



## UNIVERSITY OF CALCUTTA

### Notification No. CSR/ 43 /18

It is notified for information of all concerned that the Syndicate in its meeting held on 13.07.2018 (vide Item No.11) approved the Regulations and Syllabus of Two-Year / Three-Year Master of Business Management (Human Resource Development) [M.B.A.(HRD)] Course of Study under CBCS under this University, as laid down in the accompanying pamphlet.

The above shall be effective from the academic session 2018-2019.

SENATE HOUSE  
KOLKATA-700073  
The 13<sup>th</sup> August, 2018

  
(Debabrata Manna)

Deputy Registrar (Acting)

## **The amended CSR along with Annexure - A and Annexure - B**

### **Regulations Relating to the Two-Year/Three - Year Post Graduate Degree in MASTER OF BUSINESS ADMINISTRATION (HUMAN RESOURCE DEVELOPMENT) [MBA (HRD)]**

#### **1. General**

- 1.01** The Programme of study leading to the Post-graduate Degree in MASTER OF BUSINESS ADMINISTRATION (HUMAN RESOURCE DEVELOPMENT) [MBA(HRD)] of the University of Calcutta shall be conducted by the concerned Post Graduate Department/Constituent Colleges.
- 1.02** The University shall lay down from time to time such subsidiary rules of admission, Programmes of study and methods of examination as may be deemed necessary for the maintenance of adequate standards of University Education.
- 1.03** The medium of instruction of the Programme shall be in English and the candidate shall have to answer the examination course including admission test in English only.

#### **2. Duration of the Programme**

- 2.01** For Full Time Programmes (Day Session):  
Two full academic years, which will include theoretical courses, project and dissertation work, divided into four semesters.  
For Part Time Programmes (Evening Session):  
Three academic years, which will include theoretical courses, project and dissertation work, divided into six semesters.
- 2.02** The classes may be held both in day session and evening session depending on the availability of the resources.

#### **3. Admission**

- 3.01** The minimum qualification for admission to the Programme is a Bachelor's Degree (10+2+3 system) with Honours in Arts/ Science/ Commerce/ Business Administration or Bachelor's Degree (10+2+4 system) in Engineering / Technology/ Medical Science / Law/ Professional Programmes/or its equivalent from any University recognized by the University of Calcutta.
- 3.02** The last date for the receipt of applications, the last date for admission, the date of commencement of classes of the MASTER OF BUSINESS ADMINISTRATION (HUMAN RESOURCE DEVELOPMENT) [MBA(HRD)] Programme shall be fixed each year by the University/constituent colleges.
- 3.03** The applicants for the admission to the MASTER OF BUSINESS ADMINISTRATION (HUMAN RESOURCE DEVELOPMENT) [MBA(HRD)]

Programme shall be required to undergo UGC specified national entrance tests like CAT, MAT, XAT, JEMAT or any recognized University admission test etc. as decided by the concerned Department/constituent colleges each year.

- 3.04** The candidates short-listed on the basis of certain cut-off marks in the above mentioned selection test shall be required to appear for Group Discussion and Personal Interview to be conducted by a Selection Committee consisting of i) all full time faculty members and ii) at least two external experts nominated by Departmental Committee /Advisory Board / Faculty Committee and approved by the Vice-Chancellor. The Head of the Department/Co-ordinator/Director shall be the ex-officio chairman and the Secretary; U.C.A.C. shall be an ex-officio member of the selection committee.
- 3.05** Each member present in the Selection Committee as stated in clause 3.04 will award each candidate marks on Group Discussion & Personal Interview separately. The final admission test scores will be computed on the basis of the average of the marks awarded by all the members present. Marks will be awarded on the basis of various criteria as set by the Selection Committee. The candidates will be selected from that list of final scores in order of merit.
- 3.06** Total number seats (excluding readmission) for the Programme would be as approved by A.I.C.T.E. and / or competent authority including reserved category as per University/Government rules and regulations.
- 3.07** Admission of reserved category students may be admitted as per existing University rules and regulations, if the test is conducted by the University / Constituent Colleges.
- 3.08** After the selection for the admission to the MASTER OF BUSINESS ADMINISTRATION (HUMAN RESOURCE DEVELOPMENT) [MBA(HRD)] Programme, the candidate shall, within the date fixed by the Master of Business Management Department deposit the necessary fees prescribed for the purpose. If the candidate fails to deposit the fees within the stipulated time, his/ her selection shall automatically be cancelled. Such a candidate shall not be admitted to the Programme unless fresh order for selection is made or an extension of the date of payment is granted by the competent authority.
- 3.09** Admission to the MASTER OF BUSINESS ADMINISTRATION (HUMAN RESOURCE DEVELOPMENT) [MBA(HRD)] Programme shall only be in the first semester of the first year of the two-year /three year academic programme.

#### **4. Programme of Study**

- 4.01** A candidate admitted to the MASTER OF BUSINESS ADMINISTRATION (HUMAN RESOURCE DEVELOPMENT) [MBA(HRD)] Programme shall register himself/ herself as a student of the University of Calcutta/constituent college as the case may be.
- 4.02** The Programme of study for the MASTER OF BUSINESS ADMINISTRATION (HUMAN RESOURCE DEVELOPMENT) [MBA(HRD)] Programme shall be two-year full time /three year part time Programme divided into four semesters/six semesters.

- 4.03** Students admitted to the two-year/three year MASTER OF BUSINESS ADMINISTRATION (HUMAN RESOURCE DEVELOPMENT) [MBA(HRD)] Programme shall pursue the regular Programmes of lectures, and other academic arrangements made for the two-year academic term.
- 4.04** A student of the MASTER OF BUSINESS ADMINISTRATION (HUMAN RESOURCE DEVELOPMENT) [MBA(HRD)] Programme shall not be permitted to seek admission concurrently to any other equivalent or higher degree Programme in this university.
- 4.05** A student shall be deemed to have pursued a regular Programme of study provided he/she has attended at least **75 per cent** of the lectures delivered in aggregate for each semester Programme of study. If he/she has attended **65%** but less than **75%** of the total lectures delivered of his/her Programme of study treated as non-collegiate. Candidates attending less than **65%** of total lectures delivered in a semester Programme of study will be treated as dis-collegiate.
- 4.06** The attendance of a candidate shall be counted from the date on which the respective classes begin, or from the date on which he/ she is admitted which ever is later.
- 4.07** The University shall have the power to condone a deficiency in attendance, as per rule.
- 4.08** A student who fails to pursue a regular Programme of study as stated in **4.05** to **4.07** may be allowed to take re-admission to the same Programme the next year only. The re-admission fees to be decided by the respective departments/colleges (self-finance Programmes) to the same Programme next year only.
- 4.09** Students of the two-year/three years Post Graduate Degree MASTER OF BUSINESS ADMINISTRATION (HUMAN RESOURCE DEVELOPMENT) [MBA(HRD)] Programme shall have to pursue a Programme of study of the courses distributed into four semesters or six semesters.
- 4.10** The MBA Programme adopts Choice Based Credit System (CBCS) and Grading System. Accordingly, the Syllabus under CBCS is shown in Annexure – B and Grading System is provided in Annexure – A.  
Both Annexure- A and Annexure – B are amenable to changes by the Departmental Committee, Board of Studies and Faculty Council from time to time.

## **5. Examinations**

- 5.01** Semester Examinations in MASTER OF BUSINESS ADMINISTRATION (HUMAN RESOURCE DEVELOPMENT) [MBA (HRD)] shall be held every six months in Kolkata and at such other places as shall be determined from time to time by the University. The date of commencement of the examination shall be duly notified.
- 5.02** In each academic session two semesters Programmes will be simultaneously conducted i.e., I and III or II and IV for two different batches (for Day Session) and at the end of which corresponding semester examinations will be held. For the evening session, Programmes will be distributed throughout the entire three – year period and in six semesters. However, the students of the evening session will

- appear for four semester examinations and their first semester examination will be held in the second year of their study period along with the first semester examination of the full time Programme.
- 5.03** A student will be allowed to appear in a semester examination only after he/she completes his/her regular MASTER OF BUSINESS ADMINISTRATION (HUMAN RESOURCE DEVELOPMENT) [MBA(HRD)] Programme of study for that semester.
- 5.04** 40% marks in any course in any semester will be deemed as pass marks for that course. A candidate who fails to secure 40% marks in any course, or absent in any course will be allowed to appear in that course when the corresponding semester examination is held next. He / She will be allowed two such consecutive chances for each course.
- 5.05** Classes for the next semester Programme will start immediately as per notification by the concerned Department.
- 5.06** Students will have to specialize in a Major and a Minor Group of Courses in Semester – III and Semester – IV where Dual specialization is provided.
- 5.07** Semester (I + II+ III + IV) examinations will be held in **3200 marks** distributed in four/six semesters. 20% of marks in each theoretical course will be reserved for internal assessment.
- 5.08** A candidate who fails in the viva-voce examination/project/dissertation will have to reappear for the same when they are held next. He/she will be given two such consecutive chances.
- 5.09** A student will be declared to have passed the Programme on the basis of the results in semesters I, II, III, IV examinations. The minimum qualifying marks for this will be 40 % in all the courses. Students will be awarded Grades on the basis of credit weighted average grade points, where grade points for each course will be computed on the basis of percentage of marks as stated in Annexure – A. A student will be declared to have passed a Semester if at least 40% marks (Grade P) is obtained in all the courses in that semester.
- A student will be declared to have passed the program if at least 40% marks (Grade P) is obtained in all the courses of the program fulfilling total 130 credits.
- 5.10** Re-examination of only two courses per semester shall be allowed for the candidates appearing at a semester examination as a whole provided he/she has secured at least 50% marks in aggregate in rest of the courses of that semester examination.
- 5.11** The evaluation of field study, dissertation, project report and viva-voce shall be conducted as decided by the Board of Studies/Advisory Committee.
- 5.12** Candidates having passed as per **5.09** but scoring less than 60 per cent marks in the aggregate will be declared to have passed the examination in the 2<sup>nd</sup> class; those scoring 60 % or more in the aggregate will be declared to have passed in the 1<sup>st</sup> class. A student will also be declared to have been placed in the specified Grade based on his/her Final GPA as stated in Annexure – A.
- 5.13** A candidate who fails to appear in one semester examination or in any course in that examination may be allowed to appear for that examination /course along with other semester examination (based on the syllabus in force at the time of

- examination) or separately, when the corresponding examination is held next. He /She will be given next two consecutive chances.
- 5.14** On the completion of the results the University shall publish a list of successful candidates arranged in two classes and in order of merit.
- 5.15** Each successful candidate shall receive his/her degree of MASTER OF BUSINESS ADMINISTRATION (HUMAN RESOURCE DEVELOPMENT) [MBA(HRD)] in the form of a certificate stating the year of passing and the class and Grade in which he/she is placed along with FGPA
- 5.16** In case any issue emerges in pursuance of this CSR or other wise related to the CSR, the matter will be decided by the Departmental Committee and Board of Studies with the approval of the Vice-Chancellor.
- 5.17** This CSR of Department of Business Management supersedes all other previous CSR of Department of Business Management existing in any form.
- 5.18** This CSR will be operative from **2018-2019 admitted batches of students** onwards.

