

MBA III SEMESTER(2014-16 BATCH)
Compensation Management
Subject Code : MBA192A
Credit : (3 L)

Objectives:

This course is designed to promote understanding in issues related to compensation in corporate sector and impart skills in designing, analysis and restructure compensation management system, policies and strategies.

Unit I

Job Evaluation: Introduction and basic concept, Methods; Labour Market : Concept, Broad Types of Labour Market ; National Wage Policy : Objectives, Concepts; Wage boards and Pay Commissions, Laws related to wage administration in brief .compensation- Concept, Wage concepts, Wage theories , objectives, nature of compensation, types of compensations, compensation responsibilities, Compensations Philosophies, compensation approaches, decision about compensation, Role, Economic and Behavioural issues . Managing Compensation:

Unit II

Corporate Policy: Wage Determination, Pay Grade, and understanding inter and intra-industry compensation differentials: Concept of Internal Equity, External Equity: Wage Surveys, Designing pay structure and administering compensation package; understanding different components of compensation package like fringe benefits, incentives and retirement plans;

Unit III

Profit Sharing plans, Stock Options, ESOPs, and pay for performance plans. Dearness Allowance : Computation of CPI – Exercise; Pay Incentives – Concept; different kinds of wage incentives plans and their application ; Pay for performance, competency based pay ; Bonus : Profit Bonus, Evolution of the Concept, Method of Determining Bonus;

Unit IV

Fringe Benefits: Underlying Principles, Different Kinds of Fringe Benefits . Concept of human capital and its implications for compensating human resources, compensation of special group: Corporate Directors, Chief Executives, Senior Managers; components of executive compensation package; compensation of professionals and knowledge workers, R&D staff, sales compensation plan, international compensation.

Unit V

Calculation of Income Tax implications while calculating the income of an individual - Cost to the Company - Valuation of Perquisites - Taxability of various components of salary and wages; Fixation of Tax Liability - Tax deduction at source - Deductions and Tax Rebates to be considered while deciding tax deducted at source - Tax Deduction Certificates.

Reference Books:

- 1.D.K.Bhattacharyya,*Compensation Management*,OUP,New Delhi,2014
- 2.Uday K.Haldar and Juthika Sarkar,*Human Resources Management*,OUP,New Delhi,2012.

MBA III SEMESTER(2014-16 BATCH)
INDUSTRIAL RELATION AND LABOR LAWS
SUBJECT CODE : MBA193A
CREDIT : (3L)

Objectives: To provide basic knowledge in industrial relations and labour laws and to enable the students understand the various provisions of Trade Union.

UNIT I

Industrial Relations: Definition, Importance & Scope. Trade Union-Growth, Objective, Function & Role in globalize Content. Governmental Measures – Ministry for labor, Commissioner of labor, Deputy Commissioner & labor Offices.

UNIT II

Industrial Disputes: Nature and causes of Industrial Dispute, Types of conflict Resolution – Statutory & Non Statutory Collective Bargaining – Meaning, Characteristics, Need, Importance, Process, Pre-requisites.

UNIT III

Workers Participation in Management: Concept & Pre-requisites. Forms & Levels of Participation. Benefit of workers participation in management. Role of workers participation in Labor welfare &Industrial hygiene Causes of Industrial Dispute

UNIT IV

The Industrial Disputes Act, 1946: Definitions, Authorities under the Act , Power & Duties of Authorities. Strike & lockout, Lay-off and retrenchment.

UNIT V

The Factories Act, 1948: Provisions regarding Safety, regarding Health, Welfare, Leave with Wages and Working hours of adults.

Recommended Books:

1. AkhileshwarPathak, *Legal Aspects of Business*, Tata McGraw-Hill, 2007
2. P. Saravanavel& S. Sumathi, *Business Law for Management*, Himalaya Publishing house, 2004.
3. P. Kasliwal, *Intellectual Property Rights*, CBC, First Edition, 2009.

MBA III SEMESTER(2014-16 BATCH)

Knowledge Management

Subject Code: MBA371A

Credit: (3 L)

Objectives:

This course is aimed at helping students gain an insight into the basic concepts and application of Knowledge Management in business and industry. It involves deliberations on the basic processes and tools of managing knowledge in organizations.

