

ELECTIVES (Human Resource Management)

MBH-530: MANAGEMENT OF INDUSTRIAL RELATIONS

Credit: 3+0+0 =3

Objective: Organizational efficiency and performance are intricately interlinked with industrial relations. This course is an attempt to appreciate the conceptual and practical aspects of industrial relations at the macro and micro levels.

I. Industrial Relations Perspectives; Industrial Relations and the Emerging Socio-economic Scenario; Industrial Relations and the State; Legal Framework of Industrial Relations. Parties to Industrial Relations

II. Role and Future of Trade Unions; Trade Union and the Employee; Trade Union and the Management. Problem of multiplicity of unions, Role of ILO.. How to prevent disputes.

III. Discipline and Grievance Management; Industrial Disputes: Negotiation and Collective Settlements; Mediation, arbitration, Participative Management,. Code of Discipline. Labour welfare and social security.

IV. Productive Bargaining and Gain Sharing; Employee Empowerment and Quality Management; Industrial Relations and Technological Change

V Labour productivity, Meaning, factors affecting productivity, causes of low productivity, linking productivity with wages, why trade unions oppose productivity movement, suggestions to raise labour productivity.

Suggested Reading:

1. Kochan, T.A. & Katz Henry. Collective Bargaining and Industrial Relations. 2nd ed. Homewood. Illinois. Richard D Irish. 1988
2. Mamkoottam. K Trade Unionism. Myth and Reality. New Delhi. Oxford University Press. 1982
3. Niland J R etc. The Future of Industrial Relations. New Delhi. Sage. 1994
4. Papola. T S & Rodgers. G. Labour Institutions and Economic Development in India. Geneva ILO 1992
5. Ramaswamy. E A. The Rayon Spinners The Strategic Management of Industrial Relations. New Delhi. Oxford University Press. 1994
6. Virmani. B R. Participative Management vx. Colective Bargaining. New delhi, Vision Books. 1988
7. Wbb. Sidney Webb. Beatrice. Industrial Demorcracy. Melbourne. Longman. 1987.
8. Labour Problems: VV Giri
9. Labour Problems: T.N. Bhagoliwal

MBH-531: LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS

Credit: 3+0+0 = 3

Objective: Understanding of the legal framework is important for the efficient decision making relating to man management and industrial relations. The course aims to provide an understanding application and interpretation of the various labour laws and their implications for industrial relations and labour issues.

Basic Provisions relating to:

Laws related to Industrial Relations:

Industrial Disputes Act, 1947

Trade Unions Act, 1926

Laws related to Wages:

Minimum Wages Act, 1948

Payment of Bonus Act, 1965

Workmen's Compensation Act 1928 As amended

Bonus Act

Laws related to Working Hours, Conditions of Service and Employment:

Factories Act, 1948

Inter-State Migrant Workmen (Regulation of Employment and Conditions of Service) Act, 1979

Shops & Establishment Act

Laws related to Equality and Empowerment of Women:

Equal Remuneration Act, 1976

Maternity Benefit Act, 1961

Laws related to Social Security:

Employees' State Insurance Act, 1948

Employees' Provident Fund & Miscellaneous Provisions Act, 1952

Payment of Gratuity Act, 1972

Workmen's Compensation Act, 1923

Suggested Reading:

1. Malhotra, OP. The Law of Industrial Disputes. Vol I and II. Bombay .N.M. Tripathi 1985
2. Malik. P L. Handbook of Industrial Law. Lucknow, Eastern Book. 1995 4. Saini. Debi S. Labour Judiciary. Adjudication and Industrial Justice. New Delhi. Oxford 1995
3. Saini, Debi S. Redressal of Labour Grievances, Claims and Disputes. New Delhi. Oxford & IBH . 1994
4. Seth . D D . Industrial Dispute Act. 1947. Vol I & II . Bombay. N.M.Tripathi. 1995
5. Srivastava SC. Industrial Relations and Labour Law. New Delhi. Vikas.1994

MBM-532: TRAINING AND HUMAN PERFORMANCE ENHANCEMENT (HPE)

Credit: 3+0+0 = 3

Objective: The objective of this course is to provide an in-depth understanding of the role of Training in the HRD, and to enable the course participants to manage the Training systems and processes.

