business strategy and training, need based training, training evaluation, Kirk-Patrik model, ROI approach, cross cultural training, Competency mapping, multi-skilling, succession planning.</p> <p>Career Management: Managing career: A SHRM approach.</p> <p>Appraisals: Performance Management strategies- defining KRA's, trait based and Result/ Outcome based performance appraisals, linking performance to pay- merit and reward based promotions, project/process based and promotions, competency based –performance, team or group appraisals, approaches to measuring managerial performance.</p> <p>Reward and Compensation: Pay for Performance approach, team/ group performance based pay, Competency based pay-skill based pay, broad banding, variable compensation, executive compensation, equity in reward decisions., trends in top-level executive compensation.</p>	9 + 2
5	<p>Separations strategy, Human Aspect of strategic implementation and Global HR Strategies</p> <p>Separations: Retrenchment strategies, Early retirement plans, VRS, Project based employment, Downsizing, Pink-slip concept.</p> <p>Human Aspect of strategic implementation: Behavioural issues in strategic implementation, matching culture with strategy, mergers and acquisitions, leadership power and politics, employee morale, personal values and business ethics.</p> <p>Global HR: Introduction to global HR strategies, Difference between Global HRM and Domestic HRM, developing HR as a value added function, Strategic HR issues in global assignments.</p>	8 + 2

Learning Resources:		
1	Text Books	Strategic Human Resource Management by Jeffery A Mello Strategic Human Resource Management by Tanuja Agarwala Strategic Human Resource Management by Charles R Greer.
2	Reference Books	Strategic Human Resource Management by Michael Armstrong Strategic Human Resource Management by Mabey, Salaman and Storey Strategic Human Resource Management by Rothwell & Kazanas,
3	Websites	www.shrmindia.org/
4	Journals	1. International Journal of Human Resource Management 2. Human Resource Management Journal 3. Human Resource Management 4. Journal of Human Values 5. Journal of Human Resources

Semester	III	Credits	3
Course Code	302	Course Type	Full Credit Course
Course Title	Organization Development		

Course Objectives:

1	To generate awareness amongst the managers about the significance of OD
2	To make students eligible to apply/employ/for the application, of different models of OD
3	To enable participants understand the concept, necessity and applicability of Management of Change.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Concept & Definition of OD: Values and Assumptions, Importance, Evolution: Kurt Lewin, Robert Tanenbaum, McGregor, Herbert Shepard, Robert Blake.	7+2
2	Foundations of OD: Models and theories of Planned change , Systems Theory, Teams And Teamwork, Participation And Empowerment, Applied Behavioral Science, Parallel Learning Structures	7+2
3	The process of organization development: Role of change agent Entering and Contracting, Diagnosing Organizations, Diagnosing Groups and Individuals, Collecting and Analyzing Diagnostic Information, Feeding Back Diagnostic Information, Designing Interventions, Managing Change, Evaluating and Institutionalizing Interventions	7+2
4	Human process interventions: Interpersonal and Group Process Approaches, Organization Process Approaches.	7+2
5	Techno-structural interventions: Restructuring Organizations, Employee Involvement, Work Design, Performance Management, Developing Talent, Managing Workforce Diversity and Wellness	7+2

Learning Resources:		
1	Text Books	Organizational Development by S Ramnarayan, T. V. Rao. Organizational Development and Change by Cummings and Worley (7 th edition) Organizational development by French and Bell (6th edition). Robert T. Golembiewski, Keith Billingsley & Samuel Yeager, "Measuring Change and Persistence in Human Affairs: Types of Change Generated by OD Designs"
2	Reference Books	Kurt Lewin (1958). <i>Group Decision and Social Change</i> . New York: Holt, Rinehart and Winston. Cummings, Thomas G.; Worley, Christopher G., <i>Organization Development & Change</i> , Thomson South-Western Western, S. (2010), <i>What do we mean by Organizational Development</i> , Krakow: Krakow: Advisio Press
3	Supplementary Reading Material	Carter, Louis L. (2004), <i>Best Practices in Leadership Development and Organization Change</i> , Jossey Bass Sullivan, Roland (2010), <i>Practicing Organization Development: A Guide for Leading Change</i> , Jossey Bass
4	Websites/ Learning Links	www.codhyd.org http://organisationdevelopment.org/?page_id=51 http://www.codhyd.org/ http://www.iiod.in/ www.uk.sagepub.com/millward/.../ch5_overview.do... - United Kingdom www.dct.co.za/portfolio-1.htm en.wikipedia.org/wiki/Organization_development http://jab.sagepub.com/content/12/2/133.short
5	Journals	<i>Journal of Leadership and Organizational Studies</i> <i>The Journal of Applied Behavioral Science</i> <i>HR Magazine</i> <i>Group & Organization Management</i> <i>Human Resource Magazine</i> <i>Journal of Management</i>

Semester	III	Credits	3
Course Code	303	Course Type	Full Credit Course
Course Title	Compensation Management		

Course Objectives:

1	Promote understanding of the nature of industrial employees compensation package; principles regulating different components and their role in the compensation package
2	Impart skills in formulating a compensation policy and planning a suitable package on principles of equity and efficiency.
3	To identify the problem areas and scope for rationalizing compensation policy;

