



**UNIVERSITY OF CALICUT**

**Abstract**

General and Academic Branch - Faculty of Commerce & Management Studies - Scheme and Syllabus of BA in Human Resource Management Programme under CBCSS UG Regulation 2019, with effect from 2020 Admission - Approved by the Academic Council - Implemented - Orders issued.

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**G & A - IV - E**

U.O.No. 8904/2022/Admn

Dated, Calicut University.P.O, 22.04.2022

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*Read:-*1. U.O. No. 6059/2021/Admn Dated 12.06.2021.

2. Minutes of the meeting of the BoS, Management Studies (UG) dt.05.02.2022 (item No.1).
3. Minutes of Faculty of Commerce & Management Studies dt.16.02.2022 (item No:4).
4. Item No.II F in the minutes of the LXXXIII meeting of Academic Council, held on 30.03.2022.
5. Orders of the Vice-chancellor in the file No.220365/GA-IV-E1/2019/admn dated. 07.04.2022.

**ORDER**

1. The Scheme and the Syllabus of First and Second Semester BA in Human Resource Management programme with effect from 2020 admission was implemented vide paper read (1) above.
2. The Board of Studies in Management Studies (UG) at its meeting held on 05.02.2022 approved the Syllabus of BA in Human Resource Management, vide paper read (2) above, and the resolution of the Board of Studies was approved by the Faculty of Commerce and Management Studies, vide paper read (3) above.
3. The Minutes of the meeting of the Faculty of Commerce and Management Studies (UG) has been approved by the LXXXIII meeting of Academic Council, vide paper read (4) above, and the Vice Chancellor has ordered to implement the same, vide paper read (5) above.
4. The scheme and syllabus of BA in Human Resource Management Programme under CBCSS UG Regulations 2019 is therefore implemented with effect from 2020 Admission on wards
5. Orders are issued accordingly. (syllabus appended).

Arsad M

Assistant Registrar

To

1. The Principals of all Affiliated Colleges
2. The Controller of Examinations
3. The Director, School of Distance Education

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Section Officer

**SYLLABUS  
BA IN HUMAN RESOURCES MANAGEMENT**

**REGULATIONS**

**1. TITLE OF THE PROGRAMME:**

Bachelor of Arts in Human Resources Management

**2. DURATION OF THE PROGRAMME:**

Six Semesters spread over three academic years

**3. MEDIUM OF INSTRUCTION:** English

**4. ELIGIBILITY FOR ADMISSION:**

Any candidate who has passed the Plus Two of the Higher Secondary Board of Kerala or Pre Degree of Calicut University or that of any other University or Board of Examinations in any state recognized as equivalent to the Plus Two of the Higher Secondary Board in Kerala, with not less than 45% marks in aggregate is eligible for admission, However, SC/ST, OBC and other eligible communities shall be given relaxation as per University rules.

**5. COURSES OF STUDY:**

Total courses for the BA (HRM) Programme are divided in to:-

- (i) Common courses : ( 38 Credits)
- (ii) Core courses and project (63 Credits)
- (iii) Complementary courses (16 Credits) :
- (iv) Open courses (3 Credits)
- (v) Ability Enhancement Courses/Audit courses (16 Credits)
- (vi) Extra Credit Course (4 Credits)

**6. DETAILS OF COURSES:**

**SEMESTER 1**

Course	Title	Contact Hours	Credits	Internal	External	Total Marks
Common	A01 English	4	3	15	60	75
Common	A02 English	5	3	15	60	75
Common	A07(1) Language other than English	4	4	20	80	100
Core	HRM 1B01 Management Principles & Business Ethics	6	4	20	80	100

Compl		6	4	20	80	100
	Total	25	18	90	360	450

## SEMESTER 2

Course	Title	Contact Hours	Credits	Internal	External	Total Marks
Common	A03 English	4	4	20	80	100
Common	A04 English	5	4	20	80	100
Common	A08 (1)Language other than English	4	4	20	80	100
Core	HRM 2B02 Human Resource Management	6	4	20	80	100
Compl		6	4	20	80	100
	Total	25	20	100	400	500

## SEMESTER 3

Course	Title	Contact Hours	Credits	Internal	External	Total Marks
Common	A05 English	5	4	20	80	100
Common	A09 Language other than English	5	4	20	80	100
Core	HRM 3B03 Organizational Behaviour	5	4	20	80	100
Core	HRM 3B04 Labour Welfare and Social security	4	4	20	80	100
Compl		6	4	20	80	100
	Total	25	20	100	400	500

## SEMESTER 4

Course	Title	Contact Hours	Credits	Internal	External	Total Marks
Common	A06 English	5	4	20	80	100
Common	A10 Language other than English	5	4	20	80	100
Core	HRM 4B05 Employee Counselling	5	4	20	80	100
Core	HRM 4B06 Compensation Management	4	4	20	80	100
Compl		6	4	20	80	100

	Total	25	20	100	400	500
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### SEMESTER 5

Course	Title	Contact Hours	Credits	Internal	External	Total Marks
Core	HRM 5B07 Research Methodology	5	4	20	80	100
Core	HRM 5B 08 Performance Management	5	4	20	80	100
Core	HRM 5B 09 Organizational Development & Change Management	5	4	20	80	100
Core	HRM 5B10 Training and Development	5	4	20	80	100
Core	HRM 5B111 Internship	2	4	20	80	100
Open Course	HRM 5D 01 Offered by other Depts	3	3	15	60	75
	Total	25	23	115	460	575

### Open Course offered by BA(HRM) - Leadership and Change Management

### SEMESTER 6

Course	Title	Contact Hours	Credits	Internal	External	Total Marks
Core	HRM 6B12 Principles of Quality Management	5	4	20	80	100
Core	HRM 6B 13 Industrial Relations	5	4	20	80	100
Core	HRM 6B14 Introduction to Strategic HRM	6	4	20	80	100
Core	HRM 6B15 <b>Elective</b>	6	5	20	80	100
Core Project	HRM 6B16 Project and Viva Voice	3	2	15	60	75
	Total	25	19	95	380	475

### CORE COURSES

Course	Title	Contact Hours	Credits	Internal	External	Total Marks
Core 1(1)	HRM 1B01 Management Principles & Business Ethics	6	4	20	80	100
Core 2(1)	HRM 2B02 Human Resource Management	6	4	20	80	100
Core 3(1)	HRM 3B03 Organizational Behaviour	5	4	20	80	100
Core 3(2)	HRM 3B04 Labour Welfare and Social security	5	4	20	80	100
Core 4(1)	HRM 4B05 Employee counselling	5	4	20	80	100
Core 4(2)	HRM 4B06 Compensation Management	6	4	20	80	100
Core 5(1)	HRM 5B07 Research Methodology	5	4	20	80	100
Core 5(2)	HRM 5B 08 Performance Management	5	4	20	80	100
Core 5(3)	HRM 5B 09 Organizational Development & Change Management	6	4	20	80	100
Core 5(4).	HRM 5B10 Training and Development	5	4	20	80	100
Core 5(5)	HRM 5 B 11 Internship	2	4	20	80	100
Core 6(1)	HRM 6B12 Principles of Quality Management	5	4	20	80	100
Core 6(2)	HRM 6B 13 Industrial Relations	5	4	20	80	100
Core 6(3)	HRM 6B14 Introduction to Strategic HRM	6	4	20	80	100
Core 6(4)	HRM 6B15 <b>Elective</b>	6	5	20	80	100
Core 6(5)	HRM 6B16 Project and Viva Voice	3	2	15	60	75

## 7. ELECTIVE COURSES

Under the choice-based credit semester system, there is the provision of an elective course. The university offers four elective courses in the sixth semester of a programme and of which the college can choose one.