## Annexure – A: Grading System

**A1: Grade for a course is specified as below:**

Grade	Meaning	% of Marks
O	Outstanding	90 – 100
E	Excellent	80 – 89
A	Very Good	70 – 79
B	Good	60 – 69
C	Average	50 – 59
P	Pass	40 – 49
F	Fail	Below 40
Ab	Absent	

## A2: Computation of Grade Point for a course and Grade Point Weighted Average for Semesters and the Programme:

$$\text{Grade Point} = \text{GP} = \frac{\% \text{ of marks in the course}}{10}$$

$$\text{Grade Point Weighted Average} = \text{GPA}$$

$$= \text{Weighted Average of GP of the courses where credit of the courses are the weights} = \frac{\text{Sum total of Credit Weighted GP}}{\text{Sum total of Credits}} = \frac{\sum \text{CGP}}{\sum C}$$

SGPA is the Semester GPA i.e., the GPA of all the courses in one semester

CGPA is the Cumulative GPA i.e., the GPA of all the courses up to the current semester.

FGPA is the Final GPA i.e., the GPA of all the courses of all the semesters of the Program



**A3: (i) Results under Grading System (where no GP is less than 4 in any course)**

<b>SGPA/CGPA/FGPA</b>	<b>Grade</b>	<b>Meaning</b>
9 – 10	O	Outstanding
8 to less than 9	E	Excellent
7 to less than 8	A	Very Good
6 to less than 7	B	Good
5 to less than 6	C	Average
4 to less than 5	P	Pass

**(ii) Where GP is less than 4 in any of the courses, Grade will be F meaning Fail in Semester / Programme Results.**

**(iii) Where a candidate is absent in any of the courses, Grade will be Ab meaning Absent and result of the Semester / Programme will be FAIL.**

## **Annexure B: MBA-HRD Syllabus under CBCS**

### **B1: The Course Structure**

- Code for the Programme:  
HR: Human Resource  
  
C: Core  
  
E: Elective  
  
G: Generic
- 2 Year Programme: Total 32 Courses of 100 Marks each. Total Marks: 3200
- 8 Courses in each Semester.
- All Courses except two Term Papers and one on Project are divided into 2 Modules of 50 Marks per Module. For all Courses except Term Papers, Courses on Project and Viva total hours (including Class, Tutorial and Practice): 40 hours per Module and 2 Credit Points per Module where every module consists of 40 Marks in Terminal Examination and 10 Marks for Internal Assessment.
- For the Course on Project: 2 months Internship and 6 Credit Points
- For the Term Papers and Course on Viva: 4 Credit Points for 100 marks
- Total Credit Points for the Programme: 130

**First year: 2 Semesters: 13 Core Courses, 1 Elective Course and 2  
Generic Elective Courses.**

Number	Title	Modules
<b>Semester -I</b>		
HRGE- 101	Managerial Economics	I – Micro Economics II – Macro Economics
HRC- 102	Economic Environment of Business	I – Indian Business Environment II – International Economy
HRC- 103	General Management	I – Management Principles & Process II – Organization Theory, Structure & Design
HRC- 104	Organizational Behaviour	I – Individual Behaviour II – Group Behaviour in Organisations
HRC-105	Accounting for Managers	I – Financial Accounting II – Cost & Management Accounting
HRC- 106	Statistics for Management	I – Quantitative Technique for HRM-I II – Quantitative Technique for HRM-II
HRC- 107	Environment Management	I – Values & Ethics in Business II – Sustainable Development and Corporate Sustainability
HRC- 108	Communication and Psychology in Business	I-Managerial Communication II-Psychology in Business

HRC-103 and HRC-104 is open to students of other Departments.



<b>Semester –II</b>		
HRGE- 201	MIS	I – Fundamental of MIS & Computer Application II – Social Research Methods
HRC- 202	Finance & Marketing Management	I – Financial Management II – Marketing Management
HRC-203	Decision Making in HRM	I- Marketing Decisions for HR II-Strategic Management
HRC-204	Operations & Quality Management	I – Production & Materials Management II – Quality Management & ERP
HRC- 205	Human Resource Management – Introduction	I – Introduction to HRM -I II – Introduction to HRM- II
HRC- 206	Industrial Relations	I – Industrial Relations – Concepts & Framework II – Fundamentals of Labour Laws
HRC-207	Economics of HR and Finance	I – Economics of HR II – Money, Banking and Finance
HRE- 208	Term Paper	

HRC-205 is open to students of other Departments.

**2<sup>nd</sup> Year: 9 Core Courses and 7 Elective Courses including 4 Elective Courses (Courses 306, 307, 405 and 406) where choice to be made between A and B.**

<b>Semester –III</b>		
HRC- 301	Human Resource Acquisition	I –Human Resource Recruitment II – Human Resource Selection
HRC- 302	Employee Relations – I	I – Employee Relations – Principles & Practices II – Role of HR in Knowledge Management
HRC- 303	Employee Relations – II	I- Grievance Resolution

		II – Managerial Counselling
HRC-304	Training and Development and Performance Management	I – Training and Development II – Performance Management
HRC- 305	Compensation Management	I – Principles of Compensation II – Salary & Wage Administration
HRE-306A	Organizational Development	I – Managerial Competencies and Career Development II –Management of Change and Organisational Development
HRE-306B	Contemporary HR Issues- I	I- Managing Diversity in Workforce II- HR Issues in Merger & Acquisition
HRE- 307A	Strategic & Sectoral HRM	I- Strategic H R Management II- HR Management in Service Sector
HRE-307B	Contemporary HR Issues- II	I- Social Banking & Micro Finance II-Entrepreneurship and New Ventures
HRE- 308	Term Paper	

Choice: HRE-306A and HRE-307A or HRE-306B and HRE-307B

<b>Semester –IV</b>		
HRC- 401	Legal Environment – I	I – Laws on Establishments (Factories Act) II – Laws on Establishments (Mining, Plantations, Shops & Establishments)
HRC- 402	Legal Environment – II	I - Laws on Social Security (Workmen’s Compensation, ESI, Maternity) II – Laws on Social Security (Gratuity, PF, Pension)
HRC- 403	Legal Environment – III	I- Laws on Industrial Relations (ID,TU, IESO) II- Laws on Compensation (Minimum Wages, Payment of Wages, Bonus)
HRC- 404	Labour Welfare	I – Labour Welfare Measures

		II – Management of Safety & Health
HRE- 405A	HR Accounting and Contemporary Corporate Behaviour	I-Human Resource Accounting & Audit, HRIS II-Behavioral Strategy & Decision making
HRE- 405B	HRM – New Direction-I	I-Competition and Globalization II-Cyber Laws and Intellectual Property Rights
HRE- 406A	HR Accounting and International HRM	I-Human Resource Accounting & Audit, HRIS II-International Human Resource Management
HRE-406B	HRM – New Direction-II	I-Emotional Intelligence & Managerial Effectiveness II-Cross Cultural Management
HRE-407	Project Work	
HRE- 408	I – Project Viva II – General Viva	

**Choice: HRC-405A and HRE-406A or HRE-405B and HRE-406B**

**HRE- 407 = Project Work (Full Marks = 100; Credit Point=6)**

**HRE- 408= Module I: Project Viva (50 marks, Credit Point = 2); Module II:**

**General Viva (50 marks, Credit Point = 2); (Full Marks = 100; Credit Point=4)**

## **B2: Detailed Contents of the Syllabus of MBA (HRD)**

### **Semester- I**

#### **HRGE 101 : Managerial Economics**

##### **Module I: Micro Economics**

1. **Micro Economics:** Introduction Scope & nature of Economics; Relationship to functional areas of management and business, Scope and Nature of Managerial Economics.
2. **Demand Analysis:** Demand functions – factors and features – ordinary and compensated demand – time characteristics of demand; Price and income elasticity; Income and substitutions effects. Substitutes and complements; Demand forecasting.
3. **Production, Cost & Profit Analysis:** Short run and long run theories of production, Nature of cost-short and long term cost functions, empirical cost functions, Optimization.
4. **Market Structure and Pricing:** Market structure and degree of competition; Perfect competition, monopoly, monopolistic & imperfect competition, oligopoly market, game theory; pricing of multiple products, transfer pricing, peak load, pricing, piece discrimination
5. **Market Failure & Regulation:** Externalities and market failures, responses to market failures.
6. **Investment Analysis:** Time value of money, Investment valuation

##### **Books Recommended:**

1. Henderson & Quandt – Macro Economics – A Mathematical Approach
2. Koutsoyiannis – Modern Micro Economics
3. Cohen & Cyert – Theory of Firm
4. Curwen – Theory of Firm
5. Curwen – Managerial Economics
6. K.Basu – Lectures in Industrial Organization
7. Hal Varian – Intermediate Microeconomics
8. Mankiew – Managerial Economics
9. David Kreps – A course in Microeconomics

## **HRGE 101 : Managerial Economics**

### **Module II: Macro Economics & Economic Policies**

1. **National Income Accounting:** Methods and problems in accounting
2. **Income Determination Models:** Theory of consumption and multiplier; Marginal efficiency of Capital and Investment; Quantitative Theory of Money; Keynesian Money demand function.
3. **IS-LM Framework:** Monetary and Fiscal Policies – Macro – stabilization.
4. **The Complete Keynesian Model.**
5. **Business Cycles:** Types, Features, Properties - AD-AS model – Response to demand management policies – the fiscalist – monetarist debate – The free market argument – asymmetric self-adjustment process – role of & need for government intervention in the market process.
6. **Inflation and Unemployment:** Theories of Unemployment; Government Policies on Unemployment; Phillip’s Curve; Stagflation Process.
7. **Elements of Open Economy:** Balance of Payment, Foreign Exchange Market; Exchange Rate Systems; International Capital Movements.