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Compensation Management : Objectives of Compensation, Formulation, Theories of Wage determination, Types of wages , Compensation decisions, Compensation Bench marking, Types of Executive Compensations	7+2
2	Labour Market : Macro Economics of labour markets, Neoclassical Micro economic of labour markets- Supply and demand Different types of labour market in India Impact of labour demand & supply on compensation fixation.	7+2
3	Wage Policies: National Wage Policy : Objectives, Concepts Company Wage Policy : Wage Determination, Pay Grades, Economic Principles, External Equity : Wage Surveys, Wage Components	7+2
4	Pay Structures: Different Pay structures, Pay Roll Management, Deductions , Issue involving pay increases, Cost to company (CTC) Computation. Dearness Allowance: Computation of CPI – Exercise, Wage Incentives Concept; different kinds of wage incentives plans and their application, pay for performance, competency based pay	7+2
5	Employee Benefits: Types of employee benefits, Statutory Employee benefits in India , Tax obligation on employee benefits	7+2

Learning Resources:		
1	Text Books	Compensation Management by Deepak Kumar Bhattacharyya – Oxford
2	Reference Books	Compensation Management in Knowledge based World -10 th Edition by Richard Henderson, Pearson Human Resource Management by Robert L. Mathis and Jackson H. Jackson
3	Supplementary Reading Material	www.shrmindia.org www.peoplesmatters.com www.hrmguide.net
	Journal	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management Journal of Human Values Journal of Human Resources

Semester	III	Credits	3
Course Code	304	Course Type	Full Credit Course
Course Title	HR Best Practices		

Course Objectives:

1	To monitor effectively the use of human resources by the management.
2	To make the student understand about the Human Asset, i.e. whether such assets are conserved, depleted or appreciated.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Building Sustainability through HR Practices	7 + 2
2	HR Accounting: HR Accounting - Design, preparation and Implementation: Responsibility Accounting and Management Control; Management Control Structure and Process; Design of Hr Accounting process and Procedures for each of the HR Sub - System including Recruitment, induction, PA and Training; Classification of Costs in HR Accounting - Behavioral Aspects of Management Control - Social control	7 + 2
3	HR Audit: Introduction, Nature, Objectives of HRA, Models of HRA, Emerging Issues, Prospects, Objective, Role of HR auditor, Importance of HR Audit, Scope of HRA ,Record for HR Audit, checklist, Advantage, Prerequisites of HR Audit	7 + 2
4	Balanced Scorecard / HR Scorecard / Workforce Scorecard	7 + 2
5	Knowledge Management: Introduction, Types and Consequences of Knowledge Management, Culture, Strategy and HRM	7 + 2

Learning Resources:

1	Text Books	Accounting for Human Resources: Rakesh Chandra Katiyar, UK Publishing House.
2	Reference Books	Human Resource Accounting: M.Saeed, D.K. Kulsheshtha, Anmol Publications. Human Resource Accounting: D.Prabakara Rao, Inter India Publications.
3	Websites	http://www.scribd.com/doc/8358363/Human-Resource-Accounting http://www.charteredclub.com/what-is-human-resource-accounting/
4	Journals	

Semester	III	Credits	3
Course Code	305	Course Type	Full Credit Course
Course Title	Labour Laws III		

Course Objectives:

1	To acquaint with professional understanding of labour legislations
2	To acquaint the students with Legal provisions of Labour Laws in India
3	To develop implementation skills of various Industrial and labour laws

Syllabus:

Unit Number	Contents	
1	<p>The Minimum Wages Act – 1948: (Wage Legislation) Objects, scope and application of the act, Imp definitions- appropriate govt, Competent authority, cost of living index number, employees, employer, scheduled employment, wages, Fixing of minimum rate of wages, minimum rate of wages, Procedure for fixing and revising minimum wages, advisory board, central advisory board- composition of committees. Wages in kind overtime, Payment of Minimum rate of wages, Validation of fixation of certain minimum rates of wages, Fixing hours for a normal working day, Wages of worker who works for less than normal working day, Wages for two or more classes of work, minimum time rate wages for piece work, maintenance of registers and records, Appointment, powers and functions of inspectors, Claims- single application in respect of a number of employees, Bar of suits – contracting out payment of undisbursed amounts due to employees, Exemption of employer from liability in certain cases, exemptions and exceptions, Penalties for certain offences, General Provision for punishment and other offences, cognizance of offences, offences by companies.</p>	11+2
2	<p>The Maharashtra Recognition of Trade Unions and Prevention of Unfair Labour Practices act- 1971.</p>	11+2
3	<p>Payment of Gratuity act-1972 (Social Security Legislation) Entire act and Rules thereunder</p>	5+2
4	<p>The Apprentice Act- 1961: Objects, Applicability, Defns- Apprentice, Apprenticeship training, Apprenticeship, Advisor, Apprenticeship Council, Board or state council of technical education, Designated trade, employer, establishment, establishment in private and public sector, Graduate or technician apprentice, industry, national council, prescribed, regional board, state, state council, state govt, technician vocational, Trade apprentice, worker, All India Council, Qualifications for being engaged as an apprentice, Novation of contract of apprenticeship, Period of apprentice training, Termination of Apprenticeship contract, Practical and basic training of apprenticeship, Obligations of the employers, Obligation of payment,</p>	10+2

	Health safety and welfare of apprentices, Hours of work, overtime, leave, Settlement of disputes, grant of certificates to the apprentices, Offer and acceptance of employment, Administration of the act, Offences and penalties, Protection of action in good faith.	
--	--	--