### 7.1 LIST OF ELECTIVES

1. International human resource management
2. Human Resource Information System
3. Diversity Management at Workplace
4. Talent Management

## **8. COMPLEMENTARY COURSES**

The syllabus for complementary courses of sister departments are prepared by the respective Boards of studies. The complementary courses from the following programmes are suggested for the BA HRM programme (Two Complementary courses from each programme)

1. Economics
2. Public Administration

## 9. OPEN COURSES

Open courses are the courses offered by a department to the students of other departments. Students can select a course of their own choice offered by other departments. There shall be one open course in core subjects in the fifth semester. The open course shall be open to all the students in the institution except the students in the parent department. The students can opt that course from any other department in the institution.

## 10. ABILITY ENHANCEMENT COURSES/AUDIT COURSES

These are courses which are mandatory for a programme but not counted for the calculation of SGPA or CGPA. There shall be one Audit course each in the first four semesters. These courses are not meant for class room study. The students can attain only pass (Grade P) for these courses. At the end of each semester there shall be examination conducted by the college from a pool of questions (Question Bank) set by the University. The students can also attain these credits through online courses like SWAYAM, MOOC etc (optional). The list of passed students must be sent to the University from the colleges at least before the fifth semester examination. The list of Audit courses in each semester with credits are given below.

SL.No.	Course	Credit	Semester
1	Environment Studies	4	1
2	Disaster Management	4	2
3	*Human Rights/Intellectual Property Rights/ Consumer Protection	4	3
4	*Gender Studies/Gerontology	4	4

\* Colleges can choose any one of the courses.

**11. INTERNAL ASSESSMENT:** All courses shall have internal assessment. Provisions in the clause 9.2.1 and 9.2.2 of the common regulation for CBCSSUG 2019 are applicable in the case of internal assessment.



**12. EXTERNAL EXAMINATION:** The University shall conduct semester examinations as specified in the Provisions of clause 9.2.3 of the common regulation for CBCSSUG 2019.

**13. PROJECT REPORT:** In the sixth semester every student shall have to work on a project as specified in the Provisions of clause 4.15 of the common regulation for CBCSSUG 2019 .

The student may choose any topic from the subjects he/she has studied .The candidate shall prepare and submit a project report to the Department one week before the last working day of the sixth semester, duly certified by the Guide.

The report shall be printed and spiral bound with not less than 20-25 A4 size pages.

Project work shall have the following stages :

- Project proposal presentation
- Field work and data analysis
- Report writing
- Draft project report presentation
- Final project report submission

The candidate shall prepare at least two copies of the report; one copy for submission to the Department and one copy for the student which he/she has to bring with him/her at the time of viva voce.

Duration of project work : The duration for project work is 3 weeks.

A certificate showing the duration of the project work shall be obtained from the supervising teacher or from the organization for which the project work was done and it shall be included in the project report.

Structure of the report :

- Title page
- Declaration by the Student
- Certificate from the organization (for having done the project work)  
/Certificate from the guide
- Acknowledgment
- Contents : Chapter I : Introduction (Research problem, Objectives, Methodology etc)
- Chapter II : Review of Literature
- Chapters III and IV : Data Analysis ( 1or 2 chapters)
- Chapter V : Summary of Findings and Recommendations.
- Bibliography : (books, journal articles etc. used for the project work).
- Appendix : (Questionnaire, specimen copies of forms, other exhibits

Evaluation of project report: Evaluation of project report shall be made as per the provisions specified in clause 8 and Annexure II of the common regulations for CBCSSUG 2019 . The external evaluation and viva voice for project report of 15-20 students per day is to be conducted by the external examiner.

**14. REQUIREMENT FOR GRANTING DEGREE:** The student shall be required to achieve a minimum of 140 credits of which 38 credits shall be from common courses, 63 credits from core courses, 16 credits from complementary courses, 3 credits from open course and 16 credits from ability enhancement/ audit courses and 4 credits from Extra credit Activities (NCC, NSS , Swatch Bharath and Social Service Programme ). Credits achieved from ability enhancement/ audit courses and from Extra credit Activities are not counted for SGPA or CGPA.

**15. STUDY TOUR**

Study tour to an Industrial or Business centre will form part of curriculum .The fourth / fifth semester BA (HRM) students of regular colleges shall be taken, under the supervision of faculty members, to a Business or Industrial centre so as to enable them to have firsthand knowledge about location, and operations of the Business or Industry . The report submitted by the students in this respect shall be considered as one of the assignments of the any one of the courses in the concerned semester.

## **SYLLABUS**

### **HRM 1B01 MANAGEMENT PRINCIPLES AND BUSINESS ETHICS**

#### **Semester 1- Core paper 1**

**Lecture Hours per week: 6**

**Credits: 4**

**Internal: 20**

**External: 80**

**Objectives:**

To help the students to understand the process of business management and its functions  
To familiarize the students with current management practices  
To enable the students to understand the importance of ethics in business  
To enable the students to acquire knowledge and capability to develop ethical practices for effective management

**Learning outcomes:** On completing the course, the students will be able to:

1. Describe the different schools of management thought.
2. Apply the concepts of planning, organizing, staffing and controlling for effective management.
3. Showcase ethical and socially responsible behaviour in Management.
4. Aware and pursue the modern management practices in business

### **Module I**

Nature and scope of Management; evolution of management- Schools of management thought; F.W.Taylor and Henry Fayol; principles of management; management as a science and an art; management process.

15 Hours

### **Module II**

Functions of management- planning: types of plan; planning process; organizing: span of control, line and staff functions; centralization and decentralization; delegation; staffing: manpower planning, recruitment, selection and placement; directing: principles of direction; coordinating, and controlling

30 Hours

### **Module III**

Manager vs leader; leadership and motivation; leadership styles; theories of motivation. MBO; Management of performance; Understanding and managing group processes; characteristics of work group, work group behaviour and productivity; team creation and management.

15 Hours

### **Module IV**

Ethics, culture and values: Importance of culture in organisations; Indian ethos and value systems; Model of management in the Indian socio-political environment; Work ethos; Indian heritage in production and consumption.

15 Hours

### **Module V**

Business ethics: Relevance of values in Management; Holistic approach for managers in decision-making; Ethical Management: Role of organisational culture in ethics; structure of ethics management; Ethics Committee.

15 Hours

#### **Recommended Books:**

1. Harold Koontz & Heinz Weihrich, "Essentials of Management", Tata McGraw-Hill, 10th Edition 2015
2. JAF Stomer, Freeman R. E and Daniel R Gilbert, "Management", Pearson Education, Sixth Edition, 2004.
3. Stephen P. Robbins and Mary Coulter, "Management", Prentice Hall of India, 12th revised edition, 2013.
4. Tripathy PC and Reddy PN, "Principles of Management", Tata McGraw-Hill, 6th edition, 2017
5. K Aswathapa, "Essential of Buiness Environment", Himalaya Publishing House, 14th Edition, 2018
6. Y.K. Bhusan, "Fundamentals of Business Organisation & Management"; Sultan Chand & Co., New Delhi.

## HRM 2B02 HUMAN RESOURCE MANAGEMENT

### Semester 2 - Core paper 2

Lecture Hours per week: 6  
Internal: 20,

Credits: 4  
External: 80,

#### Course Objective

- To provide participants a synthesized framework of Human Resources theory & practice
- To impart fundamentals of HR Practices in Organizations
- Learn to align HR systems with the strategic business objectives of a firm.

**Learning Outcome:** On completing the course, the students will be able to:

1. Develop insights on various concepts and functions of Human Resource Management.
2. To Design and formulate various HRM processes such as Recruitment, Selection, Training, Development, Performance appraisals and Compensation Plans.
3. Equip themselves with the understanding of importance of HR Planning and related aspects.
4. Learn the latest trends in Human Resource Management.