Unit I

Introduction to Knowledge Management: Definition, evolution, need, drivers, scope, approaches in Organizations, strategies in organizations, components and functions, understanding knowledge - difference between data, information and knowledge, various types of knowledge viz. tacit and explicit, consequences of knowledge types on managing knowledge;

Unit II

Factors Influencing KM, , knowledge sources, and documentation. Learning organization: Concept.five components of learning organization, Process of building Learning Organization, Importance in current scenario .

Unit III

Essentials Of Knowledge Management, knowledge creation process, knowledge management techniques, Knowledge creation process, systems and tools, organizational knowledge management: architecture and implementation strategies, building the knowledge corporation and implementing knowledge management in organization. Designing Strategy that encompasses a Knowledge Advantage, Knowledge management and culture.

Unit IV

Knowledge management system life cycle, managing knowledge workers, - knowledge audit, and knowledge management practices in organizations .

Unit V

KM: the Indian experience : Discussion of Organization experimenting with KM & Problems Indian organization face with respect to KM Futuristic KM: Knowledge Engineering, Theory of Computation, Data Structure.

Reference Books:

- 1.SheldaDebowski,*KnowledgeManagement*,Wileyindia,New Delhi,2007
- 2.D.Hislop,*Knowledge Management in Organisations*,OUP,New Delhi,2009

MBA III SEMESTER(2014-16)
Organizational Development and Management of Change
Subject Code:MBA194A
Credit: (3 L)

Objectives:

This course is designed to provide I depth understanding of behavioural interventions and enable the students to apply these intervention for building individual, team, system, systems and process related competencies and helping organizational to achieve peak performance and become self sustaining.

Unit I:

Process of Organization Development, Human process interventions, Techno-structuralInterventions, HRM interventions, Competitive and Collaborative Strategies, Organization Transformation.

Unit II:

Process of change and organization theory and practice.

Unit III:

Elements of change.Achieving Systematic change.Domains of systematic change-strategy, technology, structure and people.Planning for change.

Unit IV:

Change and the use of power.Nature and sources of power.Leadership and change- Transactional vs. Transformational change. Change cycle including participative and coerced change.Resistance to change, change through behavior modification. Positive and negative reinforcement.

Unit V:

Training for change.Managingresistance.Implementingchange.Adjustment to change and organising for growth.Prerequisites and consequence of change.The change Dynamics.

Reference Books:

- 1.D.K.Bhattacharyya,*Organisational Change and Development*,OUP,New Delhi,2011
- 2.Piers Myers, Sally Hulks,and Liz wiggins,*OrganisationalChange*,OUP,New Delhi,2012.

MBA III SEMESTER(2014-16 BATCH)
Performance Management and Retention Strategies
Subject Code:MBA195A
Credit: (3 L)

Objectives:

Performance management is the most critical function and strong determinant of organizational excellence. This course is designed to develop appreciation and skills essential for designing and instituting effective performance management systems.

Unit I:

Performance Appraisal – A Conceptual Framework, Concept & Definitions of performance appraisal, Objectives of performance appraisal and Process of performance Appraisal

Unit II:

Concept of performance management, Process & elements Of performance management. Behavioral Performance Management - Learning Theories; Principles of Learning: Reinforcement and Punishment, Role of Organizational Reward Systems, Behavioral

Unit III:

Performance Management or OB Mod. Potential Appraisal & HRD - Meaning & objectives of Potential Appraisal, Potential Appraisal & Performance Appraisal, Concept of HRD; Objectives and challenges of HRD, D Mechanisms and HRD outcomes.

Unit IV:

Performance Planning & Measuring Performance - Meaning & need or Performance Planning, Planning Individual Performance, Principles of Measurement.; Classification of Performance Measures, Measurement issues; Approaches &: tools to measure organizational performance, Traditional and modern performance appraisal methods.

Unit V:

Competency Analysis and Competency Mapping - Meaning of competency, Competency Analysis and Approaches to competency Analysis, Competency mapping ; Need development and assessment of competency models, Competency and performance, Tools to identify the competencies of the employees.