Learning Resources:		
1	Text Books	Industrial and Labour Law – P. L. Malik Industrial Law – J. K. Bareja Industrial & Labour Laws – S. P. Jain
2	Reference Books	Labour laws for Managers – B.D. Singh Industrial Relations, Trade union and Labour Legislations, Sinha , Sinha, Pearson Pub. Industrial Relation and Labour Laws- B.D. Singh, Excell Books. New Delhi.
3	Supplementary Reading Material	Labour and Human Resource Management Forms and Precedents, by S.D Puri and Sundeep Puri, Snow White Pub, Mumbai (4 th edn, 2011.) Labour Laws for Everyday made easy; S.D .Puri and Sundeep Puri, Snow White Pub, Mumbai.(3 rd edn, 2011.)
4	Bare Acts (latest 2013)	Acts ref The minimum wages act – 1948; (Wage Legislation) The Maharashtra Recognition of Trade Unions and Prevention of Unfair Labour Practices Act- 1971. Equal Remuneration Act- 1976 Contract Labour(Regulation and Abolition Act- 1986 The Apprentice act- 1961

Semester	III	Credits	3
Course Code	306	Course Type	Full Credit Course
Course Title	Instruments in HRD		

Course Objectives:

1	Introduce the students to the basic concepts and practices in the area of Human Resource Development tools.
2	Introduce the students to the foundational frameworks in the area of organizational psychology and their implications on designing and using some HRD tools
3	Enhance the knowledge of the students on application of such tools in the context of modern HR challenges facing organizations

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to basic concepts: HR framework, Competency based HR, HR Developmental processes and need for the same, Need for measuring HR capabilities of an organization, HR and Business alignment challenges	9+2
2	Introduction to HRD Tools: Need, scope and design of the HRD tools. Foundations of HRD Tools – Organizational Psychology concepts – Individual, Group and Organizational Processes affecting performance	9+2
3	HRD Tools and frameworks: Introduction to FIRO-B, MBTI, 16 PF, MAO-B, MAO-C, Belbin's team roles, Locus of Control	9+2
4	HRD Tools application: Training, Coaching, Managing Performance, Career and Succession Planning, Designing and Executing assessment and development centers	10+2

Learning Resources:

1	Text Books	Training for Development by Rolf Lynton and Udai Pareek Assessment and Development Centres by Iain Ballantyne and Nigel Povah
2	Reference Books	Training Instruments in HRD and OD by Udai Pareek
3	Supplementary Reading Material	Harvard Business Review on Finding & Keeping the Best People by Harvard Business Review (Apr 12, 2011)
4	Websites	www.explorehr.org http://www.humanext.com/hrd-tools.html
5	Journals	Human Resource Development Review by Sage International Journal of Human Resource Development and Management by Inderscience Publishers

Semester	III	Credits	2
Course Code	307	Course Type	Half Credit Course
Course Title	Performance Management System		

Course Objectives:

1	To provide conceptual understanding amongst the upcoming managers of Performance Management System
2	To expose the students to different Performance Appraisal approaches with their industry applications.
3	To enable the students to carry out/ conduct practical on designing, structuring and implementing various Performance Appraisal tools.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Conceptual Awareness of Performance Management System: Introduction , Role of performance in organization, Dimensions, Role of appraisals in Performance Management., Performance management process, Relevance of objectives in organizations, Organizational & individual performance, Process, Performance management & human resources management	5 + 1
2	Performance Planning & Analysis: Performance planning , Performance analysis , KPAs – KPIs; KRAs – KRIs Components of Performance planning, Objectives of performance analysis, Process of Performance analysis, Performance Mapping tools/ system, Target and Performance Management, Scorecards, Implementing Performance Management System, Competency Mapping and competence Based Performance Management	5 + 1
3	Performance Review & Discussion: Significance of review , Process of performance review , Performance rating Performance appraisal factors , Methods & errors, 360 degree feedback as a developmental tool, Potential Appraisal, Assessment Centers	5 + 1
4	Performance Management System in Action : Performance management in action; critical success factors, Experiences in performance management, Traditional practices, Recent approaches , Case studies in performance management in select organization, Methods of Appraising , Who can Appraise, Measuring results and behaviors, Gathering performance information	5 + 1
5	Performance Management & Reward Systems: Performance linked remuneration system, Performance linked career planning. Promotion policy, Designing and using performance relationship maps, Organizing performance improvement	5 + 1

department.

Learning Resources:		
1	Text Books	Herman Aguinis (2009), Performance Management (2nd ed.), Pearson Higher Education. The Talent Management Hand Book, Lance A. Berger & Dorothy R. Berger, Tata Mc-Graw Hill Prem Chadha: Performance Management, Macmillan India, New Delhi, 2003 Performance Management By Shrinivas Kandula
2	Reference Books	Appraising & Developing Managerial Performance-.T. V. Rao, Excel Books 360 degree feedback & assessment & development Centres, Volume I, II and III, TV Rao, Et all, Excel Books Performance Management, Dixit Varsha, 1st edition, Vrinda Publications Ltd. T.V.Rao, Appraising amd Developing Managerial Performance, TV Rao Learning Systems Pvt Limited, Excel Books, 2003. Michael Armstrong & Angela Baron, Performance Management: The New Realities, Jaico Publishing House, New Delhi, 2002
3	Supplementary Reading Material	David Wade and Ronad Recardo, Corporate Performance Management, Butter Heinemann, New Delhi, 2002. Henderson : Compensation Management in a Knowledge Based World 9/e Pearson Education
4	Websites/ Learning Links	http://www.iimb.ernet.in/publications/review/december2005/performance-management-appriasal-system http://humanresources.about.com/od/performancemanagement/a/perfmgmt.htm http://www.fulcrumww.com/?q=pms http://www.managementstudyguide.com/components-of-performance-management-system.htm jitm.ubalt.edu/XVII-2/article3.pdf
5	Journals	Journal of Organizational Behavior Management, Routledge Taylor & Francis Group. Published quarterly. Journal of Performance Management International Journal of Business and Management Human Resource Magazine Journal of Information Technology Management