#### Module 1:

HUMAN RESOURCE MANAGEMENT: Meaning. Important definitions. Nature and scope. Objectives of HRM. Human Resource Audit-meaning, purpose, method and limitations of HR Audit. Concept of personnel management Human Vs Personnel Management. Role of Personnel Manager. Organizational functions of Personnel Department.

#### Module 2:

HUMAN RESOURCE PLANNING: Meaning. Process and need for Human resource Planning. Job analysis-Job Design and Job Specification. organisational culture: Meaning. Creating and maintaining organisational culture. Innovation at work place. Managing Diversity.

#### Module 3:

HUMAN RESOURCE INFLOW: Recruitment-Types of recruitment and sources of recruitment-with special reference to advertisements in print media and audio visual media-including web sites. Selection Process. Internal mobility- Promotion Transfers-meaning, types. Reasons for transfer. Demotion-meaning and reasons.

#### Module 4:

TRAINING AND DEVELOPMENT: Meaning. Importance of training and development. Methods of training and development- on the job ,off the job.Performance appraisal: Meaning and importance. Methods of Performance Appraisal with special reference to The Management By Objectives [MBO] and 360 Degree Method of Performance Appraisal.

### **Module -5**

HUMAN RESOURCE MANAGEMENT IN FUTURE: Present status. Trends in Human resource Management in India. New Challenges of Human Resources Management. Research in Human Resource Management. Green HRM.

#### **Reference Books:**

1. Dessler, Human Resource Management, Prentice Hall of India.
2. D.A.DeCenzo and S. P. Robbins,S.L Verhulust, Human Resource Management, Wiley.
3. GrayDesler,BijuVarkkey, Human Resource Management,Pearson Education.
4. K.Aswhappa,Human Resource Management Text a nd Cases, McGraw Hill Education.
5. VSP Rao, Human Resource Management, Excel Books.
6. Khanka , Human Resource Management, S.Chand
7. P.R.N. Sinha, S.P. Shekhar, et al., Human Resource Management, S.Chand
8. Raymond Noe;John R. Hollenbeck;Barry Gerhart;Patrick M. Wright,Fundamentals of Human Resource Management.

## **HRM 3B03 ORGANIZATIONAL BEHAVIOUR**

### **Semester 3- core paper -3**

Lecture Hours per week: 5  
Internal: 20,  
External:80,

Credits: 4

#### **Objectives:**

The objective of the course is to provide a foundation for understanding individual, group and organizational behaviour, which is essential for better management of human resources in an organization.

#### **Learning Outcomes:**

1. Demonstrate the applicability of the concept of organizational behavior to understand the behavior of people in the organization.
2. Demonstrate the applicability of analyzing the complexities associated with management of individual behavior in the organization.
3. Define leadership and the different approaches to leadership.
4. Analyze the complexities associated with management of the group behavior in the organization.
5. Define organizational culture and describe its common characteristics.

### **Module 1**

Introduction to Organizational Behavior Organization Behavior: Concept, Nature, Scope – Evolution of Organizational Behavior Challenges of Organization Behavior; Applications of OB

## **Module 2**

Individual Behavior and Decision Making Personality: Factors; Personality Theories; Perception; Values and Attitudes; Intelligence: Emotional Intelligence (EQ), Concept of IQ and Multiple Intelligence, Understanding EI Competencies. Application of Emotional Intelligence

## **Module 3**

Leadership Styles, Leadership Theories-Trait Theory-Contingency Theory- Behavioral Theory, Motivation: Motivation Process, Types of Motivation-intrinsic and extrinsic, Motivation Theories- Maslow – hierarchy of needs-Alderfer – ERG theory-McClelland – Need for achievement, affiliation and power-Herzberg – Two factor theory.

## **Module 4**

Group Dynamics and Learning Groups: Group Formation, Types, Decision Making; Decision Making Techniques ; Conflict: Process Types; Conflict Management; Learning: Learning Theories, Methods, Kolb's Learning Cycle; Learning Curve; Transactional Analysis ; Johari Window

## **Module 5**

Organizational Culture and Stress Management Organization Culture: Concept, Determinants, OCTAPACE Culture – Organizational Change – Resistance to Change – Change Management - Stress: Sources and Consequences, Stress Management.

### **Recommended Books:**

1. Robbins, Stephen P. "Organizational Behavior." New Delhi: Prentice Hall of India (Pvt.) Ltd.
2. Aquinas, P G. "Organizational Behavior." New Delhi: Excel Books 13
3. Fincham, Robin, and Peter Rhodes. "principles of Organizational Behavior." New Delhi: Oxford University Press
4. Pareek, Udai. "Understanding Organizational Behaviour." New Delhi: Oxford University Press.
5. Andre,R.(2009)OrganizationalBehaviour,Pearson,India.
6. Chadha,N.K.(2010)PerspectivesinOrganizationalBehaviour.
- 7.Rao,V.S.P.(2009)OrganizationalBehaviour,ExcelBooks,India.

## HRM 3B04 LABOUR WELFARE AND SOCIAL SECURITY

### Semester 3- Core paper-4

Lecture Hours per week: 5

Credits: 4

Internal: 20,

External:80

#### **Objectives:**

To prepare the students to understand the concepts of Welfare and social Security and its various facets with special reference to India in the era of Globalisation.

#### **Learning Outcomes:**

1. Acquaint the student with labour welfare concept and to understand the statutory and non-statutory welfare program.
2. Analyze the causes of work accident and occupational diseases and work accident and occupational diseases measures.
3. Make use of counseling skills to manage individual and collective problems at the preventive, remedial and developmental levels.
4. Understand the functioning International Labour Organization.
5. Understand and apply the strategies to the quality of work life.

#### **Module 1:**

CONCEPT OF LABOUR WELFARE & SOCIAL SECURITY Its origin. Merits and Demerits of Labour Welfare and Social Security. Types of Welfare Activities-Statutory and Non-Statutory. Growth of Labour Welfare and Social Security in India. ( 12 hours)

#### **Module 2:**

SAFETY Meaning. Occupational Hazards, Industrial Health and Industrial Safety. Industrial Accidents-causes and prevention. Need for safety and measures to ensure safety in Industries. Provisions for safety as per law in India. Health-Industrial Health and Occupational Diseases. Job stress. Measures to tackle stress. Alcoholism and Drug abuse among workers. Remedies. (16 hours)

#### **Module 3:**

COUNSELLING Meaning. Need for counselling in Industries. Conditions for counselling. Techniques and skills for effective counselling. Problems in counselling. Role of H.R.Managers in counselling. (12 hours)

**Module 4:**

INTERNATIONAL LABOUR ORGANISATION and International Labour Conventions. Details of Labour conventions ratified and Conventions not ratified by India. (8 hours)

**Module 5:**

QUALITY OF WORK LIFE[QWL] Introduction. Meaning of QWL. Specific issues in QWL. QWL and Productivity. Barriers in QWL. Strategies for improvement of QWL. (12 hours)

**BOOKS FOR REFERENCE:**

1. Sanjeeviah D: Labour Problems and Industrial Development in India
2. Sharma R N: Labour Problems, Social Welfare & Security
3. Malik P L : Hand book of Labour and Industrial Laws
4. Abha Chaturvedi : Achieving Harmonious Industrial Relations
5. Sharma A M: Aspects of Labour Welfare and Social Security
6. Prasanna Chandra : Labour Problem, Social Security and Welfare
7. Punekar & Deodhan: Labour Welfare, Trade Unionism and Industrial Relations
8. Kapoor N D : Elements of Industrial Law.