### **Books Recommended:**

1. Samuelson, Paul & Nordhans – Economics
2. Robert Gordon – Macro economic
3. Lipsy R. G. – Introduction to Positive Economics
4. Dornbusch & Fisher – Macro economics

## **HRC 102 : Economic Environment of Business**

### **Module I: Indian Business Environment**

- 1. Introduction and Definition:** Business and its emergence, concept of environment and its analysis, types of environment - micro and macro environment, concept of business strategy with respect to environment
- 2. Economic Environment (with special emphasize to economic policies adopted in India) :** Various economic systems, Union Budget, Tax structure, Fiscal Policy, Capital market and Money Market, Monetary Policy, SEBI guidelines relating to capital market issues, Finance Commission, Foreign Trade policy, Industrial policy (including SSI) since 1991, Economic Liberalization, Public sector vis-à-vis Privatization, Policy for Navaratnas
- 3. Banking System :** Role of Central Bank, Role of Commercial Banks, Non-banking financial institutions, Development Banking, Development Financial Institutions
- 4. Political Environment :** Government's role in Business: Regulatory role, Infrastructure Development, Entrepreneurial role of government, Indian Political Institutions
- 5. Socio-cultural Environment :** Impact of socio-cultural environment on business, Responsibility towards consumers, employees, communities (Corporate Social Responsibility), Corporate Governance.
- 6. Legal Environment (with special emphasize to Indian acts) :** Consumer Protection Act, MRTP Act, Negotiable Instruments Act, Cyber Laws

#### **Books Recommended:**

1. Vivek Mittal - Business Environment; Excel Books
2. Justin Paul - Business Environment; TMH
3. Ashwathappa - Essentials of Business Environment ; Himalaya
4. Francis Cherunilam - Business Environment, Himalaya Publishing House

**HRC 102 : Economic Environment of Business**  
**Module II: International Economy**

1. **International Trade:** Theories of absolute and comparative advantage – Hecksher – Ohlin Model of Free trade – Factor Price Equalization – Gains from Trade – Trade policy and LDCs – Tariffs
2. **International Business:** Types and Forms of Capital Movement – MNCs, TNCs, Foreign Collaboration – JVs – Subsidiaries
3. **International Monetary System and Institutions:** Fixed vs. Floating Exchange Rates – Betton Woods to European Monetary System - WTO – World Bank – IMF
4. **International Environment:** Role of WTO, GATT, IMF, IBRD, Asian Development Bank, OPEC, ASEAN, NAFTA, Foreign Investment - different types, significance and control of foreign direct investment, Role of Multi-National Corporations

**Books Recommended:**

1. International Economics – Bosodersten and Geoffrey reed
2. International Economics – Miltiades Chacholiades
3. International Economics – Dominick Salvatore



## **HRC 103: General Management**

### **Module I: Management Principles and Process**

1. **Introduction to Management :** Organisation and the Need for Management, Functions of Management, Role of Managers, Management Level and Skills
2. **Planning:** Importance of Planning, Types of Plans, Planning Process, Steps in Planning Levels of Planning, Techniques of Planning of different resources, Management by Objectives (MBO)
3. **Organizing:** Organization Structure, Formal and Informal Organizations, Departmentation, Line and Staff Functions, Span of Management, Centralization and Decentralization, Authority and Power, Delegation, Committees, Organizing Resources – Physical, Financial, Technical, Material, Human
4. **Directing:** Definition and Purpose, Principles of Directing, Leading Employees – Theory & Styles, Motivating Employees – Theories & Application, Motivation Strategies, Communication – Types, Process, Managerial Practices in Directions, Coordination – Functional and Inter-functional, Support Services, Directing Resource – Physical, Financial, Technical, Human, Information
5. **Controlling :** Purpose and Importance, Areas of Control, Control Methods & Process, Planning – Controlling Linkage, Standards and Measurement of Performance, Performance Control – Monitoring and Correction System, Budgetary Control Methods, Integrated Control System – Physical, Financial, Technical, Human, Information

### **Books Recommended:**

1. S. P. Robbins: Managing Today, Prentice-Hall
2. J. Stoner & R. F. Freeman: Management, Prentice-Hall
3. J. L. Massie: Essentials of Management, Prentice-Hall
4. R. L. Daft: Management, Thomson
5. H. Koontz & H. Weihrich: Essentials of Management, Tata McGraw Hill

**HRC 103: General Management**  
**Module II: Organisation Theory, Structure and Design**

1. **Organization Theory : Basic & Fundamentals**
2. **Classical Theories :** Administrative Theory (Henri Fayol)  
Scientific Management Principles (F W Taylor)  
Theory of Bureaucracy (Max Weber)
3. **Neo-Classical Theory :** Human Relations Approach (Elton Mayo – Hawthorne experiments)
4. **Modern Theory – Contemporary Approaches:**  
Behavioural Approach (Motivation & Leadership Approaches)  
Systems Approach (Socio-Technical System – Tevistock School)  
Quantitative Approach  
Contingency Approach (Situational Factors – Technology, Environment)
5. **Organization Structure & Design :** Types of Organizational Structure (Product bases, Function based, Location/Area based, Virtual) Determinants of Design, Design Options – Technology, Size, Nature of Business, Product Life Cycle

**Books Recommended:**

1. S. P. Robbins: Organizational Behaviour, Prentice-Hall
2. Fred Luthans: Organizational Behaviour, McGraw Hill
3. Kavita Singh: Organizational Behaviour, Text & Cases, Person
4. Uma Sekaran: Organizational Behaviour, Text & Cases, McGraw Hill
5. Mary J. Hatch: Organizational Behaviour, Oxford University Press

**HRC 104 : Organisational Behaviour**

**Module I: Individual Behavior**

1. Introduction
2. Values and Cultural Differences
3. Basic Concepts of Personality, Personality Models and Personality Attributes
4. Perception
5. Attitude and Emotions
6. Motivation

**Books Recommended:**

1. S. P. Robbins: Organizational Behaviour, Prentice-Hall
2. Fred Luthans: Organizational Behaviour, McGraw Hill
3. Kavita Singh: Organizational Behaviour, Text & Cases, Person
4. Uma Sekaran: Organizational Behaviour, Text & Cases, McGraw Hill
5. Mary J. Hatch: Organizational Behaviour, Oxford University Press
6. The Focussed Leader, Coleman, 2013
7. Personality, Paranjape 1996
8. Athos d Gabarro, 1972
9. Greenberg 2009

**HRC 104 : Organisational Behaviour**  
**Module II: Group Behaviour in Organisations**

1. Introduction
2. Work Group Behaviour Model
3. Interpersonal Needs and Communication
4. Managerial Traits and Skills
5. Effective Leadership Behaviours
6. Group Development
7. Empowerment and Delegation
8. Managing Conflict
9. Power and Influence and Networking
10. Transformational Leadership

**Books Recommended:**

1. S. P. Robbins: Organizational Behaviour, Prentice-Hall
2. Fred Luthans: Organizational Behaviour, McGraw Hill
3. Kavita Singh: Organizational Behaviour, Text & Cases, Pearson
4. Uma Sekaran: Organizational Behaviour, Text & Cases, McGraw Hill
5. Mary J. Hatch: Organizational Behaviour, Oxford University Press
6. The Focussed Leader, Coleman, 2013
7. Personality, Paranjape 1996
8. Athos d Gabarro, 1972
9. Greenberg 2009

**HRC 105: Accounting for Managers**  
**Module – I: Financial Accounting**

1. Conceptual Framework
2. Introduction to Accounting standards and IFRSs
3. The Accounting Cycle and Preparation of Financial Statements
4. Corporate Financial Statements: Presentation and Disclosure
5. Financial Statement Analysis

**Books Recommended:**

1. Narayanswamy, PHI – Managerial Accounting
2. Bhattacharyya, A. PHI (Essentials of Financial Accounting
3. Banerjee, Ashok, Financial Accounting., Excel Books
4. Kishore Ravi M. – Cost & Management Accounting
5. Banerjee B - Cost & Management Accounting
6. Bhattacharyya A. - Cost & Management Accounting

## **HRC 105: Accounting for Managers**

### **Module – II: Cost and Management Accounting**

1. Cost concepts and need for cost management (Strategic cost management)
2. Ascertainment and absorption of cost.
3. CVP analysis; Marginal Costing and Managerial Decision Making.
4. Cost control through budgets and standards (introductory aspects).

#### **Books Recommended:**

1. Narayanswamy, PHI – Managerial Accounting
2. Bhattacharyya, A. PHI (Essentials of Financial Accounting
3. Banerjee, Ashok, Financial Accounting..., Excel Books
4. Kishore Ravi M. – Cost & Management Accounting
5. Banerjee B - Cost & Management Accounting
6. Bhattacharyya A. - Cost & Management Accounting

## **HRC 106: Statistics for Management**

### **Module I: Quantitative Techniques for HRM-I**

Collection and presentation of data; Frequency Distribution; Measures of Central Tendency, Dispersion, Skewness & Kurtosis, Correlation & Regression, Time-series Analysis, Index Number Analysis.

#### **Books Recommended:**

1. Chandha, N.K. *Statistics for Behavioral and Social Scientists*, Reliance Publishing House, Delhi, 1996
2. Gupta, S. P. and Gupta M. P. *Business Statistics*, new Delhi, Sultan Chand, 1997
3. Kazmier, L. J. and Pohn, N. F. *Basics Statistics for Business and Economics*. New York, McGraw Hill, 1988.
4. Levin Richard L. and Rbin David S. *Statistics for Management*. New jersey, Prentice Hall Inc., 1995.
5. Terry, Sineich, *Business Statistics by Examples*. London, Collier Mac Millan Publishers, 1990.