Semester	III	Credits	6
Course Code	308	Course Type	Full Credit Course
Course Title	Summer Internship Project		

Course Objectives:	
1	To offer the opportunity for the young students to acquire on job the skills, knowledge, attitudes and gain experience for developing professional identity.
2	To provide means to immerse students in actual supervised professional experiences
3	To give an insight into the working of the real organizations
4	To gain deeper understanding in specific functional areas and relevant topic.
5	To appreciate the linkages among different functions and departments
6	To develop perspective about business organizations in their totality
7	To help the students in exploring career opportunities in their areas of interest

At the end of Second Semester each student shall undertake a Summer Internship Project (SIP) for 8 weeks in the area of Human Resource Management. The student shall submit a written structured report based on work done during this period.

SIP may be a research project – based on primary / secondary data or may be an operational assignment involving working by the student on a given task/assignment/project/ etc in an organization / industry. It is expected that the SIP shall sensitize the students to the demands of the workplace. The learning outcomes and utility to the organization must be specifically highlighted.

The report should be well documented and supported by –

1. Executive Summary
2. Organization profile
3. Outline of the problem/task undertaken
4. Research methodology & data analysis (in case of research projects only)
5. Relevant activity charts, tables, graphs, diagrams, etc.
6. Learning of the student through the project
7. Contribution to the host organization
8. References in appropriate referencing styles. (APA, MLA, Harvard, Chicago Style etc.)

It should reflect the nature and quantum of work undertaken by the student. The report must reflect 8 weeks of work and justify the same.

The completion of the SIP shall be certified by the respective Faculty Guide & approved by the Director of the Institute. The external organization (Corporate / NGO/ SME/ etc.) shall also certify the SIP work.

The student shall submit TWO hard copies & one soft copy (CD) of the project report before 30th September in Sem III. One hard copy is to be returned to the student after by the Institute after the External Viva-Voce.

In the interest of environmental considerations, students are encouraged to print their project reports on both faces of the paper.

The Institute shall conduct an internal viva-voce for evaluation of the SIP for 50 marks. The Panel shall comprise of the Internal Faculty Guide & One additional faculty nominated by the Director.

There shall be an external viva-voce for the SIP for 50 marks. The examiner's panel for the same shall include one external faculty member nominated by the University and one internal faculty member nominated by the Director. The external viva-voce shall be conducted for 15 minutes atleast per student.

The Internal & the External viva-voce shall evaluate the project based on:

1. Actual work undertaken by the student
2. Student's understanding of the organization and business environment
3. Outcome of the project
4. Utility of the project to the organization
5. Basic analytical capabilities

UNIVERSITY OF PUNE

UNIVERSITY OF PUNE

Semester	IV	Credits	3
Course Code	401	Course Type	Full Credit Course
Course Title	Competency Mapping & Career Development		

Course Objectives:

1	To appreciate the importance of career strategies in a rapidly changing environment.
2	To Develop an awareness of various career orientations and strategies of individual career planning.
3	To Develop an understanding in designing appropriate systems of competency mapping & organizational career development

Syllabus:

Unit Number	Contents	Number of Sessions
1	History & Origin of Competency - KSA v/s Competency Reasons for Popularity of Competency, - Competency & EVA, Views Against Competency - Definitions Confusion about Competency	7+2
2	COMPONENTS OF COMPETENCY : Skill, Knowledge & Motive - Trait & Self-Concept, Iceberg Model of Competency - Operant & Respondent Traits of Competency , Competency Models - Leadership and managerial competency models - Causes for Resistance and Recommended Actions to Address - Delphi Technique Competencies & Generic Indicators - 360 Degree Feedback - HR Generic Competency Model - Supervisory Generic Competency Model	7+2
3	COMPETENCY CATEGORIES : Threshold Competencies - Differentiating Competencies - Generic or Key Competencies - Functional or Technical Competencies - Leadership or Managerial Competencies, Steps in Developing Competency Model - Determining the objective & Scope - Clarifying Implementation Goals & Standards - Create an Action Plan - Define Performance. Effectiveness Criteria - Identify a Criterion Sample - Data Gathering & Interim Competency Model - Finalize & Validate Competency Model	7+2
4	Career Development: Theoretical Foundations, Objectives, Definition of Career Development, Process of Career Planning Reasonability for Career Planning & Career Development Methods of Career Development (Management), Competency Approach to Development, Career Paths, Career Transition	7+2

	Competency Approach to Development.	
5	Innovative Employer Career Initiatives: Different methods used by employer to enhance employee career, Special Issues in Career Development, Mentoring for Employee Development	7+2