**HRM 4B05 EMPLOYEE COUNSELLING**

**Semester -4 Core Paper-5**

Lecture Hours per week: 5

Credits: 4

Internal: 20,

External:80,

**Objectives**

To help employees to improve their mental health and develop self-confidence, understanding, self-control and ability to work effectively

Learning Outcomes:



1. Demonstrate the knowledge in organisational psychology, including a discussion of its historical origins and development
2. Understand individual behaviour in organizations with regard to job satisfaction and occupational stress.
3. Understand and apply the basic skills required for managing counterproductive behaviour and stress at workplace.
4. Understand the recent trend in workplace counselling

**Module 1:**

Introduction to Organizational Psychology Definition, Historical Influences in Organizational Psychology Placing the Counsellor in the context of the Organization Differences between Workplace Counselling, Mentoring, Coaching and Training

**Module 2:**

Individual Behaviour in Organizations Productive and Counterproductive Behaviour in Organizations – definitions Job Satisfaction Employee Absenteeism Employee turnover Occupational Stress Special groups in organisational counselling: • Chronic absentees • Accident prone • Employees with family problems • Employees with alcoholism & drug addiction • Maladjusted employees • Indisciplined employees

**Module 3:**

Management of Counterproductive Behaviour and Stress – Application of Basic Skills and Approaches of Counselling to Specific Problems Using techniques of Time-management, Stress Management, Cognitive Behaviour Approaches, Handling Procrastination and Perfectionist Behaviours at Workplace.

**Module 4:**

Group Behaviour in organizations - Definition and Characteristics of Groups Stages of Groups Impact of Groups on Individual Group Effectiveness – Determinants and Enhancement Intergroup Interactions – Types and patterns Intergroup Conflicts – Reduction Strategies

**Module 5:**

Trends in Workplace Counselling Counselling for Enhancement of Performance of Individuals – Goal-setting and Feedback Interventions Well being, Self-Regulation, Stress management and Performance – From Analysis to Intervention Vocational counselling: Counselling for career planning & development.Adjustment on the job.Promotion counselling.Preretirement counselling.Counselling for displaced employees, lay offs

**References:**

1. Jex, S. M. (2002). Organizational Psychology: A Scientist-Practitioner Approach. John Wiley and Sons. Inc, NewYork.
2. Arnol J., & Robertson, I .T.,&Coopen, C. L. (1995). Work Psychology- Understanding human behaviour in workplace. London: Mcmillan.
3. . Lilly NerryPsychology at work, 2nd Edn. Tata McGraw Hill.
4. Kinicki, A. &Kreitner, R. (2006). Organisational behaviour: Concept, skill, practices, 2nd Edn. New Delhi: Tata Mc-Graw Hill.
5. Sonnentag, S.(2002).Psychological Management of Individual Performance. John Wiley & Sons Ltd.

## **HRM 4B06 COMPENSATION MANAGEMENT**

### **Semester 4- Core Paper- 6**

Lecture Hours per week: 6

Credits: 4

Internal: 20,  
External:80,

#### **Objectives**

To enable students understand the important concepts of wage, salary and compensation management in India.

#### **Learning Outcomes:**

1. Explain the definition, Meaning and Implications of Compensation
2. Understand the concept of wage, systems of wage payment, wage theories, wage policy and incentive system.
3. Understand the various employee retention strategies.

#### **Module 1:**

INTRODUCTION Concept of Compensation and Compensation Management. Importance of an ideal Compensation Plan. Compensation Plan and Business Strategy. Factors affecting Compensation. Legal Provisions for Payment of wages in India {as per the Payment of Wages Act, 1936} Globalisation and challenges to Compensation Management.

## **Module 2:**

**WAGE CONCEPT AND WAGE THEORIES** Concept of Minimum Wages; Statutory Minimum Wage {with reference to The Minimum Wages Act, 1948} Concepts of Fair Wage and Living Wage. Systems of Wage Payment-Piece Wage and Time Wage. Advantages and Disadvantages of Piece Wage and Time Wage. Wage Theories- Subsistence Theory of Wages Exploitation Theory of Wages Bargaining Theory of Wages.

## **Module 3:**

**WAGE POLICY** Concept of Wage Policy and its importance. Determinants of Wage Policy. Wage Policy in India. Income Tax/ Direct Tax Code[DTC] and its impact on wage and salary. Wage Boards and Pay Commissions in India-with special reference to Sixth Pay Commission.

## **Module 4:**

**PAY-FOR-PERFORMANCE & FINANCIAL INCENTIVES** Meaning. Definitions. Prerequisites of effective incentive system. Role of Performance Appraisal in fixing compensation. Types of incentives with special reference to India. Group incentive plans. Incentives for indirect workers. Incentives for sales personnel. Executive Compensation- Compensation for Managers and Professionals. Cafeteria Compensation package. Performance Linked Compensation: Statutory Bonus {as per The Payment of Bonus Act, 1965}.

## **Module 5:**

**EMPLOYEE RETENTION STRATEGIES** Meaning; Need for Benefits and Services. Types of employee benefits and services in India. Fringe Benefits. Future of Fringe Benefits. Fringe Benefit Tax and ESOPs. Recent trends in compensation management. Use of Computers/Information Technology in Compensation Management.

## **BOOKS FOR REFERENCE:**

1. Shah A M: Understanding Wage System
2. Kapoor N D : Elements of Industrial Law
3. Ajay Garg : Labour Laws
4. Pramod Verma : Labour Economics & Industrial Relations
5. Joel Dean : Managerial Economics
6. Srivastav : Industrial Economics

7. Mamoria C B : Personnel Management 8. Paylee M V : Personnel Management and Industrial Relations.

## **HRM 5B07 RESEARCH METHODOLOGY**

### **Semester 5 Common Paper- 7**

**Time: 4 Hours per week**

**Credits: 4**

**Internal 20**

**External :80**

#### **Objective □**

To familiarize the participants with concepts and process of research □ To make the participants understand the application of research in business decision making

#### **Learning Outcomes:**

1. Have an understanding of various kinds of research, objectives of doing research, research process research designs and sampling.
2. Be able to formulate research problem and develop a sufficiently coherent research design.
3. Have basic knowledge on qualitative, quantitative as well as measurement & scaling techniques.
4. Have a basic awareness of data analysis, including descriptive & inferential measures.
5. Be able to write & develop independent thinking for critically analyzing research reports.

#### **Module I**

Business research – meaning and definition – features of business research – theory building-induction and deduction theory – concept – operational definition – variable – proposition – hypothesis – types of business research – basic and applied, exploratory, descriptive and causal – phases of business research. 10 Hours

#### **Module II**

Exploratory research – objectives – methods – experience survey – secondary data analysis – case study – pilot study by focus group interview – process of problem definition – understanding background of the problem - determination of unit of analysis – determine the relevant variables and state the research questions – hypothesis and research objectives. 10 Hours

### **Module III**

Meaning of research design – methods of descriptive and causal research – survey – experiments – secondary data studies and observation – sampling design – simple random sampling – restricted random sampling – stratified, cluster and systematic - nonrandom sampling – convenient and judgment sampling – sampling error and non sampling error.