## **HRC 106: Statistics for Management**

### **Module II: Quantitative Techniques for HRM-II**

Probability Theory and Probability Distributions – Binomial, Poisson, Normal and Exponential; Types of Samples-Random Sampling Techniques  
- Sampling Distributions – Sampling Error – Estimation

#### **Books Recommended:**

1. Chandha, N.K. *Statistics for Behavioral and Social Scientists*, Reliance Publishing House, Delhi, 1996
2. Gupta, S. P. and Gupta M. P. *Business Statistics*, new Delhi, Sultan Chand, 1997
3. Kazmier, L. J. and Pohn, N. F. *Basics Statistics for Business and Economics*. New York, McGraw Hill, 1988.
4. Levin Richard L. and Rbin David S. *Statistics for Management*. New jersey, Prentice Hall Inc., 1995.
5. Terry, Sineich, *Business Statistics by Examples*. London, Collier Mac Millan Publishers, 1990.

## **HRC 107: Environment Management**

### **Module I: Values & Ethics in Business**

1. **Introduction:** Nature of business ethics; ethics and morality; ethics versus law; Kohlberg's six stages of moral development; levels of ethical analysis.
2. **Ethical Principles in Business:** The teleological approach; the deontological approach; the virtue ethics approach; the systems development approach; ethical relativism.
3. **Business Ethics and Strategy:** Strategic vision, ethical stance, corporate philosophy and Freeman's concept of enterprise strategy; business and society – the stakeholder theory versus social contract theory of the firm; various nuances of corporate social responsibility.
4. **Managing Ethical Dilemmas:** Dilemma versus decision; characteristics of ethical dilemmas; the dilemma resolution process.
5. **Application of Business Ethics in HRM:** Workplace ethical issues – whistle-blowing; insider trading; employee discrimination; sexual harassment; corporate espionage; ethical dilemmas in human resources management; ethics in multinational companies (MNCs)
6. **Leadership Ethics:** Personal integrity and self-development; wisdom-based leadership, Ethical Leadership.
7. **Ethics & Social Responsibility**

#### **Books Recommended**

1. Boatright, J. R. *Ethics and the Conduct of Business*, Personal Education
2. Chakraborty, S. K., *Ethics in Management*, Oxford
3. Hosmer, LRT, *The Ethics of Management*, Universal Book Stall
4. Petrick, J. A. and Quinn, J.F., *Management Ethics: Integrity at work*, Response Books
5. Velasquez, M.G., *Business Ethics: Concepts and Cases*, Prentice Hall of India

## **HRC 107: Environment Management**

### **Module II: Sustainable Development and Corporate Sustainability**

1. **Resources:** Natural and Human. Ecosystems and Eco-system Management. Resources and the Environment.
2. **Development and Environment:** Sustainable Development. Market and Market failure: Externalities, Common property resources and Public goods.
3. **Environment Valuation:** Environmental impact assessment. Environment audit. Environmental quality standard and certification. Environmental Management System: ISO14000.
4. **Pollution Mitigation:** Command and Control strategies, Incentive-based strategies, Technology-based strategies.
5. **Intra-mural Environment:** Organizing for corporate environmental management. Workplace environment. Indoor pollution. Waste minimization and House keeping.
6. **Environmental risk:** Industrial disaster management.
7. **Overview of Sustainability**
8. Business Case for Sustainability: Strategic Perspective and Stakeholder Perspective
9. Sustainability: Functional Perspectives
10. Sustainability Measurement and Reporting
11. Integrating Sustainability into Business Decisions – Operations Perspective

#### **Books Recommended**

- 1 Barry C. Field, Environmental Economics: An Introduction. McGraw-Hill International
- 2 Rabindranath Bhattacharya (edited), Environmental Economics. (OUP)

## **HRC 108: Communication and Psychology in Business**

### **Module I: Managerial Communication**

1. Fundamentals of Communication
2. Non-Verbal Communication
3. Culture and Communication
4. Intercultural Communication
5. Professional – Formal Communication
6. Organizational Communication

**HRC 108: Communication and Psychology in Business**  
**Module II: Psychology in Business**

1. **Introduction:** Definition, Scope, Methods and Branches of Psychology (Industrial/Organizational Psychology). Different school of approaches: Behaviouristic approach, Gestalt school, Psychoanalytic school etc.
2. **Perceptual Process:** Factors influencing perception, Perceptual Constancy & Attribution theory, Techniques in Perception and its application.
3. **Learning:** Concepts and Principles, Theories of Learning, Types, Techniques of Administration, Reinforcement, Effect of Punishment
4. **Individual Decision Making:** Rationality & creativity in decision making, Normative and cognitive models, organizational decision-making process and individual differences.
5. **Personality & Emotional Intelligence:** Foundation of Individual behaviour and Ability; Determinants of personality, Traits & personality attributes, personality assessment. Concept of IQ, EI and EQ, Mind and emotion, applying EQ in organizations, Managing emotion

**Books Recommended**

1. Munn, N. L, Ferland, L. D. and Ferland, P.S.: Introduction to Psychology, Oxford, IBH Publishing
2. Morgan, C.T. King, R. A., Weisz, J.R. and Schopler, J. : Introduction to Psychology, McGraw Hill
3. Robbins, S.P., Organizational Behaviour, PHI
4. Goleman, D., Working with Emotional Intelligence; Bloomsbury
5. Singh, Dalip, Emotional Intelligence at Work, Response Books



## Semester- II

### HRGE-201: MIS

#### MIS- I Fundamental of MIS and Computer Applications

**MIS:** Definition, Concept, Characteristics, Factors of designing successful MIS, Steps involved in setting up MIS, Advantages of MIS, Problems involved in installing and operating MIS, MIS growth stages theory in an organizations, Limitations of MIS, Status of MIS personnel. Dimensions of information need at different levels of management, Uncertainty absorption & planning, organizing and controlling.

**Decision Support System:** Characteristics, Ingredients, Formulation of programmed decision rules.

**Reporting:** General principles, Types of reporting, Considerations of developing management reporting system.

**Information Systems for Functional Areas:** Accounting information system, Financial information system, Marketing information system, Human Resource information system, Production information system, Materials Handling information system.

**Database Management System:** Introduction, Facilities of database, Database Administrator, Abstract architecture for a database system – External level, Conceptual level, Internal level, Schema and Sub-schema, DBMS in operational steps, DDL, DML.

Data structures and corresponding operations – Relational approach, Hierarchical approach, Network approach, Relational approach – Relations, Tuples, Attribute, Domains, Cardinality, Idea of Normalization. Enterprise Management System/ Enterprise Planning Business Process Re-engineering. Introduction to E-Commerce.

#### Books recommended:

- 1) Murdick & Ross – MIS – PHI
- 2) George M. Scot – Principles of MIS – McGraw Hill
- 3) Date C. J. – Database Management System
- 4) Basandra Suresh K. – Computer systems today – Wheeler.
- 5) Introduction to Information technology, ITLESL - Pearson Education
- 6) Fundamentals of Computers – Sinha & Sinha, BPB publication

## **HRGE-201: MIS**

### **Module – II Social Research Methods**

**Introduction:** Meaning of research; Objective of research; Types of research

**Problem Formulation and Research Design:** Broad problem area, Literature survey; Problem formulation; Hypothesis development; Research design; Experimental design

**Scaling Techniques and Questionnaire Design:** Types of scale; Rating scales; Ranking scales; Scales for stimuli; Scales for respondents; Scales for both stimuli and respondents; Questionnaire construction; Checklist in questionnaire construction

**Sampling Design and Data Collection:** Selection of random sample; Probability and non-probability sampling techniques; Sampling distributions (statement only); Sample size decisions; Field work

**Data Preparation and Data Analysis:** Coding, editing and data entry; Tabulation of data; Univariate data analysis; Parametric and nonparametric tests; Analysis of variance; Overview of some bivariate and multivariate data analysis; Use of statistical packages.

**Report Preparation and Presentation:** The research proposal; Characteristic of a well-written report; Report format; Report presentation.

#### **Books recommended**

- 1 R. Panneerselvam (Prentice Hall of India) – Research Methodology
- 2 C. R. Kothari (New Age International Ltd) – Research Methodology
- 3 U. Sekharan (John Wiley and Sons) – Research Methods for Business
4. Saunders (Pearson Education) – Research Methods for Business Students
5. S. N. Murthy and U Bhojanna (Excel Books) – Business Research Methods
- 6 G. C. Beri (Tata McGraw Hill) – Marketing Research
7. N. Nargundkar (Tata McGraw Hill) – Market Research: Text and Cases
8. N. Malhotra (Pearson Education) – Marketing Research: An applied Orientation
9. P.E. Green, D. S. Tull and G. Albaum – Research for Marketing Decisions
10. G. V. Shenoy and M. Pant (Macmillan India) – Statistical Methods in Business and Social Science

## **HRC-202: Finance & Marketing Management**

### **Module-I: Financial Management**

1. Introduction: Concept of finance and functions of financial management; objectives of the firm; time value of money and risk-return relationship.
2. Cost of capital, operating and financial leverages.
3. Capital structure theories.
4. Investment Decisions:
  - (a) Working capital management
  - (b) Capital Budgeting

#### **Books recommended:**

1. Banerjee, B., Fundamentals of Financial Management, Prentice Hall of India
2. Van Horne and Wachowicz, Fundamentals of Financial Management, Pearson
3. Chandra, P., Financial Management, - Theory and Practice, Tata McGraw Hill

## **HRC-202: Finance & Marketing Management**

### **Module-II: Marketing Management**

1. Concept of Marketing and Marketing Management, Marketing as a Business Process, Marketing Environment, Relationship of Marketing Department with Production, Finance, Purchase and Human Resource Department, Demand and Market, Concepts of Consumer Marketing, Industrial Marketing and Services Marketing.
1. Understanding the Consumer:  
Concept of Macro Segmentation, Targeting and Positioning, Five Stage Model of Consumer Buying Process.
2. Elements of Marketing:  
Concept of Marketing Mix, Product Management (Defining Product, Product Hierarchy, Introduction to PLC), Pricing (Factors influencing Pricing, Methods of Pricing), Channel Management (Levels of Channel, Role of Channel Intermediaries.), Marketing Communication and its stages with brief orientation of various theories, Promotion Management (Promotion Mix, Concept of Advertising, Sales Promotion, Public Relation).
3. Management and Control:  
Managing a Sales Team ( Basics of Motivation & Training of Sales Force), Evaluation of Sales Personnel's Performance, Compensation of Sales Force.
4. Emerging issues of Marketing.  
Rural Marketing, Global Marketing.

