

MBAE361
HUMAN RESOURCE DEVELOPMENT

Course objectives

To impart knowledge with respect to HRD which is becoming very REWARDING to EXECUTIVES in competitive organizations. To facilitate executives from different areas of expertise to critically understand the importance of executive training and development. To institute in executives the scope of employee counseling and mentoring in today's corporations.

Total Hrs - 60

MODULE- I Introduction to HRD

12 hrs

Evolution- Differences between HRM and HRD- HRD Functions- Roles of HRD Professional- Challenges of HRD Professional- Model of HRD process- Learning and HRD.

MODULE –II

8 hrs

Assessment of HRD Needs: Why HRD? Levels of Need Analysis- Organisation Analysis- Task Analysis- Person Analysis- Prioritizing HRD Needs- Reengineering HRD.

MODULE –III

12 hrs

Designing and implementing HRD Programs: Introduction- Objectives- Purchasing HRD Programmes- Selecting the trainer- selecting the training methods(on the job, off the job and modern)- Preparing training materials- scheduling the training programme- implementing the training programme.

MODULE –IV

8 hrs

Evaluation of HRD Programmes: Introduction- Purpose of HRDE- Models of HRDE- Data collection for HRDE- Research Design- Ethical issues of E-Research- Evaluation of Training Costs.

MODULE –V

12 hrs

Coaching- Counseling- Mentoring- Need-Importance- Improve poor performance- skills necessary for effective coaching- Effective counseling as an HRD activity- Issues in E Counseling- Mentoring and its importance- Mentoring and coaching- Preparing the next generation through Mentoring.

MODULE –VI

8 hrs

Management Development- Introduction- Describing the managers' job- Making MD strategic- M Education- MT and experiences- Designing MD programs- HRD programs for culturally diversified employees.

RECOMENDED BOOK:

1. Randy.L.DeSimone, David.M.Harris: Human Resource Development, The Dryden Press, Harcourt Brace College Publishers- 2nd edition.

REFERENCE BOOKS:

1. Edwin B Flippo: Personnel Management, McGraw Hill.
2. Pramod Verma: PERSONNEL MANAGEMENT IN INDIAN ORGANISATIONS, (Oxford & IBM Publishing Co. Ltd).
3. Venkata Ratnam C. S. & Srivatsava B. K.: PERSONNEL MANAGEMENT AND HUMAN RESOURCES (Tata Mc-Graw Hill).
4. Randy.L.DeSimone, David.M.Harris: Human Resource Development, The Dryden Press, Harcourt Brace College Publishers- 2nd edition.
5. Ajant.E.Chakravarthy: Corporate HRD, What every manager should know about HRD, Crest Publishing House.

MBAE362
PERFORMANCE MANAGEMENT

Course Objective:

Participants will examine the development of Performance Management in organizations. The class will utilize lectures, group discussion, and several other analytical approaches to identify and influence effective and ineffective behaviors (to better manage employee populations on an ongoing basis). This course will expose them to the concepts of Performance Management and enhance their ability to assist organizations to deliver effective Performance Management programs.

Total 60 hrs

MODULE – I

8hrs

Introduction of Performance Management System: Defining Performance Management System - Performance Planning, Performance Coaching and Performance Appraisal, Performance Management System and other workforce processes like Career Planning, Compensation Management and Separation Planning.

MODULE – II

8hrs

Performance Planning: Linking individual and team goals to organizational goals, Goal Setting Procedure

MODULE – III

18 hrs

Performance Appraisal: Definition and Objectives of Performance Appraisal, Process of Performance Appraisal - Self Assessment and its importance, Methods of Performance Appraisal - Traditional and Modern - Straight Ranking Method - Paired Comparison Method - Critical Incident Method, Behaviorally Anchored Rating Scale Management by Objectives - Process and Importance Why Performance Appraisal fails - Halo Effect - Cultural issues in Performance Appraisal. How to minimize the effect of causes for failure of Performance Appraisal

MODULE – IV

12 hrs

4. Performance Coaching: Performance Appraisal as a Training Need Assessment Counseling for better performance, Feedback Mechanisms in organizations - Training the superiors to give constructive feedback

MODULE – V

14 hrs

5. Current Trends in Performance Management Systems: Emphasis on Continuous Feedback
360 Degree - A Debate
Assessment Centers