10 Hours

### **Module IV**

Measurement and scaling – nominal - ordinal – interval and ratio scale – criteria for good measurement – reliability and validity – designing questionnaire – means of survey data collection – personal interview – telephonic, mail and internet. 10 Hours

### **Module V**

A. Data processing – processing stages – editing – coding and data entry – descriptive analysis under different types of measurements – percentages frequency table – contingency table –graphs – measures of central tendency and index number – interpretation. B. Preparation of research report – format – report writing stages – gathering material and data - make overall format - make detailed outline – write first draft - rewrite – final word processing and publishing. 20 Hours

### **Reference Books:**

1. Donald R.Cooper and Pamela S. Schindler: Business Research Methods, Latest edition, Irwin McGraw-HILL International Editions, New Delhi.
2. John Adams, Hafiz T.A. khan Robert Raeside, David white: Research Methods for graduate business and social science students, Response Books, New Delhi – 110044.
3. Neresh K. Malhotra: Marketing research, latest edition, Pearson Education.
4. William G. Zikmund, Business research methods, Thomson
5. Wilkinson T.S. and Bhandarkar P.L.: Methodology and Techniques of social research, Himalaya.
6. S N Murthy & U Bhojanna: Business Research Methods, Excel Books, New Delhi.
7. Jan Brace: Questionnaire design. Kogan Page India

8. Michael V.P., Research Methodology in Management, Himalaya.
9. Dipak Kumar Bhattacharyya, Research Methodology, Excel Books, New Delhi.
10. R. Paneerselvan: Research Methodology, Prentice-Hall of India
11. Ajai S Gaur & Sanjaya S Gaur: Statistical Methods for Practice & Research, Response Books, New Delhi.
12. Kultar Singh: Quantitative Social Research Methods, Response Books, New Delhi.

## **HRM 5B 08 PERFORMANCE MANAGEMENT**

### **Semester 5 Common Paper- 8**

**Lecture Hours per week: 5**

**Credits: 4**

**Internal: 20,**

**External:80**

Objective: The objective of the course is to make the students understand critical dimensions of performance that constitute the basis for continuously planning, reviewing and developing employee performance.

#### **Learning Outcomes:**

1. Understand and apply performance management processes
2. Describe the types of performance appraisal tools and processes used in organisations.
3. Discuss organisational issues in the measurement of performance and the feedback of performance data.
4. Have an understanding of Indian and western thoughts on performance management

#### **UNIT- I Foundations of Performance Management:**

Concept and Philosophy underlying Performance Management, Significance, Objectives, Prerequisites, and Characteristics of Effective Performance Management; Performance Management versus Performance Appraisal; Performance Management and Strategic Planning, Performance Management Process-Conceptual Model, Overview of Strategies for Performance Management.

## **UNIT - II Planning and Implementation of Performance Management:**

Overview of Performance Planning, Defining Performance and Selecting a Measurement Approach, Developing Job Descriptions, Defining Performance Standards, Key Result Areas, Competencies and Skills, Characteristics of Effective Performance Metrics

## **UNIT - III Performance Appraisal and Monitoring:**

Characteristics of effective Appraisals; Methods of Performance Appraisal; Designing Appraisal Forms; Implementing Performance Appraisal Process, Performance Review Discussions; Improving Quality of Performance Ratings; 360 Degree Appraisal; eAppraisal; Performance Monitoring; Performance Management Documentation; Annual Stock Taking, Performance Management Audit

## **UNIT - IV Other Performance Management and Development Issues:**

Coaching, Counseling and Mentoring; Potential Appraisal, Competency Mapping; Performance Related Pay; Implementing Performance Management System- Strategies and Challenges; Role of HR Professionals in Performance Management; Ethical and Legal Issues, Appraisal and Management Practices in Indian Organizations.

## **UNIT - V**

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

### **Suggested Readings:**

1. Rao, T.V. (2017). Performance Management: Toward Organizational Excellence. New Delhi: Sage Publishers.
2. Rao, T.V. (2005). Performance Management and Appraisal Systems. New Delhi: Sage Publishers.
3. Chadha, P. (2008). Performance Management. New Delhi: Macmillan India Ltd.
4. Michael, A. (2006). A Handbook of Human Resources Management Practice, London: Kogan Page.
5. Suri, G.K. (2008). Performance Measurement and Management. New Delhi: Excel Publications.
6. Robert, L. C. (2011). Performance Management Concepts Skills and Exercises, New York: M.E.Sharpe Publications.
7. Rao, N.S., (2017). Compensation System and Performance Management. New Delhi: Himalaya Publishing House.

## **HRM 5B09 ORGANIZATIONAL DEVELOPMENT AND CHANGE MANAGEMENT**

## Semester 5 Common Paper-9

Lecture Hours per week: 5

Credits: 4

Internal: 20,

External:80

### Objectives

- To improve the organization's capacity to handle its internal and external functioning and relationships.
- To ensure that standardized methods and procedures are used for efficient and prompt handling of all changes, in order to minimize the impact of change-related incidents upon service quality, and consequently improve the day-to-day operations of the organization.

### Learning Outcomes:

1. Demonstrate conceptualised knowledge of the characteristics and processes of organisational development.
2. Investigate and discuss issues in managing change and evaluate them from an Organisational Development perspective.
3. Have understanding of the emerging trends in change management

### Module 1

Introduction to Change Management Change: Concept, Forces of Change; Change Management: Nature, Scope, types, organizational change; Change Management Process; Resistance to Change; Managing Change; approached to managing change, Kurt Lewin's Change Management Model

### Module 2

Values and Ethics in OD: Professional Values, Value Conflict and Dilemma, OD Values and Changing Themes over Time, Ethics in OD, Ethical Dilemmas in Practicing OD, Factors that Influence Ethical Judgement. Managing Workforce Diversity, Employee Wellness

### Module 3

Innovation – concept, definition, dimensions of innovations- product, process, position, paradigm. Types of innovation. Peter F Drucker's 7 sources of innovation. Application of Innovation, Organizational aspects of innovation- features, elements of organizational innovation. Soft Methods of innovation management- features, advantages,

### Module 4



Organizational Development OD Concepts, characteristics; Evolution of OD;OD Process; OD Interventions: Individual Intervention, Group/Organizational Intervention; OD in India. Organizational Transformation, concepts of Transformation and Transitions, Strategies of Transformation, Transformation theories.

## **Module 5**

Trends in Change Management Emerging OD approaches and techniques - simplistic approach of Kirk Patrick - Peter Senge's Learning Organization, Schein's dialogue approach - Japanese management - Tom Peters ; Role of OD Practitioners; Role focused interventions; Person focused interventions; Human Resource Audit; Human Resource Accounting; Human Resource Pooling

### **Recommended Books:** □

- 1 Adhikary, M. Emerging HRD.1st Edition. New Delhi: Deep&Deep Publications Pvt.Ltd., 2008. □
2. Deb, Tapomoy. Human Resource Development.1st Edition . New Delhi: Ane Books India, 2006. □
3. Mohanty, Kalyani, and Padmalita Routray. Human Resource Development and Organizational Effectiveness.1st Edition. New Delhi: Excel Books, 2009.

## **HRM 5B10 TRAINING AND DEVELOPMENT**

### **Semester -6 ELECTIVE 4**

**Lecture Hours per week: 6**

**Credits: 5**

**Internal: 20,**

**External:80**

### **Course Objective** □

- To make students learn how to design a training environment to maximize learning at workplace □
- To enable students to be aware of the field of learning and development and its role in optimizing performance. □
- To make students understand how assessment, relationships, courses, and job experiences can be used for development.

### **Learning Outcomes:**

1. Define the concept of training and development and its needs.

2. Have a basic knowledge about the various training methods and management development programme.
3. Describe the different models and framework for training evaluation.

### **Module 1**

Training-definition, need, importance, areas of training, principles of training, steps-identify the training needs-preparing the trainer and trainee-conducting the training-follow up and evaluation

### **Module 2**

Training Needs Assessment and Analysis:, Organizational Support for need assessment , operational analysis / Organizational analysis, requirement analysis, individual analysis. Role of Trainers, Qualities of a Good Trainers, Roles, responsibilities and challenges of training managers, trainers profile, trainer as a change agent.