Why Training Is Not Enough?

Problems with Traditional Approaches to Training, Trends Affecting Organizations, What have Training and Development Professionals Historically Done?

What Is Human Performance Enhancement?

Defining Key Terms, Important Propositions of HPE, Key Models Governing HPE, Introducing an HPE Model, What Do HPE Professionals Do? What Are the Essential Competencies of HPE Professionals and Clients of HPE? Research on HPE, Cross-Cultural Issues in HPE, Ethical Issues in HPE

Transforming a Training Department into a Human Performance Enhancement department - How Organizations Should Support HPE: Key Success Factors, Building Awareness of the Need for Change.

Finding Opportunities for Improving Human Performance: Clarifying Present and Future Performance Gaps - Defining a Performance Gap, Identifying Performance Gaps, Assessing Present and Future Performance Gaps, the Competencies of the Gap Assessor Role, Identifying the Underlying Causes of Performance Gaps.

Selecting and Implementing HPE Strategies: Intervening for Change

Implementing Human Performance Enhancement Strategies to Address Work Problems or Opportunities.

Evaluating Human Performance Enhancement Strategies.

Suggested Reading:

1. William.J.Rothwell, Beyond Training & Development, 2nd edition, AMACOM
2. Buckley R Caple. Jim. The Theory & Practice of Training, London.Kogan & Page. 1995
3. Lynton. R Pareek. U . Training for Development. 2nd ed. New Delhi.Vistaar. 1990
4. Pepper, Allan D. Managing the Training and Development Function.Aldershot. Gower. 1984
5. Rae, L. How to Measure Training Effectiveness. Aldershot. Gower.1986
6. Reid. M A. etc. Training Interventions : Managing Employee Development. 3rd ed. London IPM. 1992
7. Senge. P. The Fifth Discipline: The Art and Practice of the Learning Organization. London. Century. 1992

MBH-533: HUMAN RESOURCE PLANNING AND DEVELOPMENT

Credit: 3+0+0 = 3

Objective: The objective of this paper is to develop a conceptual as well as a practical understanding Human Resource Planning, Deployment and Development in organizations.

Introduction: definition and concept of HRP, benefits, process. HRP components.

HR planning and corporate strategies: HR planning as a strategic process-employees as resources-goal attainment, linking HR process to strategy, involvement in strategic planning process, strategic HR Planning model, staffing system.

Job analysis: meaning and definition, job analysis process, techniques of job analysis, methods and practice of job analysis, competency based approach.

HR Forecasting: Forecasting Manpower Needs, the Forecasting Process, Inventorying available talent, Projecting Future Talent Supply, forecasting Staffing Requirements. Index analysis-expert forecasts-delphi technique-nominal group technique-HR budget and staffing table, scenario forecasting, regression analysis.

Career planning and succession management: definitions, concepts, stages of career development process and organizational HR Policies, carrier Anchors – Stages of growth and career, career processes Succession management process and Management development programmes, objectives of MDP's, Job rotation, management development methods, challenges of succession management..

Suggested Reading:

1. Deepak Bhattacharya, Human resource planning, excel publications.
2. Belkaoui, A R and Belkaoui, J. M. Human Resource Valuation: A guide to Strategies and Techniques. Grenwood, Qourum Books. 1995
3. Dale, B. Total Quality and Human Resources: An Executable GuideOxford. Blackwell. 1992
4. Greenhaus, J H. Career Management. New york. Dryden. 1987
5. Kavanagh, M J. etc. Human Resource Information System:Development and Applications. Boston. PWS-Kent. 1993
6. Mabey, C and Salama, G. Strategic Human Resource Management.Oxford . Backwell. 1995

MBH-534: STRATEGIC HUMAN RESOURCE MANAGEMENT

Credit: 3+0+0 = 3

Objective: The main aim of this course is to provide strategic perspective of HRM in an organization .It aims to provide an understanding of forecasting, acquisition and management of human resources in effective implementation of strategy.