Learning Resources:		
1	Text Books	Competency Based HRM, Ganesh Shermon, TMH, 1st Edition, 2002. A handbook of Competency mapping – Seema Sangvi, Response Books, 2004. Human Resource Management, Pravin Durai, Pearson 2010 Human Resource Management, Gary Dessler & biju Varkkey, Pearson, Twelfth Edition, 2011.
2	Reference Books	Calvin S, Theories of Personality, Hall Et Al, Wiley Publication John.W.Newstrom and Keith Davis Tata, Organizational Behaviour - Human Behavior at work, McGraw Hill, 11/e, 2003 Robert N. Lussier, Human Relations in organizations, 6th edition, McGraw Hill Education Stephen Robbins, Training in Interpersonal Skills – tips for managing People at work, Et al, Pearson, PHI. Udai Parek, Understanding OB, Oxford University Press. Whetten & Cameron, Development Management Skills, 7th Ed. Pearson, PHI Competence at work (1993) by Lyle M. Spencer, Signe M. Spencer. John Wiley and Sons Inc 360 Degree feedback, Competency Mapping and assessment Centers, Radha R Sharma, Tata Mc-Graw Hill
3	Supplementary Reading Material	http://www.kesdee.com/casestudy/Competency_Mapping_&_Case_Studies.pdf Competency Mapping For Superior Results by Mukherjee, Sraban TMGH, 2011 -12 Edition
4	Websites	http://www.articlesbase.com/human-resources-articles/competency-mapping http://www.psnacet.edu.in/courses/MBA/HRM/16.pdf http://en.allexperts.com/q/Human-Resources-2866/2011/9/competency-management.htm http://en.allexperts.com/q/Human-Resources-2866/2011/9/competency-management.htm
5	Journals	Human Capital Journal of Human Resource Management

Semester	IV	Credits	3
Course Code	402	Course Type	Full Credit Course
Course Title	Environment Management & CSR		

Course Objectives:

1	To give students exposure of environmental problems and issues in a scientific framework
2	To create awareness among students regarding CSR and role of organization
3	To generate ownership about environment protection

Syllabus:

Unit Number	Contents	Number of Session
1	INTRODUCTION: Classification of Pollution and Pollutants, Causes, Effects and Sources of Pollution, Pollution of the biosphere causes and significance, National and International Environmental Standards.	7+2
2	AIR POLLUTION: Primary and Secondary Pollutants, Automobile Pollution, Industrial Pollution, Ambient Air Types and major sources of air pollutants, dispersal and deposition, response of biotic and biotic ecosystem components to pollutants, impact of air pollutants on human beings. Ionizing radiation, acid rain- causes and consequences. Monitoring of gaseous pollutants And particulate matter. Air pollution mitigation and control. Atmospheric composition, reactions in the lower & higher atmosphere, radioactivity in the atmosphere, air quality standards & criteria.	8+2
3	WATER POLLUTION: Important pollutants, sources and transformation in nature, Effects of organic pollutants (petroleum, pesticides, surfactants and hydrocarbons) on organisms and communities, impact of heavy metals, on aquatic flora and fauna, Treatment technologies for industrial effluent/ wastewater. Monitoring water pollution, biochemical aspects of water pollutants (domestic, industrial, Agricultural waste).	8+2
4	SOLID WASTE: Classification of Solid Waste, Factors Affecting the Solid Waste Generation, Composition and Characteristics of Solid Waste. Collection of Solid Waste: Methods of Collection, Layout of Collection Route, Door Step Collection Arrangement from Bulk Garbage Generators. Transportation of Solid Waste: Transfer Stations, Segregation of Solid Waste, Methods of Segregation.	6+2
5	INTRODUCTION – CSR: CSR – Concepts & Theories, Actors & Drivers – Role of Top Management & Consumers, Role of Government & Civil Society in CSR. FUTURE PERCEPECTIVE OF CSR: Educating for responsible management, CSR – Top Management Preferences, Future	6+2

		perspective of CSR	
Learning Resources:			
1	Text Books	Text book of Environmental Science and Technology by Dr. M. Anji Reddy, BS Publications, 2010 Environmental Science- Towards a sustainable future by Richard T. Wright, PHI Learning, New Delhi 2008. Environment Concerns and Strategies, T. N. Khoshoo (1988) Ashish Pub. House, Delhi. Water Pollution and Management by C. F. Vershney	
2	Reference Books	The Oxford Handbook of Corporate Social Responsibility by Crane Andrew, Abigail, McWilliams, Pub by Oxford Univ Press 2008 CSR – Readings and Cases in Global Context, Edited by Andrew	
3	Supplementary Reading Material	Soil and water Conservation Engineering by Schwab, S. D., Frevert, R. K., Edminster, T. W. and Earns K. K. John Wiley and Sons. Corporate Social Responsibility: Whether or How? N. Craig Smith, California Management Review, pp 52-76, Volume 45(4), Summer 2003 Green and Competitive: Ending the Stalemate, Michael E Porter and Class van der Linde, Harvard Business Review, pp 120-133, September-October 1995 What Matters Most: Corporate Values and Social Responsibility, Jeffrey Hollender, California management Review, pp 111-119, Volume 46(4), 2004	
4	Websites	http://onlinelibrary.wiley.com/journal/10.1002/(ISSN)1535-3966 http://journalseek.net/cgi-bin/journalseek/journalsearch.cgi?field=issn&query=1535-3958	
5	Journals	Harvard Business Review on Business & the Environment, Harvard Business School Press, 2000 The fortune at the Bottom of the Pyramid, C.K. Prahalad, Wharton School Publishing, 2005	

UNIVERSITY OF PUNE

Semester	IV	Credits	3
Course Code	403	Course Type	Full Credit Course
Course Title	Human Resource Information Systems		

Course Objectives:

1	To create awareness in upcoming managers, of different types of information systems.
2	To increase student understanding of IT and their application for human resource.
3	To explore the use of some common Information Systems development tools.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Different types of computer based information systems: Computers and Computer Based Information Systems / Introduction to Computer Based Information Systems -TPS/MIS/EIS/ES/DSS/OA HRMS Planning: HRIS Introduction Human resource & HRMS Planning an HRMS Designing an HRMS Software for HRMS Hardware for HRMS	7+2
2	Management Information Systems Functional Applications / Exercise HRIS Life Cycle/HR responsibility in each phase of HRIS development Pre implementation stage of HRIS: HRIS planning HRIS expectation HRIS cost-benefit value analysis Getting Management support for HRIS Limitations of computerization of HRIS	7+2
3	Implementation of HRIS: Tools in HRIS development	7+2
4	HRIS Applications: Applicant and employment management EEO and affirmative action Compensation Benefits Employee and industrial relations Training and development Human resource planning OSHA Payroll	8+2

	Other HRIS application	
5	Emerging Trends in HRIS, Networking, Internet, Intranet, Technology Implications, etc	6+2

Learning Resources:		
1	Text Books	<p>Rampton, G. M., Turnbull, I. J., & Doran, J. A. (1999). Human Resource Management Systems: A Practical Approach (2nd ed.). Carswell Legal Publications.</p> <p>Ceriello, V. R., & Freeman, C. (1998). Human Resource Management Systems: Strategies, Tactics, and Techniques. San Francisco, Calif: Jossey-Bass Publishers, Pfeiffer & Company. / New York: Lexington Books.</p> <p>Haag, S., Cummings, M. & Dawkins, J.P. (2007) Management information Systems for the Information Age U.S.A.: McGraw-Hill</p> <p>Kavanagh and Thite.(2008), Human Resource Information Systems: Basic, Applications, and Future Directions, Sage Publications ISBN: 9781412944564</p>
2	Reference Books	<p>Kavanagh, M. J., Gueutal, H. G., & Tannenbaum, S. I. (1990). Human Resource Information Systems: Development and Application. Boston, Mass: PWS-Kent Publishing Company.</p> <p>Lederer, A. L. (Ed.). (1993). Handbook of Human Resource Information Systems. New York: Warren, Gorham and Lamont.</p>
3	Supplementary Reading Material	<p>Groe. G.M., Pyle. W.J.J.J. (1996) "Information technology and HR" Human Resource Planning 19 (1) 56 – 61.</p> <p>Hubbard.J.C, Forcht. K.A. (1998) "Human resource information systems: An overview of current ethical and legal issues" Journal of Business Ethics. 17 (12) 1319 – 1323.</p> <p>Kovach, K.A, Cathgart.E.J. (1999) "Human resource information systems (HRIS) Providing business with rapid data access, information exchange and strategic advantage" Public Personnel Management. 28 (2) 275 – 282.</p> <p>Targowski, A..S.; Desphande, S.P. (20001) "The utility and selection of an HRIS," Advances in Competitiveness Research, 9(1), 42-56</p>
4	Websites/ Learning Links	<p>http://www.albany.edu/hris</p> <p>http://www-adm.pdx.edu/user/fadm/hris.htm</p> <p>http://www.peoplesoft.com</p> <p>http://www.ethics.ubc.ca/resources/computer/</p> <p>http://www.acm.org/sigcpr/</p> <p>http://www.ihrim.org/</p> <p>http://www.chrt.com.au/hrismain.html.</p> <p>http://www.ihrim.org/resources/Publications/automating-the-workplace.html</p>
5	Journals	<p>SAM Advanced Management Journal</p> <p>HR Magazine</p> <p>Human Resource Magazine</p>

Semester	IV	Credits	3
Course Code	404	Course Type	Full Credit Course
Course Title	PR & Corporate Communications		

Course Objectives:

1	To make the students aware about Public Relations its importance and applications in the organization.
2	To enable the students with the essentials of Planning Public Relation Programs.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Fundamentals of Public Relations: Introduction and Definition of Public Relations, Meaning of Public Relations, Techniques and media of Public Relations, How does PR work –formulation of Policy and size of the PR Department, Methods of communication- psychology of PR.	7+2
2	PR in various Organizations: Public Relation Problems, Budgeting , PR in labour Unions and Religious groups and media channels, Designing PR Campaigns, Press Relation in PR- what is News how a good new should be written, Coping with unexpected.	8+2
3	Public Relation and Corporate Structure: Corporate image and corporate identity, Elements that constitute a total corporate image and corps identity, Where does PR fit in the structure	6+2
4	E-PR and its tools: How to develop E-PR, Various tools of E-PR, Modern day values of PR, Special uses of Public Relation –Crises Management PR skills	8+2
5	PR and Research: Advertising in PR, Fundamentals of successful Newsletter, Types of House Journals, Exhibitions and PR	6+2

Learning Resources:

1	Text Books	Public Relations: Strategies and Tactics - Dennis L. Wilcox Marketing Public Relations- Gaetan T Giannini Principles of Public Relation - Dr.C.S.Rayudu Prof.K.R.Balan
2	Supplementary Reading	www.zainbooks.com/books/.../introduction-to-mass-communication

Semester	IV	Credits	3
Course Code	405	Course Type	Full Credit Course
Course Title	Labour Laws IV		

Course Objectives:

1	To acquaint with professional understanding of labour legislations
2	To acquaint the students with Legal provisions of Labour Laws in India
3	To develop implementation skills of various Industrial and labour laws

Syllabus:

Unit No	Contents	No. of Sessions
1	The Trade Union Act- 1926 (Protective Legislation) History of trade unions, *Application and Enforcement, Definitions- The appropriate govt, Executive, Office bearer, Registered office, Registered trade union, Registrar, Trade dispute, Trade union, Registration of Trade unions, Mode of registration, Application of Registration, Refusal to Register Trade Union, Objects on which general funds may be spent, Principal privileges of a Registered Trade union and its office bearers, Disqualification of office bearers of trade union, Notice of change of name, Amalgamation of trade union, Returns of Trade union, Application to and grant of recognition of Labour courts, *Withdrawal of Recognition, * Power to make regulations, Penalties and Procedure, .	11+3
2	The Payment of Bonus Act- 1965 (Wage Legislation) Short title, extent and application, Definitions Establishments to include departments, undertakings and branches Computation of gross profits Computation of available surplus Sums deductible from gross profits *Calculation of direct tax payable by the employer Eligibility for bonus * Disqualification for bonus Payment of minimum bonus Payment of maximum bonus * Calculation of bonus with respect to certain employees Computation of number of working days Set on and set off of allocable surplus Special provisions with respect to certain establishment * Deduction of certain amounts from bonus payable under the Act Time limit for payment of bonus Recovery of bonus due from an employer Reference of disputes under the Act Maintenance of registers, records, etc. Inspectors Penalty Offences by companies Cognizance of offences.	11+3
3	Information Technology Act 2000 Entire act and Rules thereunder	5+2
4	The Protection of Human Rights (Amendments) act-2006 Applicability, Chapter – II The national human rights commission, Chapter – III Functions and powers of the commission Chapter – IV Procedure, Chapter – V State human rights commission Chapter – VI Human rights courts, Chapter – VII Finance, accounts and audit.	8+2

Learning Resources:		
1	Text Books	Industrial and Labour Law – P. L. Malik Industrial Law – J. K. Bareja Industrial & Labour Laws – S. P. Jain
2	Reference Books	Labour laws for Managers – B.D. Singh Industrial Relations, Trade union and Labour Legislations, Sinha , Sinha, Pearson Pub. Industrial Relation and Labour Laws- B.D. Singh, Excell Books. New Delhi.
3	Supplementary Reading Material	Labour and Human Resource Management Forms and Precedents, by S.D Puri and Sundeep Puri, Snow White Pub, Mumbai (4 th edn, 2011.)
		Labour Laws for Everyday made easy; S.D .Puri and Sundeep Puri, Snow White Pub, Mumbai.(3 rd edn, 2011.)
4	Bare Acts (latest 2013) ref	The Trade Union Act- 1926 The Payment of Bonus Act- 1965 The Bombay Labour welfare fund act- 1953 The Bombay Industrial relations act-1946 Protection of Human Rights (Amendments) act-2006

Semester	IV	Credits	3
Course Code	406	Course Type	Full Credit Course
Course Title	International Human Resource Management		

Course Objectives:

1	To give students exposure of international HR issues
2	To create awareness among students about the HR aspects from an MNC perspective.

Content	Number of Session
1 Introduction –The Enduring Context of IHRM: The changing Business Scenario- Nature of Globalization, Drivers of Globalization, Ripple Effects of Globalization, Three Type of Task, People and Country, Introduction of IHRM, Difference between Domestic and International Human Resource Management, Nature of IHRM- Growing Interest of IHRM, Functional Positioning of IHRM.	7+2
2 Recruitment and Selection for International Firm: Sources of international human resource power selection, strategies for overseas assignments Human Resource Planning, Recruitment & Selection, Recent Trends In International Staffing, Human Resource Outsourcing Issues in Staff Selection , Strategies to tackle these problems	7+2
3 Developing of International Staff and Multi National Teams: Managing global and diverse work force, Recent trends in international Staffing , Human Resource Outsourcing, Performance management in multinational, Performance of international employees, Appraisal of international employees, Understanding Repatriation ,Benefits From Returnees ,Challenges of Re-Entry Repatriation Process, Managing Repatriation, Tips For Successful Repatriation	7+2
4 International Compensation Management: Objectives of Compensation, Theories of Compensation ,Compensation Strategy Components of Compensation ,Variables Influencing of Compensation Compensation Packages, Compensation Administration, Issues In International Compensation.	7+2
5 International Industrial Relations: Key issues in International Industrial, Trade Union and International Human Resource, Response of trade union to multinationals, Industrial relations and Global Union Managerial strategies for labour relations in large corporation	7+2

Learning Resources:		
1	Text Books	International Human Resource Management: Managing People in a Multinational Context by Peter J Dowling et al., Third Edition (South Western).
2	Supplementary Reading Material	Bernardin H. J, and Russell J. E., Human Resource Management, Irwin-Mc Graw, 2nd ed, Singapore. Punnett B, J, International Perspective on Organizational Behavior & Human Resource Management, PHI, N.Delhi. Harvard Business Review: HB Press.
3	Websites	International HRM by Peter Dowling, Denice Welch, Thomson Learning, 4th Edition. HRM in Global Scenario by S.K. Bhatia, Deep & Deep Publications Pvt Ltd, 2010
4	Journals	Creating Wealth through Strategic HR & Entrepreneurship Gopalkrishnan by Upinder Dhar, Excel Books

Semester	IV	Credits	2
Course Code	407	Course Type	Half Credit Course
Course Title	Collective Bargaining and Negotiation Process		

Course Objectives:

1	To introduce the concept of Collective Bargaining & Negotiation Process
2	To bring awareness about critical issues of collective bargaining.
3	To sensitize the students to understand the required skills in Collective Bargaining & Negotiation.