### **Module 3**

Training methods: on the job methods-Job Instruction Training, Coaching, Mentoring, Job Rotation, Apprenticeship training. Off-the-Job methods-vestibule training, role playing, lecture method, conference, programmed instruction

### **Module 4**

Executive Development-concept, training Vs Development, importance, factors affecting MDP, steps in the organisation of a Management Development Programme, methods/Techniques of MDP Programmes: In-basket, Business games, Case study, Role play, Sensitivity Training, Behaviour Modelling, coaching, understudy, job rotation, committee assignments, special projects.

### **Module 5**

Training Evaluation: Meaning, Reasons for Evaluating Training and significance of training evaluation, models and frameworks-Donald Kirkpatrick's Evaluation Model-Galvin Model, Return on investment in Training, Types of Evaluation Designs, Considerations in Choosing an Evaluation Design, data collection for training evaluation.

### **Recommended Books:**

1. Rao VSP, Human Resource Management,Excel Books New Delhi,2005
2. . Effective Training, P Nick and Blanchard, 2nd Edition, Pearson Education/PHI, 2005
3. Dr. B. Janakiraman ,Training & Development, Biztantra/Wiley Dreamtech, 2005
4. Employee Training & Development, Noe A Raymond, 2nd edition, McGraw Hill Publication, 2011, ISBN: 0072436611, 9780072436617

5. Management Training and Development, Gupta B.L, 1st Edition, Vrinda Publications, 2011.
6. Training and Development Methods, Dr. Rishipal, 1st Edition, S. Chand, 2011.
7. Personal Growth and Training & Development, Ruchi Srivastava, 1st Edition, Vrinda Publications, 2011.
8. Training for development– Rolf Lynton & Udai Pareek, Sage Publications, 2011.

### **HRM 5B11 INTERNSHIP**

Each student of BA Human Resource Management Course shall undergo Practical Internship of four weeks during the vacations after fourth semester in an approved Business/Industrial/Govt./Service organization. The objective of this training is to make the student acquainted with the industrial / business working environment. After completion of the training they will have to submit a training report. The internship/project reports will carry 100 marks. It will be evaluated by two examiners (one internal and one external). The training report is part of the fifth semester. It is to be submitted by the date fixed by the College.

The students will also have to submit a performance certificate from the company where he/she undertook the training. This report will also be considered while evaluating the training report by examiners.

### **HRM 6B12 PRINCIPLES OF QUALITY MANAGEMENT SYSTEM**

#### **Semester-6 Core paper-12**

**Lecture Hours per week: 5**

**Credits: 4**

**Internal: 20,**

**External:80**

#### **COURSE OBJECTIVE**

- To understand the importance of quality management in the organization
- To understand the quality management system
- Role of quality in strategic decision making production. Total quality management system

### **Learning Outcomes:**

1. Explain the evolution, concept, dimensions and cost of quality.
2. Learn strategic planning and implementation of quality systems
3. Explain the concept of benchmarking in quality aspect

### **MODULE 1**

Introduction to Quality: Evolution of Quality, Definition of Quality, Dimensions of Quality, Quality Control, Quality Assurance, Total Quality Management (TQM)

### **MODULE 2**

Quality as a Strategic Decision: Meaning of Strategy and Strategic Quality Management, Mission and Vision Statements, Quality Policy, Quality Objectives, Strategic Planning and Implementation, McKinsey 7s Model, Competitive Analysis, Management Commitment to Quality

### **MODULE 3**

Cost of Quality: Cost of Quality, Categories of Cost of Quality , Models of Cost of Quality, Optimising Costs, Preventing Cost of Quality. Continuous Improvement Process: Process Concept, Meaning and Importance of Continuous Improvement Process, Elements of Continuous Improvement, Juran Trilogy, Kaizen, PDCA Cycle and Other Improvement Strategies, Business Process Reengineering

### **MODULE 4**

Productivity: Defining Productivity, Importance of Productivity, Productivity Factors, Workforce and Productivity, Work study for productivity, Managing Improvement  
Quality Control Tools: Check Sheet, Histogram, Shapes of histogram, Drawing a histogram, Pareto Chart, Drawing a Pareto chart, Cause & Effect Diagram, Scatter Diagram, Control charts

### **MODULE 5**

Quality Management Systems: Quality Management System, Quality Management Principles, ISO 9001 Structure, Quality Audits, ISO Registration, Requirements, Benefits of ISO registration, Examples of ISO Standard Application

Benchmarking: Definition of Benchmarking, Reasons for Benchmarking, Types of Benchmarking, Benchmarking Process, Advantages of Benchmarking, Limitations of Benchmarking

## REFERENCE

- 1.Total Quality Management by N.V.R Naidu, G. Rajendra New Age international ,First Edition,Jan 2006
2. Total Quality Management by R.S Naagarazan ,New Age international,3e, 2015
- 3.Quality Control & Application by B. L. Hanson & P. M. Ghare, Prentice Hall of India,2004.
- 4.Total Quality Management by V.S Bagad Technical Publications, First Edition, Jan 2008
- 5.Total Quality Management by S. Rajaram Dreamtech Press, First Edition, Jan 2008

## HRM 6B 13 INDUSTRIAL RELATIONS

### Semester-6 Core paper-13

**Lecture Hours per week: 5**

**Credits: 4**

**Internal: 20,**

**External:80**

### Course objective:

- The purpose of this course is to sensitize the students to the tasks of industrial relations and to familiarize them with the current IR practices.
- To sensitize the students with the employee relations scenario in India.

### Learning Outcomes:

1. Elaborate the concept of Industrial Relations.
2. Illustrate the role of trade union in the industrial setup.
3. Investigate solutions to industrial relations problems based on research and assessment of current practices.
4. Outline the important causes & impact of industrial disputes.
5. Elaborate Industrial Dispute settlement procedures

### Module 1:

INTRODUCTION: Concept and scope of employee relations. Tripartite Scheme. Approaches to employee relations: a. Sociological Approach b. Psychological Approach c. Gandhian Approach d. Marxian Approach History of Industrial Relations in India-Pre independence and post independence. Impact of Liberalisation, Privatisation and Globalisation on Indian Industrial Relations. (15 hours)

### **Module 2:**

PROBLEMS OF INDUSTRIAL RELATIONS Good and Bad/poor Industrial Relations. Causes for poor industrial relations. Major indicators of the state of industrial relations: a. Absenteeism b. Labour Turn Over c. Industrial Indiscipline d. Grievances [with special reference to women employees in India] e. Strikes f. Lock outs. (15 hours)

### **Module 3:**

TRADE UNIONS Definitions. Characteristics of Trade Unions. Types of Trade Unions. Trade union movement in India-pre independent and post independent India. Effects of Liberalisation on Indian Trade Unions. Problems of Indian Trade Unions. Trade Union Federations in India. Philosophies and objectives of major Indian Trade Union FederationsAITUC, INTUC and CITU. Future Trends. (15 hours)

### **Module 4:**

COLLECTIVE BARGAINING Concept. Essential Pre requisites for collective bargaining. Levels of Collective Bargaining Plant Level, Industry Level and National Level. The collective Bargaining Process-with special reference to Charter of Demands, Sticking point, Integrative and Distributive Bargaining, Attitudinal Structuring. Advantages and disadvantages of collective bargaining. Collective Bargaining in India. (15 hours)

### **Module 5:**

INDUSTRIAL DISPUTES AND LEGISLATIVE FRAME WORK IN INDIA Causes and types of Industrial disputes. Machinery for the prevention and settlement of Industrial Disputes. (15 hours)

### **Reference books**

1. Giri V V: Labour Problems in India
2. Davar R S: Personnel Management and Industrial Relations in India
3. Mamoria C B: Industrial Relations
4. Charles Myeres: Industrial Relations in India
5. Chatterjee N N : Management of Personnel in Indian enterprises
6. Pylee M V: Workers participation in Management

7. Arun Monappa: Industrial Relations
8. Sharma A M : Industrial Relations
9. Ahuja K K : Industrial Relations Theory and Practice
10. Venkataratnam: Industrial Relations
11. Jerome Joseph : Strategic Industrial Relations Management
12. Karl Marx & Frederick Engels: Manifesto of the Communist Party
13. Lenin V I : Trade Unions and other essays
14. Gandhi M K : Satyagraha in South Africa.