#### **Books recommended:**

1. Kotler Philip, PHI, New Delhi - Marketing Management
2. Sontaki, C.S., Kalyani Publishers, New Delhi - Marketing Management
3. Kumar, A. & Meenakshi, N., Vikas Publishing House, New Delhi.- Marketing Management
4. Blois, K., Text Book of Marketing Oxford Publishing House , New Delhi.
5. Cundiff, Still & Govoni., PHI, New Delhi - Sales Management

## **HRC-203: Decision Making in HRM**

### **Module – I Marketing Decisions for HR**

1. Marketing Concept and Interface between HR and Marketing in an Organisation
2. Core Branding Concepts, Brand Value Chain
3. Employees First and Customers Second
4. Alignment of Employees with Corporate Vision and Brand
5. Employee Branding
6. Employee Based Brand Equity
7. Empowering Innovation Champions and Cultural Innovation Theory
8. Employer Branding

#### **Books recommended:**

1. Putting the Service – Profit Chain to work, HBR 2008
2. Impact of Technology Quality- Value, Loyalty Chain, Journal of Academy of Marketing Science, 2000, Parsuraman & Grewal
3. Employee Contributions to Brand Equity, CMR, Winter 2014
4. The 4 laws of Enduring Innovation Success – Complete Innovator, 2010
5. The Real causes of Enduring Market Leadership – Tellis and Golder, Sloan Mgmt. Review

### **HRC-203: Decision Making in HRM**

#### **Module – II Strategic Management**

1. Introduction and Overview
2. Basic Strategy Frameworks and Industry Analysis
3. Industry and Competition
4. Competitive Rivalry
5. RBV, Core Competency, Value Chain Analysis
6. Corporate Process: Knowledge Management
7. Strategy and Leadership

#### **Books recommended:**

1. Porter, M.E.(1996), What is Strategy? HBR, Nov-Dec, 61 – 78
2. Porter, M.E.(1975), Notes on Structural Analysis of Industries, HBP
3. Collis, D.J. & C. A. Montgomery (1995), Competing on Resources, HBR, 73(4): 118-128
4. Ghemawat, P. & J. Rivkin (2006), Creating Competitive Advantage, HBS Note: 9-798
5. Prahalad C.A.& Hamel, G. (1990), The Core Competence of the Corporation, HBR 68(3): 79-91
6. Hagel J., Singer M., (1999), Unbundling the Corporation, HBR
7. Nonaka, I., (2007), Knowledge Creating Company, HBR, 85(7/8), 162-171
8. Montgomery, C. A., 2008, Putting Leadership back into Strategy, HBR 86(1): 54-60

### **HRC-204: Operations & Quality Management**

#### **Module-I: Production & Materials Management**

1. Production planning and control: production systems, types of production, re-planning and control functions, relations with other departments, efficiency of production planning and control – scheduling – Gantt Charts.
2. Plant maintenance and materials handling: types of maintenance – preventive, predictive and overhaul, selection of good materials handling equipment, methods of materials handling.
3. Work study: method study, motion study, work measurement, performance rating, work sampling, time study.
4. Operations management: operations scheduling, job shop, batch shop and service systems, PERT, CPM, Inspection & Quality Control, TQM.
5. Inventory planning and control: EOQ models – without shortage, with shortage, with price breaks, effect of quality discount, ABC, FSN, VED classification, inventory control: perpetual, two-bin and periodic inventory system, material requirements planning (MRP) and just in time (JIT).

#### **Books recommended:**

1. S N Chary: Production and Operations Management: Tata McGraw Hill
2. Panneerselvam, Production and Operations Management, PHI
3. Adam, Production and Operations Management, Pearson Education /PHI
4. Altekarr, Production Management, Jaico
5. Gaither, Operations Managements, 9<sup>th</sup> ed, Thomson Learning
6. N G Nair: Production and Operations Management: Tata McGraw Hill
7. E S Buffa & R K Sarin: Modern Production/Operations Management

## **HRC-204: Operations & Quality Management**

### **Module-II: Quality Management**

Fundamentals of TQM ; The Evolution of Quality ; Terms and Definitions ; Concept of Internal and External Customer ; Changing Market Environments ; Capturing Voice of Customer ; Parameters of Product and Service Quality ; Concepts and Philosophies of TQM ; Concept of Process and System ; Process structure and requirements ; Quality Planning ; Quality Improvement -Incremental and Breakthrough ; The Plan-Do-Check-Act Cycle ; Sources of Variation ; Statistical Process Control ; Quality Management System - ISO 9000 ; Quality Management Principles ; Problem Solving Tools and Techniques ; (Quality Circle Techniques) ; Process Capability ; 6 Sigma Methodology ; Failure Mode and Effect Analysis ; Mistake Proofing – Poka Yoke ; 5-S and Housekeeping ; Lean Management and Waste Reduction ; Total Productive Maintenance ; Benchmarking ; People Involvement in TQM ; Economics of Quality ; Business Balanced Score Card ; Business Excellence Models.

#### **Books Recommended:**

1. J. M. Juran & Frank M Gryna - Quality Planning & Analysis
2. D. D Sharma - Total Quality Management Principles Practice & Cases
3. Joseph Juran & A. Blanton Godfrey (Ref Copy) - Juran's Quality Handbook
4. Masaki Imai - Kaizen: The Key to Japan's Competitive Success
5. Douglas Montgomery, Cheryl Jeennings & Michael E P fund -Managing, Controlling and Improving Quality
6. James R Evans and James W. Dean - Total Quality: Management, Organisation & Strategy

## **HRC-205: Human Resource Management – Introduction**

### **Module I: HRM – I**

1. Evolution of HRM as a subject, HRM functions, roles and process.
2. Basics of HR Planning. Methods and Techniques
3. Job Analysis and Job Evaluation: Job analysis, concepts, process, uses, limitations; Job Description, Job Specification; Job Evaluations: concepts, methods, limitations.
4. Recruitment, Selection, Retention, Training plan and Development, Career plan.

#### **Books recommended**

1. D J Bell, Planning Corporate Manpower, Longman
2. J W Walker, Human Resource Planning, Mc Graw Hill
3. B O Pettman & G Taverneir, Manpower Planning Workbook, Gower
4. M Bennison & J Casson, The Manpower Planning Handbook, Mc Graw Hill
5. ILO, Job Evaluation
6. G Bolander, S Snell & A Sherman, Managing Human Resources, Thomson
7. C B Mamoria & S V Gankar, Personnel Management, Himalaya
8. N P Rajsekharan, Competency Web, University Press
9. Strategic HRP, Paul Turner, Jaico

**HRC-205: Human Resource Management – Introduction**  
**Module II HRM-II**

1. Compensation Management
2. Performance Management System
3. Succession Planning, Talent Management
4. HR Score Card, Competency Mapping, Attrition

**Books recommended**

1. D J Bell, Planning Corporate Manpower, Longman
2. J W Walker, Human Resource Planning, Mc Graw Hill
3. B O Pettman & G Taverneir, Manpower Planning Workbook, Gower
4. M Bennison & J Casson, The Manpower Planning Handbook, Mc Graw Hill
5. ILO, Job Evaluation
6. G Bolander, S Snell & A Sherman, Managing Human Resources, Thomson
7. C B Mamoria & S V Gankar, Personnel Management, Himalaya
8. N P Rajsekharan, Competency Web, University Press
9. Strategic HRP, Paul Turner, Jaico

**HRC-206: Industrial Relations**

**Module I: Industrial Relations – Concepts & Framework**

1. Employee Relations: Meaning and scope, Theoretical Background of ER, Parties to ER, Industrialisation Strategy and ER.
2. ER in India: Labour Policy in Five Year Plans, Bipartism, Tripartism; Role of government and State; Role of management; Role of Trade Unions.
3. Industrial Disputes: Causes, Types, Trends.
4. Labour Welfare and ER: Concept, Purpose, Statutory and Non-statutory provisions, ILO Conventions
5. Globalisation and ER.

**Books recommended**

1. R : C S Venkata Ratnam, Publisher OUP
2. I R : Arun Monappa, Publisher Tata McGraw-Hill
3. I R : Ratna Sen Publisher Macmillan India
4. HRM Texts and Cases: K Aswathappa, Publisher Tata McGraw-Hill
5. H R Strategy: George F Dreher & Thomas W Dougherty, Publisher Tata McGraw-Hill

## **HRC-206: Industrial Relations**

### **Module II: Fundamentals of Labour Laws**

1. Constitution of India
  - Fundamental Rights including Writs
  - Directive Principles of State Policy
  - SLP
  - Binding Effect of Supreme Court Decision (Precedent)
2. The Contract Labour (Regulation and Abolition) Act, 1970
  - Objects
  - Definitions: Contract Labour, Contractor, Workman, Principal Employer
  - Advisory Boards, Registration and Licensing of the Contractors
  - Implication of Section 10 of the Act
  - Abolition vis-à-vis Absorption
  - Welfare and Health etc.
3. Labour Laws in IT Industry
4. Apprentices Act, 1961

## **HRC-207: Economics of HR and Finance**

### **Module I: Economics of HR**

1. Understanding the Market
  - Demand for workers
  - Supply decisions of the worker
  - The Market equilibrium
2. Incentives and Compensations
3. Investment in Human Capital
4. Trade Union and Collective Bargaining

## **HRC-207: Economics of HR and Finance**

### **Module II: Money Banking and Finance**

1. An Overview of the Financial System
2. Financial Markets and Instruments
3. Principles of Financial Markets and Interest Rates
4. Economics of Banking (Depository) Institutions
5. Central Banking, Monetary Policy and Regulation

## **HRC-208: Term Paper**



## Semester- III

### **HRC 301 Human Resource Acquisition**

#### **Module I – Human Resource Recruitment**

1. HR Policy on Recruitment
2. Recruitment Plan, Sources
3. Policies on Promotion Transfer, Compensation Leaver, Retention, Discipline
4. Recruitment process, Budget compliances
5. E- Recruitment

### **HRC 301 Human Resource Acquisition**

#### **Module II – Human Resource Selection**

1. Selection – methods
2. Placement, Induction,
3. Redeployment, Rotation, Enlargement
4. Special appointments
5. Alternative Staffing options

### **HRC 302 Employee Relations – I**

#### **Module I – Employee Relations – Principles & Practices**

1. **Employee Relations:** Meaning and scope, Theoretical Background of ER, Parties to ER, Industrialization Strategy and ER.
2. **ER in India:** Labour Policy in Five Year Plans, Bipartism, Tripartism; Role of government and State; Role of management; Role of Trade Unions.
3. **Industrial Disputes:** Causes, Types, Trends.
4. **Labour Welfare and ER:** Concept, Purpose, Statutory and Non-statutory provisions, ILO Conventions
5. **Globalisation and ER.**
6. **Background:** Industrial Relations vs Employee Relations, Assumption – Traditional vs New
7. **Organizational and Behavioural Aspects of Employee Relations**  
Nature and Type of Employees (needs, desires, aspirations, drive, motivation),  
Managerial Assumptions about Employees.
8. **Management of Employee Relations**  
Practices in Industry, Power & Authority Structure, Organizational Politics, Conflict Handling, Consultation, Counselling, Mentoring, Building Positive Employee Relations and Work Culture.