Reference Books:

- 1.A.S.Kohli and TapomoyDeb,*PerformanceAppraisal*,OUP,New Delhi,2008
- 2.TanujaAgarwala,*Strategic Human Resource Management*,OUP,New Delhi,2007

MBA III SEMESTER(2014-16 BATCH)
Sourcing, Training and Development
Subject Code:MBA196A
Credit : (3 L)

Objectives:

The objective of this course is to provide an in-depth understanding to various stages in a training process and the catalytic role of training and development in the effective functioning of an organisation. The course also facilitates the participants to learn some of the tools and techniques of training process.

Unit I:

HRP concepts, importance, objective, type of HR plan, HRP approaches, Process, HR Forecasting: Concepts: Demand & Supply of manpower & methods of Forecasting.

Unit II:

Recruitment: Concept, Sources & Techniques, Selection: Concept & Process HRD, Concept system, HRD matrixes climate, elements, Interventions. Career planning: concept, objective, process, Career planning and Career development, Career planning Vs Succession planning., Career Anchors, Succession Planning : concept & Process, Management Development Program .

Unit III:

Job analysis: meaning and definition, job analysis process, techniques of job analysis, methods and practice of job analysis, competency based approach. Job Analysis in Human Resource Planning, Recruitment and Selection.

Unit IV:

Learning: Principles Of Learning, Theories of Learning, learning process; learning styles, Andragogy .Training – concept and rationale; training process of stakeholders in training programme; Organization and Management of training function; Training needs assessment-organization analysis, operational analysis, person analysis; competency mapping. Designing the training programme: process of learning in training programme- attributed and factors influencing; training climate and pedagogy; developing training modules;

Unit V:

Training aids. Training methods and techniques, Trainers.Budgeting Of Training, Evaluation of training-need for evaluation, principles of evaluation, criteria and approaches; return on investment in training, process of calculating ROI in training; emerging trends in training and development; new perspectives on training –cross culture training, e-learning

Reference Books:

- 1.B.Janakiram,*Training and Development*,WileyIndia,New Delhi,2012
- 2.John Pulparambil,*Training and Development*,Patridge,2014

MBA III SEMESTER(2014-16 BATCH)
Strategic Human Resource Management
Subject Code:MBA197A
Credit:(3 L)

Objectives:

The Primary concern to this course is to develop in depth understanding of the strategic role performed by HR in business organisation and to gain insight of the alignment between different HR systems and practices and organisation outcomes.

Unit I:

Understanding Strategic HRM: Traditional vs. strategic HR, Typology of HR activities, “best fit” approach vs. “best practice” approach, HR strategy and the role of national context, sectoral context, and organizational context on HR strategy and practices, investment perspective of human resources. Aligning HR systems with business strategy:

Unit II:

Sustained competitive advantage - how HR adds value to the firm - HR as scarce resource – non-substitutable resource, linking HRM practices to organizational outcomes – assessing and reducing costs – behavioral impact of HR practices – marginal utility models – auditing HR practices and department, linking strategy to HRM practices – corporate HR philosophy and companywide HR standards – HRM leading strategy formulation, alternative HR systems – universalistic – contingency – on figurational, congruence and integrated HR systems.

Unit III:

HR Strategy in work force utilization: Efficient utilization of human resource – cross training and flexible work assignment – work teams – non unionization, strategies for employee shortages, strategies for employee surpluses. Strategies for performance and development: Typology of performance types – marginal performers – under achievers – stars – solid citizens, managing employee ability – recruitment and selection strategy typology, incentive alignment, psychological contracting.

Unit IV:

Evaluating HR Function : Overview of evaluation – scope – strategic impact – level of analysis – criteria – level of constituents – ethical dimensions, approaches to evaluation – audit approach – analytical approach – quantitative and qualitative measures – out come and process criteria, balanced score card perspective, bench marking,

Unit V:

Accounting for HRM – purpose of measuring cost and benefits of HRM – approaches to HRM performances – employee wastage and turnover rates – cost of absenteeism – measuring human resource cost.HR Score card: HR as a strategic partner and measurement challenge, seven step model for implementing HR strategic role, creating an HR score card, measuring HR alignment – two dimensions of alignment – assessing internal and external alignment – systems alignment map.

Reference Books:

- 1.TanujaAgarwala,*Strategic Human resource Management*,OUP,New Delhi,2007
- 2.Truss,Mankin,andKelliger,*Strategic Human Resource Management*,OUP,New Delhi,2014