Understanding Strategic HRM : Traditional vs. strategic HR, Typology of HR activities, "best fit" approach vs. "best practice" approach, investment perspective of human resources.

The Human Resource Environment: technology and organizational structure, worker values and attitudinal trends, management trends ,demographic trends ,trends in the utilization of human resources.

Strategy formulation: importance of human resources to strategy, theoretical foundations. Strategic human resource activity typology, classifying human resource types.

The human resource manager and strategic planning.

Human resource evaluation: overview of evaluation approaches to evaluation ,prevalence of evaluation, evaluating strategic contributions of traditional areas, evaluating strategic contributions in emerging areas, macro-level evaluation of human resource effectiveness.

Suggested Readings:

1. Robert L. Mathis & John H. Jackson – Human Resource Management, Thomson South Western.
2. Tanuja Agarwal – Strategic Human Resources Management, Oxford University Press, 2007.
3. K. Prasad – Strategic Human Resource Management – Text & Cases MacMillan India Ltd., 2005.

MBH-535: LEADERSHIP SKILLS AND CHANGE MANAGEMENT

Credit : 3+0+0 = 3

Objective: The main purpose of this course is to acquaint the students with leadership practices, behaviour , attitudes and leadership styles.

I. The nature and importance of leadership: The meaning of leadership - leadership as a partnership - leadership vs. management – the Impact of leadership on organizational performance – leadership roles - the satisfactions and frustrations of being a leader. Traits, Motives, and characteristics of leaders: Personality traits of effective leaders' leadership motives-cognitive factors and leadership.

II. Effective leadership behaviour and attitudes: task-related attitudes and behaviours - relationship-oriented attitudes and behaviours - super leadership: leading others to lead themselves -360-degree feedback for fine-tuning leadership approach.

III. Leadership styles: the leadership continuum: classical leadership styles - the boss-centered vs. employee-centered leadership continuum - the autocratic participative free rein continuum- the leadership grid styles - the entrepreneurial leadership style – gender differences in leadership style - selecting the best leadership style.

IV. Developing teamwork: team leadership vs. solo leadership -advantages and disadvantages of group work and team work – the leaders role in the team-based organization-leader behaviour and attitude the foster teamwork. Leadership development, succession and the future: development through self-awareness and self discipline - leadership development programmes.

Suggested Readings:

1. Tom Barker – Leadership for Results, Pearson Education, 2006.
2. Art Horn – Girt of Leadership, MacMillan.
3. Helmut Mancher – Leadership in Action, Tata McGraw Hill

MBH-536: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Credit: 3+0+0 = 3

Objective: The objective of this subject is to make students understand various global issues in managing Human resources which includes the understanding of concepts as multiculturalism, staffing of International business, Repatriation etc.

Nature of globalization, Drivers, Multiculturalism-dimensions, managing cross Cultures. Nature of International Human Resource Management, Strategic IHRM, HRM in cross-Border Mergers and Acquisitions.

Staffing :Trends in International Staffing, Training and Development in international perspective, International Compensation Management: Compensation strategy, components of compensation, Variables influencing compensation, Compensation Packages, Issues in International Compensation.

Repatriation: Challenges of re-entry, managing repatriation, managing Repatriation, International Industrial Relations. Ethics and Social Responsibility.

Suggested Readings:

1. De Cenzo, D A & Robbins S P. *Human Resource Management*. 5th edition, New York, John Wiley, 1994.
2. Robert.L.Mathis, John Jackson, *Human Resource Management*, 11th edition, Thomson South Western.
3. K Aswathappa, Sadhna Dash, *International Human Resource Management*, PHI.