## **HRM 6B14 INTRODUCTION TO STRATEGIC HRM**

### **Semester 6 Core Paper 14**

**Lecture Hours per week: 5**

**Credits: 4**

**Internal: 20,**

**External:80**

**Objective:**

- To impart to the students the basic concepts of strategic management process.
- To focus on how firms formulate, implement and evaluate corporate business strategies

**Learning Outcome:**

1. Explain the concept, scope and nature of strategic HRM
2. Appreciate the strategic management process.
3. Define corporate social responsibility (CSR)

**Module 1**

Conceptual Framework of strategic HRM, models of strategic HRM, development & delivery of HR strategies, challenges in strategic human resource management, impact of strategic HRM, SHRM for competitive advantage. Implementation of strategic HRM : Staffing, training & development, performance management & feedback, compensation, employee separation.

### **Module 2**

Components of strategic HRM – organizational HR strategies, functional HR strategies, strategic HRM in action, improving business performance through strategic HRM SWOT, Portfolio Models, Porter's Model, Generic strategies, Environment forecasting, analysing the company profiles, formulating longterm Objectives and Grand strategies. Strategy Analysis and choice. Evaluating Multinational Environments

### **Module 3**

Strategies in Decision making. Strategic Interdependence & Game Theory Approach to DM. Human Factors in Decision Making. Risk Management in Decision Making. – organizational HR strategies, functional HR strategies, strategic HRM in action, improving business performance through strategic HRM .

### **Module 4**

Succession planning. Meaning definition. Process of succession Planning, tools used in Succession Planning. Types of succession planning.. Role of HR in Succession Planning. The aging work force- preparing employees for retirement Strategy.

### **Module 5**

Corporate social responsibility- Concept and definition. CSR activities–nature, types, impact on development programmes- CSR Strategy and Leadership. CSR Strategies-objectives, approaches, roles and tasks of a corporate managers Strategic corporate planning.: Ethics, CSR & Corporate Behaviour. Environmental sustainability & CSR–redefining sustainability, Need for Balanced Scorecard.

### **References:**

1. Analoui, F. (2007). Strategic Human Resource Management. Thomson, Australia
2. Armstrong, M. (2000). Performance Management: Key Strategies and Practical Guidelines. Kogan Page, London, UK.
3. Armstrong, M. (2006). Strategic Human Resource Management, A Guide to Action. Kogan Page, London, UK.
4. Armstrong, M and Baron, A. (2010), Handbook of Strategic HRM, Jaico Publishing House, Mumbai, India
5. Introduction to Strategic Human Resourc (2020: Ananda Das Gupta



# HRM 6B15 INTERNATIONAL HUMAN RESOURCES MANAGEMENT

## Semester-6 Elective

**Lecture Hours per week: 5**

**Credits: 4**

**Internal: 20,**

**External:80**

### Objectives

The management of an organization's employees and labor policies across national and cultural boundaries. Global HR places much emphasis on diversity, cross-cultural communication and innovation.

### Learning Outcomes:

1. Demonstrate an understanding of key terms, theories/concepts and practices within the field of IHRM.
2. List and explain the differences between domestic and international HRM.
3. Describe the strategic and functional roles of HRM in various international contexts, specially in areas such as staffing, compensation, performance management, and industrial relations.

### MODULE 1

Defining international HRM, Difference between domestic and International HRM, Organizational Structure in MNC

### MODULE 2

International staffing, The role of an expatriates, The role of non expatriates, The role of the corporate HR functions Recruiting and selecting staff for International assignments- , Issues in staff selection Training and Development: The role of expatriate training, components of effective pre-departure training, developing staff through international assignments

### MODULE 3

Compensation: Objectives of International compensation, Key components of an international compensation program, Approaches to International compensation, Patterns in complexity Expatriation and Repatriation.

### MODULE 4

Performance Management: Introduction, performance management of International employees, performance appraisal of International employees

## MODULE-5

Industrial Relations in International. Managing people in International Context

### Recommended books

1. International Human Resource Management – Text and Cases P. L. Rao, Excel Books (Latest Edition) Reference Books:
2. International Human Resource Management, Peter Dowling and Denise Welch, Cengage Learning
3. International Human Resource Management, Tony Edwards, Pearson Education
4. Global Human Growth Model, M.N Rudrabasavaraj, Himalaya
5. . International Human Resource Management, Monir Tayeb, Oxford\

## HRM 6B15 HUMAN RESOURCE INFORMATION SYSTEM

### Semester -6 Elective

**Lecture Hours per week: 6**

**Credits: 5**

**Internal: 20,**

**External:80**

### Objectives

The Human Resource Information Systems elective is designed to improve student's understanding of this technology, the people who work with it, and its role in organizational performance.

With the advent of this technology, comes a need for its use in the human resources function, which this course particularly focuses on.

### Learning Outcomes:

1. Describe the role of information technology and information systems in business and the concepts and mechanism of HRIS.
2. Effectively engage in the planning, analysis, design, and implementation of an organization's Human Resource Information System.
3. Analyze the various technology architectures and HR software applications in conjunction with the data, information, and knowledge needs of an organization in order to selection technology solutions and develop effective HR processes.

### Module I

Data & Information needs for HR Manager – Sources of Data – Role of IT in HRM – IT for HR Managers – Concept, Structure, & Mechanisms of HRIS – Programming Dimensions & HR Manager – Survey of Software Packages for Human Resource Information System

including ERP Software such as SAP, Oracles Financials and Ramco's Marshal [only data input, output & screens] – EHRM – Objectives – Advantages & Disadvantages.

## **Module 2**

Data Management for HRIS – Data Formats – Entry Procedure & Process – Data Storage & Retrieval – Transaction Processing – Office Automation – Information Processing & Control Functions – Design of HRIS – Relevance of Decision-Making Concepts for Information System Design – HRM Needs Analysis – Concept & Mechanisms – Standard Software and Customized Software – HRIS: An Investment.

## **Module 3**

HR Management Process & HRIS – Modules on HR Planning, Recruitment, Selection, Placement – Module on Performance Appraisal System – Training & Development Module – Module on Pay & other Related Dimensions – Information System's support for Planning & Control.

## **Module 4**

HR Management Process II & HRIS – Organization Structure & Related Management Processes – Authority & Responsibility Flows – Communication Process – Organization Culture and Power – Data Capturing for Monitoring & Review – Behavioral Patterns of HR – Other Managers and their Place in Information Processing for Decision Making.

## **Module 5**

Security, Size & Style of Organizations & HRIS – Security of Data and Operations of HRIS Modules – Common Problems during IT Adoption Efforts and Processes to Overcome – Orientation & Training Modules for HR & other Functionaries – Detailed Analytical Framework – Opportunities for combination of HRM & ITES Personnel – HRIS & Employee Legislation – An Integrated View of HRIS.