#### **Books Recommended:**

1. C.V.Venkata Ratnam: Industrial Relations, OUP
2. E.A.Ramaswamy & Uma Ramaswamy: Industry and Labour, OUP
3. A. Monappa: Industrial Relations, Tata McGraw Hill
4. ILO: Collective Bargaining
5. B D Singh: Industrial Relations, Excel Books
6. Govt. of India: The National Commission on Labour (1969)

## **HRC 302 Employee Relations – I**

### **Module II – Role of HR in Knowledge Management**

1. Introduction to Knowledge management
2. Knowledge management and organization design
3. Knowledge management and culture
4. Knowledge management, strategy and HRM
5. Communities of Practice and KM

## **HRC 303 Employee Relations – II**

### **Module I- Grievance Resolution**

1. Changing Concept of meaning of discipline from ancient period to Modern era (Oriental and Occidental) with reference to Social, Economic, Political and Psychological Perspective
2. Discipline as a process of learned behaviour – Socialization – Role of institutions – family, educational institutions, society, organization. Reward and punishment as reinforce
3. Employee Involvement: Meaning, Methods, forms of involvement and participation, Planning for involvement and participation, etc.
4. Understand of Employment Practices: Terms and references of employment in terms of employment contracts, Transfer policy and procedure affecting attitude of the employees, Promotion procedure, Managing workforce diversity, Biographical characteristics and employment.
5. Disciplining and Communication – Interpersonal, communication – Barriers
6. Organisational Culture and discipline
7. Managerial and Leadership practices and discipline
8. Self discipline reference to our bodily system
9. Techniques of modifying behaviour

### **Books Recommended:**

1. Developmental Psychology: Eligabeth. B. Hurlcok
2. A Handbook of Personnel Management Practices – M. Armstrong

**HRC 303 Employee Relations – II**  
**Module II – Managerial Counseling**

1. **Counselling:** Definition, different approaches – Psychodynamic, Existentialism, Behaviouristic (cognitive), Humanistic, Eclectic Theories
2. **Problems of Behaviour:** (According to DSM IV TR) Special reference to Anxiety, Depression, Emotion, Stress and its consequences on performance. Intervention strategies and techniques. Absenteeism
3. **Employee Counselling:** Present Status. Work to family, family to work conflict – consequences
4. **Occupational Health Hazards:** General employees, IT jobs with special reference to Alcoholism, General diseases, HIV-AIDS. Intervention techniques and strategies
5. **Measurement of personality, Adjustment, Anxiety, Depression**
6. **Developing Counseling Skill:** Micro skill in Communication

**Books Recommended:**

1. Theories and Practice of Counseling and Therapy – Richard Nelson Jones, Sage
2. Counseling and Guidance – S. Narayana Rao, Tata McGraw-Hill
3. Theory and Practice of Group Counselling – Corey. G. Belmant
4. Workplace counseling: A systematic approach: Michael Carroll, 1996
5. The Integrations of Employee Assistance Work (2006) Mark Attitude, Pranita A. Herlihy

## **HRC 304 Training and Development and Performance Management**

### **Module I –Training & Development**

1. **Human Resource Development** : An Introduction – Evolution, Meaning, Purpose & Process
2. **Training and Development** : Objectives and Importance, Role of Trainer, HR Manager and Line Manager
3. **Assessing Training Needs**: Organizational Analysis, Task Analysis, Individual Analysis, Role Analysis, Skill Analysis, etc.
4. **Individual Development through Training**: Designing Training Programme, Importance of learning principles to this end.
5. **Methods of Training** : On-the-job training, Off-the-job training; management development program
6. **Delivering Training Programmes**: Issues and concerns
7. **Evaluation of Training Programs** : Need, Techniques, Models
8. **Individual Development through Non-training** : Methods - Job Redesign Programme; Job Enlargement, Job Enrichment, Job Rotation; Job Characteristic model, Matching of personnel with the job, Suggestion Schemes, Career Planning, Counselling
9. **Team Development Programmes** : Methods and Schemes - Quality Circle, Kaizen
10. **Technological Advancements in Training**

### **Books Recommended:**

1. H. Aguinis: Performance Management, Pearson
2. Udai Pareek & T. V. Rao: Designing & Managing Human Resource Systems, Oxford & IBH
3. K. Aswathappa: Human Resource Management – Text & Cases, Tata McGraw Hill
4. B. Pattanayak: Human Resource Management, Prentice Hall
5. P. Jyothi & D.N. Venkatesh: Human Resource Management, OUP
6. K.K.Chaudhuri: Human Resource Management - Principles & Practices, Himalaya

## **HRC 304 Training and Development and Performance Management**

### **Module II – Performance Management**

#### **1. Performance Appraisal & Evaluation**

Purpose, Approaches – Subjective & Objective, Focus of Appraisal – All Employees or Managers, Benefits of Evaluation

#### **2. Performance Appraisal Methods**

Type of Appraisal – by Boss (Reporting & Reviewing Officer), By self, By Team or Mixed, Appraisal Instruments – Annual Confidential Report, Ranking, Critical Incident, Behaviorally, Anchored Rating, MBO

#### **3. Appraisal Process**

Issues and Problems, Practices in Industry, Anxieties of Appraiser & Appraisee, Steps in reducing Appraisal Problems

#### **4. New Appraisal System**

360 Degree Feedback, Potential Appraisal, KRA & KPI linked Appraisal, Joint Goal Setting & Appraisal, Practices in Indian Industries

#### **5. Appraisal Interview**

Types, Conducting the Appraisal Interview, Performance Improvement Guidelines, HR Scorecard, Role Play on Appraisal Interview

#### **6. Performance Appraisal**

Strategic Issues & Case Studies

#### **7. Performance Management System (PMS)**

Introduction – Meaning, Purpose & Process, Organizational Culture and Performance, HR Strategy & Performance Planning, Organizational and Performance Feedback, Technology-based and Learning and Performance, Performance Appraisal to Performance Improvement

#### **8. Performance Management (PM)**

PM & Development programmes, PM & Reward Structure, Effects of PM – Retention, Commitment, Ownership & Belongingness, PM & Business Strategy linkage.

### **Books Recommended:**

1. H. Aguinis: Performance Management, Pearson
2. Udai Pareek & T. V. Rao: Designing & Managing Human Resource Systems, Oxford & IBH
3. K. Aswathappa: Human Resource Management – Text & Cases, Tata McGraw Hill
4. B. Pattanayak: Human Resource Management, Prentice Hall
5. P. Jyothi & D.N. Venkatesh: Human Resource Management, OUP
6. K.K.Chaudhuri: Human Resource Management - Principles & Practices, Himalaya

## **HRC 305 Compensation Management**

### **Module I – Principles of Compensation**

1. Objective and Important Issues in Compensation Management.
2. Concept of Wage and Salary: Theories of wage, minimum wage, fair wage, living wage, need-based wage, time & piece wage.
3. Elements of Wage and Employee Reward : Process of wage & salary determination, wage & salary structure, Dearness Allowance, Essential components of a sound wage structure.
4. Rewarding Performance : Issues & Challenges, Evaluating the rewarding system, Executive Compensation.
5. Job Evaluation and Job analysis
6. Performance based compensation
7. Severance compensation
8. International compensation

#### **Books Recommended:**

1. Compensation, Milkovich & Newman, Tata McGraw Hill
- 2 Understanding Wage System by A.M.Sarma; Publisher - Himalaya Publishing House.
3. Compensation Management by V. Vijayalakshmi; Publisher - Virinda Publications (P) Ltd., Delhi - 91
4. Labour Cost and Compensation Management by Prof. A.P.Rao; Publisher - Everest Publishing House.

## **HRC 305 Compensation Management**

### **Module II – Salary & Wage Administration**

1. Machineries for wage & salary fixation : Pay Commission, Wage Board, Adjudication, Bargaining.
2. Techniques for Fixation of wage & salary : Job Analysis, Job Evaluation, Wage Differential, Market Rate Analysis.
3. Employee Benefits : Components & Trends in India, Bonus, Fringe Benefits, Incentive Schemes, Employee Stock Option Plan (ESPO).
4. Wage Legislations : The Payment of Wages Act 1936, The Minimum Wages Act 1948, The Payment of Bonus Act 1965, The Equal Remuneration Act 1976, Computation of Taxable Income under Income Tax Act.

#### **Books Recommended:**

1. Compensation, Milkovich & Newman, Tata McGraw Hill
- 2 Understanding Wage System by A.M.Sarma; Publisher - Himalaya Publishing House.
- 3.Compensation Management by V. Vijayalakshmi; Publisher - Virinda Publications (P) Ltd., Delhi - 91
4. Labour Cost and Compensation Management by Prof. A.P.Rao; Publisher - Everest Publishing House.