Syllabus:

Unit Number	Contents	Number of Session
1	Collective Bargaining: Definitions, Characteristics	4+1
2	Critical Issues in Collective Bargaining	4+1
3	Theories of Collective Bargaining: Hick's Analysis of Wages Setting under Collective Bargaining, Conflict-choice Model of Negotiation, A Behavioral Theory of Labour Negotiation	8+2
4	Collective Bargaining in India: Pre-requisites for successful Collective Bargaining in any Country, the State and Collective Bargaining, Collective Bargaining and the Indian Industrial Relations System, Levels of Bargaining, Coverage and Duration of Agreements, The Question of Managerial Prerogatives, Difficulties in the Bargaining Process and Administration of Agreements. Collective Bargaining & the emerging scenario.	12+3
5	Negotiating a Contract: Pre-negotiation , Preparing the Charter of Demand(s), Creating the Bargaining Team Submission of COD, Costing of Labour Contracts The Negotiation Process: What is Negotiation, Effective Negotiation, Preparing for Negotiation, Communication Style, Breaking Deadlocks, Strategy and Tactics/Games Negotiators Play, Closing Successfully, Negotiating Integrative Agreements, Reviewing Post Negotiation: Administration of the Agreement, Grievance Management	8+2

Learning Resources:		
1	Text Books	Human Resource Management , by K Aswathappa, Six Edition, Tata McGraw Hill, 2011 Human Resource Management , by VPS Rao , 3 rd Edition, Excell Books, 2011 Managing Human Resource & Industrial Relations, by Tapomoy Deb, Excel Books, 1 st Edition, 2009
2	Reference Books	MRTU Act PULP Act
3	Supplementary Reading Material	Case studies on Collective bargaining – Dunlop Tyers
4	Websites	http://industrialrelations.naukrihub.com http://www.dol.govt.nz/er/starting/unions/bargaining/procedures.asp www.cfee.org/en/pdf/labourstudent5.pdf
5	Journals	Journal of Industrial Relations Journal of Human Resource Management Journal of Labour Management

Semester	IV	Credits	2
Course Code	408	Course Type	Half Credit Course
Course Title	Cases in HR		

Course Objectives:

1	To update students with the various current changes initiated in industry.
2	To give opportunity to gain valuable experience in case analysis through active participation and discussion

Syllabus:

Unit Number	Contents	Number of Sessions
1	Staffing: Recruitment - Selection – Transfer – Promotion – Career Planning,	1+5
2	Training & Development:- Designing and Implementation, Evaluation and ROI	1+5
3	Performance :- Performance Appraisal, Promotion, Appraisal Methods , Reward based Performance Management, Career Based Performance management, Competence Based Performance Management	1+5
4	Industrial Relations: Violation of provisions of Labour Laws – Unfair labour practices by employer & employees (trade unions) – strikes, layoff, retrenchments – closures – lockouts – Wage Agreements- Violations – Bonus gratuity grievances – Violations of Provident fund Act – Weekly offs, Holidays & other relevant IR topics.	1+5
5	Employee Separation:- CSR, VRS, Retirement, Transfer etc	1+5

Learning Resources:		
1	Text Books	Case Studies in Personnel Management Industrial Relations & Trade Unions – Dr. Anandram. Publication: Everest Publishing House Cases in Personnel Management – Shyamkant Gokhale – Everest Publication
2	Reference Books	Case studies in Indian Management – Dr. M. A. Kohok – Everest Publication Case studies in Personnel Management Industrial Relation & Organization Behavior – Dr. S. A. Khopkar
3	Supplementary Reading Material	Text and Cases –Pearson Publication
4	Websites/ Learning Links	www.shrmindia.org www.peoplesmatters.com www.hrmguide.net
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management Journal of Human Values Journal of Human Resources

Semester	IV	Credits	2
Course Code	409	Course Type	Half Credit Course
Course Title	Dissertation		

Course Objectives:	
1	To understand the business environment and decision making in the prevalent environment.
2	Felicitating the learning of global environment of the business.

In Sem IV the student shall work under the supervision of the Faculty and carry out a dissertation and submit a structured report in TWO hard copies & one soft copy (CD). *In the interest of environmental considerations, students are encouraged to print their dissertation reports on both faces of the paper.*

The student is required to conduct advanced research on a topic related to one (or more) of contemporary issues in Human Resources Management. The topic is chosen in consultation with the student's supervisor. The student will prepare and present a detailed research proposal prior to starting the work. It is mandatory for the student to seek advance written approval from the faculty guide and the Director of the Institute about the topic before commencing the dissertation work. A dissertation outlining the entire problem, including a survey of literature and the various results obtained along with their solutions is expected to be produced. The student must submit the completed dissertation and make an oral presentation of the same. Through the dissertation, the student is expected to furnish evidence of competence in understanding varied aspects of the theme/topic selected and a deep understanding of the specialty area.

The completion of the dissertation / project shall be certified by the Faculty Guide & approved by the Director of the Institute.

Dissertation shall have a weightage of 2 credits. The Institute shall conduct a viva-voce for evaluation of the dissertation, for 50 marks. The Panel shall comprise of 2 internal Faculty members (One who has supervised the student and the other one as Jury) nominated by the Director. The Institute may invite an additional external examiner from the industry. Copies of Dissertation report and records of evaluation shall be maintained by the Institute for a period of 3 academic years.