## **Suggested Readings**

- Michael Armstrong, A Handbook of Human Resource Management Practice, Kogan Page
- Gueutal & Stone, THE BRAVE NEW WORLD OF HER, Jossey-Bass
- Monk & Wagner, CONCEPTS IN ENTERPRISE RESOURCE PLANNING, Thomson
- Abbie Lundberg, 'IT INSIDE THE WORLD'S BIGGEST COMPANY', CIO MAGAZINE, JULY.
- Gupta A.K, MANAGEMENT INFORMATION SYSTEMS, Sultan Chand and Sons

- Hempel, P.S, 'PREPARING THE HR PROFESSION FOR TECHNOLOGY AND INFORMATION WORK', HUMAN RESOURCE MANAGEMENT REVIEW, Vol. 43, No. 2/3, pp 163-167
- Kettley, P. and Reilly, P, 'E-HR: An Introduction', IES REPORT 398
- Margaret May, BUSINESS PROCESS: MANAGEMENT INTEGRATION IN A WEBENABLED ENVIRONMENT, Prentice Hall
- Martin Butler, ButlerGroup, IT ANALYST ORGANIZATION SYMPOSIUM, November
- Michael Armstrong. A HANDBOOK OF HUMAN RESOURCE MANAGEMENT PRACTICE, Kogan Page
- Michael J. Kavanag, HUMAN RESOURCE INFORMATION SYSTEMS BASICS, APPLICATIONS, AND FUTURE DIRECTIONS, Sage Publication
- Monk & Wagner, CONCEPTS IN ENTERPRISE RESOURCE PLANNING, Thomson
- Pande Nueman, THE SIX SIGMA WAY, McGraw-Hill

## **HRM 6B15 DIVERSITY MANAGEMENT AT WORKPLACE**

### **Semester- 6 Elective**

**Lecture Hours per week: 6**

**Credits: 4**

**Internal: 20,**

**External:80**

#### **Objectives**

□

- Discuss diversity and explain its importance in the emerging economy. □
- Understand what internal factors contribute to conflict in diverse environments. □
- Identify how to thrive in a diverse environment.

#### **Learning Outcomes:**

1. Explain the concept of Work force diversity and its importance in global context.
2. Demonstrate where and how group identity, stereotyping, discrimination, exclusion and cultural difference affect interpersonal relationships in an organisation.
3. Develop a framework for effective diversity management.

#### **Module 1**

Defining Diversity in Global Context: Work force diversity defined, Stereotype and Prejudice, Dehumanization and oppression, Employment related discrimination

## **Module 2**

Interpersonal relationships: Cultural styles and relational mental models, Diversity in interpersonal relationships, interpersonal relationships and cross cultural communication

## **Module 3**

Organizational Strategies for Managing Workforce Diversity: Workplace inclusion strategies through corporate leadership, diversity training, mentoring, employee resource groups, supplier diversity programs, corporate social responsibility initiatives Flexible work programs

## **Module 4**

Social cognition fundamentals: Social identity Theory, Status characteristics theory, Diversity Management: Characteristics and Limitations of Diversity Management organizational leadership and diversity management

## **Module 5**

Socioeconomic Transitions: The new realities of global work force, Worker migration, Occupational diversity, Migrations of employers, Implication of diversity of gender, disability, sexual orientation

## **Reference:**

1. Alison M Konrad, Pushkala Prasad , Judith Pringle. (2006). Handbook of Workplace Diversity. London: SAGE Publications.
2. nia: SAGE Publications.
3. 3. Bell, M. P. (2012). Diversity in Organizations. South western cengage learning
4. Cox, T., Jr. (2001). Creating the multicultural organization. San Francisco: Jossey-Bass
5. 5. Johnson, A. (2006). Privilege, power, and difference. 2nd ed. New York, NY: The McGraw-Hill Companies.

## **HRM 6B15 TALENT MANAGEMENT**

### **Semester-6 Elective**

**Lecture Hours per week: 5**

**Credits: 4**

**Internal: 20,**

**External:80**

## **OBJECTIVES**

- Define talent management and discuss the process of linking talent management to organizational strategy and other HR practices. □
- Examine the processes for talent development and succession planning

### **Learning Outcomes:**

1. Describe the concept of talent management.
2. Explore issues and possible solutions for retention of talent
3. Examine the process for identifying high potential talent and developing a pipeline of talent to serve organizational present and future needs.

### **Module 1**

Knowledge management Introduction, definition, need, knowledge culture, model of strategic knowledge management 5P's of strategic knowledge management, value of knowledge.

### **Module 2**

Talent Management: Concept and approaches; Framework of talent management; Talent identification, integration, and retention. Retention Strategy, Factors affecting Retention, Talent Drain, Bad Recruitment-Cost, Issues, of Employability, Labour Wastage, Absenteeism and Labour Turnover,

### **Module 3**

Talent management –Definition –Importance –Impact -360 feedback process and systems -Managing conflict -Managing stress -Criteria for Effective talent management.

### **Module 4**

Talent Management Practices and Process: Building the talent pipeline; Managing employee engagement; Talent management in India; Future directions in talent management practice and research

### **Module 5**

Managing career –Meaning –Importance -Individual vs organizational perspective -Career development vs employee development-Career development value for the organization

### **Reference Books:**

1. ASTD, Talent management: Strategies for success from six leading companies, Cengage Learning. Department of Commerce, University of Delhi
2. . Rao, T.V., Hurconomics for talent management: Making the HRD missionary business driven, Pearson Education.
3. Berger, L. A. and Berger, D. R., The talent management handbook, McGraw Hill Education India.
4. Shukla, R., Talent management: Process of developing and integrating skilled worker, Global India Publications, New Delhi.
5. Silzer, R. and Dowell, B.E. (eds.), Strategy drive talent management: A leadership imperative, Publication of the Society for Industrial and Organizational Psychology.
6. Hasan, M., Singh, A. K., Dhamija, S. (eds.), Talent management in India: Challenges and opportunities, Atlantic Publishers & Distributor
7. Knowledge management-shelda Debowski, John Wiley and Sons, Australia Ltd.
8. Knowledge management-sudhir warier-vikas publishing house.
9. The essential guide to knowledge management-amit tiwana-pearson education.

**OPEN COURSE OFFERED BY BA HRM  
LEADERSHIP AND CHANGE MANAGEMENT**

**Hours : 3**

**Credit:3**

**Internal :15**

**External :60**

**Course Objective** □

- This course defines process, role and dynamics to organizational change.
- It further highlights ways of dealing with it.
- It focuses on need, phases and conditions for successful organizational development. Different leadership models are also incorporated

**Learning Outcomes:**

1. Gain both a theoretical and practical understanding of leadership styles and change management processes within an organization
2. Demonstrate advanced understanding of principles, concepts, and methods of change management in organisations; the change management process and change planning.

### **Module 1**

Leadership Leadership: Definition, concept Leadership Styles, Power; Transformational and Transactional Leaders; Women Leaders; Leader Vs Manager

### **Module 2**

Leadership & Modern Trends- – Leadership Traits – Leadership Styles – –Emerging Trends in Management; Management of Creativity. Managing E Business World – Challenges –

### **Module 3**

Introduction to Change Management Change: Concept, Forces of Change; Change Management Process; Resistance to Change; Managing Change; Kurt Lewin's Change Management Model

### **Module 4**

Organizational Development: OD Concepts, characteristics; OD Process; OD Interventions: Individual Intervention, Group/Organizational Intervention; OD in India. Organizational Transformation, concepts of Transformation and Transitions,

### **Module 5**

Trends in Change Management. Japanese management - Tom Peters ; Role of OD Practitioners; Role focused interventions; Person focused interventions; Human Resource Audit; Human Resource Accounting; Human Resource Pooling

### **Recommended Books:** □

□1. Deb, Tapomoy. Human Resource Development. 1st Edition . New Delhi: Ane Books India, 2006. □

2. Mohanty, Kalyani, and Padmalita Routray. Human Resource Development and Organizational Effectiveness. 1st Edition. New Delhi: Excel Books, 2009.