Use of Technology
Challenges ahead in Performance Management Systems
Potential Appraisal
Assessment Center

Books for References:

1. Pulakos, E. D. (2004). Performance Management: A roadmap for developing, implementing and evaluating performance management systems. SHRM Foundation (<http://www.shrm.org/foundation/1104pulakos.asp>)
2. Bacal, Robert (1999). Performance Management. (Ba) McGraw-Hill. New York. ISBN 0-07-071866-0
3. Latham & Wexley (1994). Increasing productivity through performance appraisal. (LW) Addison-Wesley Publishing Company, New York. ISBN= 0-201-51400-1
4. Smith, JD" S, and Mazin, R: 2004, *The HR answer book*, AMACON & Becker, B. E.,
5. Huselid, M. A., & Ulrich, D. 2001, *The HR scorecard*, Harvard Business School Press

MBAE363

INDUSTRIAL RELATIONS MANAGEMENT

Course objective

To increase the student knowledge of theories and practices dealing with Industrial Relations which highlights the employee - employer relationships in non unionized settings and also it helps to review over our current legislation and its impact on human resources policies and practices.

Total Hrs – 60 hrs

MODULE-I 12hrs

Introduction - Concept and Determinants of Industrial Relations - Industrial Relations in India - Managing IR Changes - IR and Productivity - Technology and IR -Effective Communication Systems and IR Management - Indian Culture & IR.

MODULE-II 10hrs

Trade Unions - Purpose, Functions and Structure of Trade Unions - Trade Union Legislation - Multiplicity of Trade Unions - Conflict Resolutions - Industrial Relations - Welfare and Productivity - Social Responsibility of Trade Unions - IR Management and Management of Trade Unions, competitive wages and benefits.

MODULE-III 12hrs

Employee Counseling - Types, Methods, Content, Problems, Consultative Bodies (Bipartite, Tripartite) and IR Strategies - A Discussion - Worker Development & Worker participation.,strikes,lockouts &boycotts.

MODULE-IV 12hrs

Discipline and Grievance Redressal Machinery - Purposes and Procedures of Disciplinary Action - Grievance Redressal Procedures - Conciliation - Arbitration and Adjudication -Collective Bargaining(Perspective, Bargaining Structure, Procedure and Machinery for Collective Bargaining) - The Bargaining Process - Strengths and Skills.

MODULE-V 12hrs

Labor Administration - ILO, ILC and Indian Constitutional Provisions in Relation to Labor Administration - Central Machinery of Labor Administration - Labor Administration at the State, District and Local Levels. Contemporary Trends and Future of Industrial Relations in India.

Books for References

1. Arun Monappa: INDUSTRIAL RELATIONS; Tata Mc-Graw Hill Publishing Company Ltd.
2. Pramod Verma: MANAGEMENT OF INDUSTRIAL RELATIONS – READING AND CASES; Oxford and IBH Publication.
3. T.N. Bhagoliwala: ECONOMIC OF LABOR AND SOCIAL WELFARE.
4. Relevant Reports of Government of India such as REPORT OF NATIONAL

COMMISSION LABOR - FIVE YEAR PLANS.

5. B.O. Sharma: ART OF CONCILIATION AND INDUSTRIAL UNREST; Labor Consultancy Bureau, Bombay, 1985.

6. Journals: INDIAN LABOR JOURNAL and INDIAN JOURNAL OF INDUSTRIAL RELATIONS.

MBAE364
EMPLOYEE LEGISLATION

Course Objective

The course is designed to provide an in-depth understanding of the Labour laws as designed and enacted in India. It would elaborate on the provisions of Labour laws in context of rights and duties of employers and employees which every manager of today is required to know.

Total Hrs - 60

MODULE-I

12hrs

Introduction: Historical Dimensions of Labor & Employee Legislation in India including the fillip from Indian Freedom Movement; Place of Tata Enterprise as a forerunner of Indian Labor Welfare Legislation; Labor Protection & Welfare [social security & social justice] and system of economic governance ;international Labor Standards & India – Evolution&Trackrecord

MODULE-II

12hrs

Indian Labor Statutes: Trade Union Act, Factories' Act, ID Act, & Industrial Employment Act. – Provisions, Implementation Agencies, Reporting Processes & Procedures including a brief view on formats to be submitted to authorities; Experiences from implementation of each of these acts from employers', employees', government & society points of view and from landmark judgments; New look at the labor law and needed labor reforms to be in tune with market imperatives; Concept & Mechanics of Employment Standards & Employee Rights – An Overview