## **HRE 306A Organizational Development**

### **Module I – Managerial Competencies and Career Development**

1. Introduction and Overview
2. Concept of Competency
3. Competency and Modeling Tools (BEI, RG & Other Tools)
4. Competency Mapping Tools
5. Assessment Centre Approach to Competency Mapping
6. Psychometric Approach: Competencies and Emotional Intelligence
7. Competency Based HRM
8. Career Development

## **HRE 306A Organizational Development**

### **Module II – Management of Change and Organisational Development**

1. Organisational Change: Concept, Change Agent, Resistance to Change, Managing Planned Change, Need for organizational change/forces for change
2. Models and Dynamics of Change:
  - Types of change, Models and Theories of Planned Change
    - Lewin's change Model and Force-Field Analysis
    - Edgar Schein's Seven Stage Model
    - Kotter's Eight Stage for leading organizational change
    - Systems Models of change
  - Definition and characteristics of Systems, A System Model of Change (Fuque & Kurpius, 1993), David Nadler's Congruence Model showing Organization as a System
3. Resistance to Change:
  - Forms/Continuum of resistance to change, Sources of resistance to change: Why People resist change in the workplace, Managing resistance to change
4. Influence of Change in Organisational Behaviour, Innovations in management process.
5. Foundations of Organisational Development (OD)
6. OD Intervention: An Overview

### **Books Recommended:**

1. S. P. Robbins: Organisational Behaviour, PHI
2. Fred Luthans: Organisational Behaviour, McGraw Hill
3. Mary J. Hatch: Organisational Behaviour, Oxford



## **HRE 306B Contemporary HR Issues- I**

### **Module I – Managing Diversity in Workforce**

1. Introduction: Diversity as good Business Sense
2. Relevance of diversity in Indian Context
3. Managing Workplace diversity
4. Mental Models for diversity
5. Foundation Building: Understanding and Valuing Workplace diversity at the Individual Level of Analysis and Organisation Level
6. Diverse Leadership Styles: The Impact of Gender and Culture
7. Breaking through Glass Ceiling
8. Sexual Harassment

## **HRE 306B Contemporary HR Issues- I**

### **Module II – HR Issues in Merger & Acquisition**

1. Drivers for Merger & Acquisition
2. People related strategic perspective for effective integration during pre and post Merger & Acquisition processes in organization
3. Prioritizing and integrating functional HR systems and process for smooth transition during pre and post Merger & Acquisition processes in organisations
4. Importance of Cultural Integration with a special reference to Indian context in making Merger & Acquisition successful in organizations
5. Fairness and Justice – Role of Manager in Merger & Acquisition processes
6. Key skills required for Managers for successful integration during post merger – learning the framework for understanding and managing transition
7. Contracting skills for building trust and initiating dialogue
8. Resistance and deal with vulnerability during Merger & Acquisition

## **HRE 307A Strategic & Sectoral HRM**

### **Module I –Strategic HRM**

1. Fundamentals of Strategic Management
2. Strategic HRM –Introduction, HR strategy and Business Strategy: Integration, The Harvard Framework The Intellectual Capital and Human Capital
3. Evolution of SHRM, Strategic fit, Models of Strategic HRM, Indian Context Case discussion
4. Human Resource Environment – trends, HR Challenges and changes. Technology and HRM, HR outsourcing – cases
5. Functional Strategies in HRM – Strategic HR Planning to Developing performance, compensation and reward strategy, mentoring relationship – case – discussion
6. Strategic Role of HR – the new mandate, Improving Business performance through SHRM
7. SHRM Practices in India: Case Studies

### **Books Recommended:**

1. Armstrong Michael and Angela Baron: Handbook of Strategic HRM , Jaico Publishing House ,Mumbai 2006
2. Pfeffer, J. Competitive Advantage Through People , Boston, MA: Harvard Business School Press, 1994
3. Chanda A and J Shen HRM : Strategic Integration and Organisational Performance Response, 2009.
4. Dhar , Rajiv L; Strategic Human Resource Management Excel Books, New Delhi, 2008.
5. Fombran, C.J. N.M.Trichy and M. A.Devanna: Strategic Human Resource Management Wiley New York 1984

## **HRE 307A Strategic & Sectoral HRM**

### **Module II- Sector Specific HR Management**

1. HRM and Employee Services
2. Changing Nature of Employment – with reference to IR Acts
3. Emerging Issues of HRM in Manufacturing
4. Emerging Issues of HRM in Services Sectors
5. Employment in IT and ITES
6. Best Practices in HRM in Manufacturing, Services: Bank, Insurance, IT, ITES – Case Studies
7. HRM in Public Enterprises, Non-profit sector.

### **Books Recommended:**

1. Prof. Armstrong

## **HRE 307B Contemporary HR Issues- II**

### **Module I- Social Banking & Micro Finance**

1. Financing Small Economic Operators
2. Genesis and Evolution of the process of institutionalization of rural financial services in India
3. Financial inclusion: Strategies adopted in India and the macroeconomic imperatives for achieving the goal of inclusive finance
4. Key pillars of social banking in India
5. Composition of the Intuition Credit System (ICS) operating as a part of the multi - agency system
6. Regional Rural Banks (RRBs), Cooperative Credit Institutions and Local Area Banks (LABs) etc. and those operating at the apex level like RBI, NABARD, SIDBI and the recently established MUDRA etc.
7. Major policy initiative launched as a part of social banking process in India including:
  - a) Nationalization of Major Sector Commercial Banks
  - b) Revolution of the Concept of *Priority Sector Credit*
  - c) Launching of *Lead Bank Scheme (LBS)* and
  - d) Introduction of *Service Area Approach (SAA)* etc.
8. Online of subsidy-linked credit programmes of the Government like PMEGP (formerly PMRY), NRLM (formerly SGSY), NULM (formerly SJSRY) & SRMS (formerly SLRS)
9. Other Credit Schemes launched by the Government/RBI without subsidy-linkage like the *Differential Rate of Interest (DRI) scheme and Kisan Credit Card (KCC) scheme etc.*
10. Overview of lead Bank Scheme (LBS) and Service Area Approach (SAA)
11. Genesis and evolution of microfinance: different models of microfinance operating in India; study of the Self Help Group-Bank Linkage Programme (SBPL) as an innovative strategy of microfinance evolved in India.

## **HRE 307B Contemporary HR Issues- II**

### **Module II-Entrepreneurship and New Ventures**

1. Innovation, Entrepreneurship and Intrapreneurship
2. Creativity & Lateral Thinking
3. Design Thinking
4. Development and Evaluation of Business Idea
5. Introduction to Business Model Generation
6. Developing Lean Business Model for the Business Idea
7. Exit Strategies
8. Scaling up the venture

## **HRE 308 Term Paper**

## Semester- IV

### **HRC 401 Legal Environment – I**

#### **Module I – Laws on Establishments (Factories Act)**

1. Labour regulatory framework  
Labour legislation- Need, aim, scope, principles, constitutional understanding and concept of tort and brief outline of industrial jurisprudence, Major defects in Indian labour laws
2. Company Act 1956  
Nature and types, Formation, Memorandum of Association, Article of Association, Prospectus, Role of Directors, Meetings, Structure of Company Capital, Wind up
3. International Standard  
Structure and functions of ILO, impact of International labour conference, International Labour Court – Structure & functions, Human rights movements affecting the foundation of labour laws; recommendations of ILO and Process of implementation in Indian context.
4. Contract Act, Partnership Act.
5. Factories Act 1948

### **HRC 401 Legal Environment – I**

#### **Module II – Laws on Establishments (Mining, Plantations, Shops & Establishments)**

1. Mines Act 1952.
2. Plantation Labour Act 1951
3. Shops and Establishment Act
4. Dock Workers Act 1948 [Generic and Comparative discussions are needed]

## **HRC 402 Legal Environment – II**

### **Module I - Laws on Social Security (Workmen's Compensation, ESI, Maternity)**

1. Introduction to IR  
Objectives of IR; Four actors (Workers, Management, Government, Society and their role in maintaining IR), Workers' participation in Management, Industrial democracy, Employee grievance and grievance handling procedures
2. Laws relating to labour relations  
Workmen Compensation Act 1923, Workmen's Compensation Amendment Act 2000, Employees State Insurance Act 1948, Maternity Benefit Act 1961, Equal Remuneration Act 1976.

## **HRC 402 Legal Environment – II**

### **Module II – Laws on Social Security (Gratuity, PF, Pension)**

1. Background of Social Security  
Need for social insurance and Social safety net – Right to information act, Laws relating to Welfare and health provisions, Appeal, Environmental protection and reporting (ISO 14000)
2. Laws relating to Social benefits  
Employers Provident Fund and Misc. Provision Act 1952, The Maternity Benefit Act 1965, Payment of Gratuity Act 1972, Unorganized Workers' Social Security Act 2008.
3. Social Accountability Standard SA 8000

#### **Books Recommended:**

1. Constitution of ILO – ILO Publications
2. S. N. Misra – An Introduction to labour and Indian Laws – Ad agency
3. N. D. Kapoor – Hand book of Industrial laws – Sultan Chand
4. H. K. Saha Roy – Industrial & Labour Laws
5. Krishna Iyer – Protection of Human Rights – AL agency
6. J. N. Pandus – Constitution of India – AL agency
7. Sen & Mitra – Industrial and labour laws – World press
8. Arun Munnappa – Industrial Relations

### **HRC 403 Legal Environment – III**

#### **Module I- Laws on Industrial Relations (ID, TU, IESO)**

1. Industrial Employment Standing Order Act and Standing Order Rules 1946.
2. Contract Labour Act 1970
3. TU Act 1926, TU Amendment Act 2001
4. IESO
5. Industrial Disputes Act 1947

### **HRC 403 Legal Environment – III**

#### **Module II- Laws on Compensation (Minimum Wages, Payment of Wages, Bonus)**

1. Payment of Wages Amendment Act 2005, Payment of Wages Act 1936.
2. Minimum Wages Act 1948, Payment of Bonus Act 1965

### **HRC 404 Labour Welfare**

#### **Module I – Labour Welfare Measures**

1. Scope of Welfare
2. The Directive Principles of State Policy of the Constitution of India
3. Government Policy on Welfare – Prior to Independence and Post Independence
4. ILO Recommendations on Welfare
5. Concept of Intra mural and extra mural welfare.  
Welfare and amenities within the precincts of the establishment – latrines and urinals, washing bathing facilities, crèches, rest shelters and canteens, arrangements for prevention of fatigue, health services including occupational safety, administrative arrangement within a plant to look after welfare, uniforms and protective clothing, shift allowance.  
Welfare outside the establishments – Maternity Benefits, Social Insurance measures including Gratuity, Pension, Provident Fund and rehabilitation, Benevolent Funds, Medical facilities (Physical fitness, Family Planning and Child Welfare). Education facilities, Housing facilities, Recreation facilities (sports, cultural activities, library), Holiday Homes and Leave Travel facilities, Workers' Cooperatives, Vocational Training, Welfare for Women, Youth and Children, Transport facilities
6. Welfare Officers – Statutory provisions, Role and duties