MODULE-III

14hrs

Indian Labor Wage & Welfare Legislation: Wage and Bonus Legislation including equal remuneration act; Welfare oriented acts including workmen's compensation act, ESI, PF, Maternity Benefits, and Gratuity - Provisions, Implementation Agencies, Reporting Processes & Procedures including a brief view on formats to be submitted to authorities; Experiences from implementation of each of these acts from employers', employees', government & society points of view and from landmark judgments; New look at the labor law and needed labor reforms to be in tune with market imperatives;

MODULE-IV

14hrs

Employee Legislation in the emerging economy: The role of human capital [call it labor/ employee/ stakeholder] in the liberalized, private enterpriser and global work environment; Distinction between organized and unorganized [Informal] labor vis a vis labor legislative framework; Increasing Contract Labor & Related Legislation; Experiences in organizing the unorganized labor – Illustrations from Kerala, Orissa, Tamil Nadu, Karnataka, & Andhra Pradesh; Federal and State Legislative Efforts on unorganized labor

MODULE–V

8hrs

Emerging Dimensions: Quality of Life of workers [of all levels] and governance of enterprises – Views on the role of labor legislation; Scope & Place of labor legislation for knowledge bases organizations in the areas, including the BPO, KPO, Call Centers, Software Design and Consulting; Gender Dimensions of Labor Laws;

References

1. Globalization and Labour-Management Relations - Dynamics of Change, “C S Venkata Ratnam” Response Books [2001]
 2. Human Resource Management, “Biswajeet Pattanayak”, 2/e, PHI, ISBN: 8120323483
 3. Creating Performing Organizations: International Perspectives for Indian Management, Edited by Vipin Gupta, Et al, Response Books, ISBN: 0-7619-9652-4
- Text & Cases on each of the laws may be referred to for clear import and implications.

MBAE365
STRATEGIC HUMAN RESOURCE MANAGEMENT

Course Objective

To impart knowledge with respect to Strategic HRM which is becoming very challenging to become competitive organisations. To facilitate executives from different areas of expertise to handle the people issues in a strategic way. To institute in executives the thrust of executing the SHR concepts in their organisation for continuous growth.

Total Hrs - 60

MODULE- I Introduction to SHRM

12 hrs

Definition- Aims- The rationale of SHRM- Resource based SHRM- Approaches to SHRM- Limitations to the concept of SHRM- HR Information Strategy- Achieving fit between HRS and Business strategy- Formulating HRS- Implementing HRS.

MODULE –II Managing Change

8 hrs

The intention of change management- CM Strategies- Cultural and structural change- CM Style- Implementation of HRS- level and degree of intervention- speed and scope of HR changes- Direction of changes- Interpretation of the change.

MODULE –III S Training and Development

10 hrs

The strategic purpose of T- Strategic positioning of T- A stakeholder analysis of T&D- SHRD- SHRD system practices and facilitators- SHRD in India's most valuable companies.

MODULE –IV

8 hrs

Importance & scope of S Compensation and SIR- Best practices models- contingency model of SHRM.

MODULE –V

12 hrs

HRS at Global Level- IHRS at the industry level- regional level- national level- enterprise level- The HRS implications of globalization.

MODULE –VI

HRS some difficulties- Introduction- Integration in HRS- Integration the impossible dream- HRS Decision making- an over rationalist approach- Is HRS actually happening?

REFERENCE BOOKS:

1. Edwin B Flippo: Personnel Management, McGraw Hill.
2. Reward Management- Remuneration Strategy and Practice, Michael Armstrong & Helen Murlis, Crest Publishing House
3. SHR TECHNOLOGIES- Keys to managing people: Ashok chanda, B.S. Krishna and Jie Shen, Response Business Books from SAGE.
4. Strategic HRD: Srinivas R.Kandula, Prentice-Hall of India Pvt. Ltd.
5. Strategic Human Resource Management by Charles.R.Greer-*Pearson Education*

6. Strategic Human Resource Management by Fred.K.Faulkes-*Prentice –Hall*

RECOMENDED BOOK:

- 1). C.Mabey & G.Salman: Strategically Managing HR, Beacon Books or Infinity Books.
- 2). A Handbook of HRM Practice- M.Armstrong, Kogan Page US.