#### **Books Recommended:**

1. Report of the National Commission on Labour (Chapter X & XI) Govt. of India, 1969
2. B. D. Singh: Labour Laws for Managers (Chapter – 3), Excel Books, 2007
3. P. R. N. Sinha, I.B. Sinha & S.P. Shekhar: Industrial Relations, Trade Unions and Labour Legislations (Chapter 16), Pearson Education, 2006

## **HRC 404 Labour Welfare**

### **Module – II Management of Safety and Health**

1. Provisions of Safety and Health under Indian Factories Act 1948
2. Health Provision – Measures in respect of the particular methods of cleanliness, Disposal of Wastes and Effluents, Ventilation and Temperature, Dust and Fume, Artificial Humidification, Overcrowding, Lighting, Drinking Water, Latrines and Urinals and Spittoons.
3. Safety Provisions – Fencing of Machinery, Work on or near Machinery in motion, Employment of young persons on Dangerous Machines, Striking Gear and Devices for cutting off power, Self Acting Machines, Casing of New Machinery, Probation of Employment of Women and Children near cotton openers, Hoists, Lifts, Lifting machines & others, Revolving Machinery, Pressure Plant, Pits, Sump & Opening in floors, Precautions against Dangerous Fumes and Gasses, Precaution against using Portable Electric Light, Explosive or Inflammable Materials, Precaution in case of fire, Safety of Building and Machinery, Maintenance of Buildings.
4. OHSAS 18000 Occupational Health & Safety Standard
5. Safety Officers – Statutory Provisions, Role and Duties

### **Books Recommended:**

1. Report of the National Commission on Labour (Chapter X & XI) Govt. of India, 1969
2. B. D. Singh: Labour Laws for Managers (Chapter – 3), Excel Books, 2007
3. P. R. N. Sinha, I.B. Sinha & S.P. Shekhar: Industrial Relations, Trade Unions and Labour Legislations (Chapter 16), Pearson Education, 2006

## **HRE 405A HR Accounting and Contemporary Corporate Behaviour**

### **Module I-Human Resource Accounting and Audit, HRIS**

1. **Meaning and Definition of HRA** – Evolution of the Concept – Advantages and disadvantages – objectives of Human Resources Accounting
2. **Human Capital and Productivity** – Human Resource Valuation Models
3. **HR Audit** - Audit & Accounting, Scope of Audit, Approaches (Comparative, Compliance, Statistical, MBO approach), Audit Process, Methodology (interview, workshop, questionnaires, Observations, Analysis or records), Challenges in HR Audit, Use of Audit Findings & Action Plan, Benefits of HR Audit.
4. **Balanced Scorecard** - Need for a Scorecard, Building a Balanced Scorecard, Balance Scorecard – Strategic Initiative.
5. **HR Audit in Industry** – Case Study
6. **Introduction** – HRIS, Need & Types of HRIS
4. **HRIS Development Process** - System planning, Design and Development process of HRIS
8. **HR Implementation** - Purpose, Process and Implementation of HRIS
9. **Functions of HRIS in Talent Management** - Guidelines of functionality of HRIS in Talent Management
10. **HRIS in Recruitment & Selection** - Relationship between recruitment and selection with HRIS

#### **Books Recommended:**

1. “Eric G. Flamholtz” Springer: Human Resource Accounting: Advances in Concepts, Methods and Applications
2. Jac Fitz-enz, et. Al: How to Measure Human Resource Management, Mc Graw Hill
3. Rakesh Chandra Katiyar: Accounting for Human Resource, UK Publishing House
4. M. Saeed, D. K. Kulshreshtha: Human Resource Accounting, Anmol Publications
5. D. Prbakara Rao: Human Resource Accounting; Inter India Publications
6. HRIS – by Michael J. Kavanagh & Mohan Thite
7. Michael J. Kavanagh & Mohan Thite

## **HRE 405A Contemporary Labour Issues**

### **Module II- Behavioral Strategy and Decision Making**

1. Introduction to Behavioral Strategy and Decision Making
2. Behavioral Decision Making Model
3. Behavioral Strategy and Top Management Failure
4. Fundamental Judgement Strategy and Comparisons
5. Bounded Awareness and Rationality
6. Contextual and Cultural Effects
7. Fairness and Rationality



## **HRE 405B HRM - New Direction – I**

### **Module I-Competition and Globalization**

1. Understanding Globalisation and Competitiveness – Conceptual
2. Business Context in Emerging Markets
3. Emerging Market Giants, reading CHINA and INDIA
4. MnC'S in Emerging Markets
5. New Business Models Emerging in Today's World

## **HRE 405B HRM - New Direction – I**

### **Module II-Cyber Laws and Intellectual Property Rights**

1. UNCITRAL Model Law
2. Introduction to Information Technology Act, 2000  
Object, Scope, Scheme of the Act, Relevancy with other laws
3. Jurisdictional Issues  
Civil Jurisdiction, Cause of Action, Foreign Judgement, Exclusion clause of contract, Jurisdiction under IT Act, 2000
4. Digital Signature: Technical Issues and Legal Issues  
Digital signature, Digital signature certificate, certifying authorities and liabilities in the event of digital signature compromise, E-governance in India
5. Concept of Cyber Crime and the IT Act, 2000  
Cyber Crimes: Technical Issues, Cyber Crimes: Legal Issues, Cyber Crimes: Legal Issues (Penalty under IT Act), Cyber Crimes: Legal Issues (Offences under the IT Act), Cyber Crimes: Legal Issues (Offences under IPC), Cyber Crimes and Investigation, Cyber Crimes and Adjudication
6. Contract in the InfoTech World  
Status of Electronic contract, Click – Wrap and Shrink - Wrap Contract, Contract formation in the Internet Vis – A – Vis Contract Law
7. Protection of Cyber Consumers in India  
Are Cyber Consumers covered under Consumer Protection Act?, Goods and services, Defect in Goods and Deficiency in services, Restrictive and unfair Trade Practices, Consumer Foras – Jurisdiction and implications on Cyber Consumers in India
8. Introduction to Intellectual Property Rights
9. Trademark Law and Geographical Indication
10. Patent Law
11. Copyrights
12. Designs
13. IP Management

## **HRE 406A HR Accounting and Internal HRM**

### **Module I-Human Resource Accounting & Audit, HRIS**

1. **Meaning and Definition of HRA** – Evolution of the Concept – Advantages and disadvantages – objectives of Human Resources Accounting
2. **Human Capital and Productivity** – Human Resource Valuation Models
3. **HR Audit** - Audit & Accounting, Scope of Audit, Approaches (Comparative, Compliance, Statistical, MBO approach), Audit Process, Methodology (interview, workshop, questionnaires, Observations, Analysis or records), Challenges in HR Audit, Use of Audit Findings & Action Plan, Benefits of HR Audit.
4. **Balanced Scorecard** - Need for a Scorecard, Building a Balanced Scorecard, Balance Scorecard – Strategic Initiative.
5. **HR Audit in Industry** – Case Study
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10. **HRIS in Recruitment & Selection** - Relationship between recruitment and selection with HRIS

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2. Jac Fitz-enz, et. Al: How to Measure Human Resource Management, Mc Graw Hill
3. Rakesh Chandra Katiyar: Accounting for Human Resource, UK Publishing House
4. M. Saeed, D. K. Kulshreshtha: Human Resource Accounting, Anmol Publications
5. D. Prbakara Rao: Human Resource Accounting; Inter India Publications
6. HRIS – by Michael J. Kavanagh & Mohan Thite
7. Michael J. Kavanagh & Mohan Thite

## **HRE 406A HR Accounting and Internal HRM**

### **Module II-International Human Resource Management**

1. International HRM: definitions, concepts, different aspects, difference between International HRM and Domestic HRM; reasons for emergence of International HRM
2. Global Labour Market and Workforce demography
3. International HR staffing, HRD, HR Audit
4. Evolving International Human Resource Management Function International Orientation, Structure of International Human Resource Management
5. Major International HRM issues in cross-border functions  
International HRM and managing diverse culture – cross country variation in Business Culture and Communication, convergence and divergence of culture.
6. Global Labour market and Workforce Demography
7. Global Staffing – Management of Talent in MNCs / MNEs
8. Training and Development in International Human Resource Management

#### **Books Recommended:**

1. Harris, H., Brewster, C. and Sparrow, P. (2003), International Human Resource management, Chartered Institute of Personnel and Development, London
2. Hofstede, G. (1984), Culture's consequences: International differences in work related values, Sage, Beverly Hills, California  
Briscoe, D.R., Schuler, R.S. and Claus, L. (2008) International Human Resource Management, Routledge, London

## **HRE 406B HRM - New Directions – II**

### **Module I- Emotional Intelligence and Managerial Effectiveness**

1. Introduction
2. Emotional Competencies
3. Executive EQ
4. Emotions and Enneagram
5. Rational Emotive Therapy
6. Emotional Transformation
7. Measuring Emotional Intelligence
8. Emotions and Attitudes

## **HRE 406B HRM - New Directions – II**

### **Module II- Cross Cultural Management**

1. Understanding Culture
2. A systematic view of culture
3. Dimension of Cultural Differentiation
4. Dimension of Cultural Differentiation
5. Studies of National Culture
6. Cultural differences in Management / Business Practices

#### **Books Recommended:**

1. Edward T Hall – Key Concepts: Underline Structure of Culture
2. Henry W Lane, Joseph Distefano and Martha Maznevski – Mapping the Culture: Cultural Orientation Framework
3. Geert Hofstede – Cultural Constraints in Management Change
4. Ethan Watters – We aren't the World
5. Madhukar Shukla – Cross Cultural Differences in Business Environments
6. John B Cullen – Why Do National Differ in HRM?
7. Zofia Krokosz – Krynke – Organizational Structure and Culture: Do Individualism / Collectivism and Power Distance Influence Organizational Structure?