

MASTER OF HUMAN RESOURCE MANAGEMENT
DEPARTMENT OF BUSINESS ADMINISTRATION
University College of Commerce & Management Studies
MOHANLAL SUKHADIA UNIVERSITY, UDAIPUR
 (NAAC Accredited 'A' Grade State University)

Two-year (4 semesters) Full-Time Course

SCHEME OF PAPERS

PART- I

PART- II

SEMESTER-I		SEMESTER-III	
Paper 101	Management Concepts and Practices	Paper- 301	Human Resource Planning
Paper 102	Human Resource Management	Paper- 302	Training and Development
Paper 103	Management of Industrial Relations	Paper-303	CTC and Compensation Management
Paper- 104	Business Statistics and Research Methodology	Paper-304	Paradigm of Employability Skills
Paper-105	Computer Applications	Paper-305	Professional Skill Development Lab
Paper-106	Managerial Communication	Paper-306	Organizational Psychology
Paper-107	Viva-Voce	Paper-307	Performance Strategies and Retention Management
SEMESTER-II		CBC - I	Human Resource Information System
Paper-201	Human Resource Development	SEMESTER-IV	
Paper-202	Organizational Behavior	Paper- 401	Management of Transformation
Paper-203	Organizational Development	Paper- 402	Contemporary Issues of Human Resource Management
Paper-204	Business Environment	Paper- 403	Strategic Management
Paper-205	Industrial Relations Laws	Paper- 404	International Human Resource Management
Paper-206	Managerial Effectiveness	Paper- 405	Empowerment and Participative Management
Paper- 207	Summer Training and Industrial Tour	Paper- 406	Business Ethics & Corporate Governance
		Paper-407	Project Report & Viva Voce
		CBC - I	Advance Training Skills
		CBC - II	HR Analytics

Note:

(a) At least 5 cases will be discussed in each subject during the course of study. (b) Course contents are only indicative. The institute reserves the right to modify / change should it be considered necessary.

Attendance: The student is required to have a minimum of 75% attendance to be eligible to appear in the examination.

SEMESTER-I

PAPER-101

MANAGEMENT CONCEPTS AND PRACTICES

Objectives: The objective of the course is to develop an understanding of the process of Management related to the basic functions and management challenges in the emerging perspective.

UNIT-I

Contributors of Classical and Neo-Classical Approaches of Management. F.W.Taylor, Henry Fayol, Max Weber, Elton Mayo, Baris Likert.

UNIT-II

Major Contribution of Modern Management Thinkers. C.K. Prahalad, T.V. Rao, Udai Pareek McClelland, Peter F. Drucker, Dave Ulrich.

UNIT -III

Planning: Concept, Types and Process Essentials of Effective Planning, Barriers in Implementation of Planning.

Understanding Organization: Introduction, Weisbord's Six-box Model, Matrix or Mixed Model- An overview of Emerging Concepts

UNIT -IV

Directing: Concept, Importance and Techniques

Controlling: Concept, Process, Requirement of adequate control, Techniques- Budgetary Control, Cybernetics, PERT & CPM

UNIT-V

International Management Practices: A comparative study of management practices in India, Japan, USA and China with particular reference to planning, Organizing, Directing, Staffing and Controlling. Recent Development in the field of management in a Global perspective.

Suggested Reading:

Fulmer, Robert M., The New Management.

Koontz, Harold & Weihrich, Heing, Essentials of Management: An International Perspective, McGraw Hill, New Delhi 2007.

Newman, Warren and Summer, The Process of Management, Concept, Behaviors & Practice.

Robbins, SP and Decenzo, D.A., Fundamentals of Management, Pearson Education Asia, New Delhi.

PAPER-102

HUMAN RESOURCE MANAGEMENT

Objective: The course is aimed at familiarizing students with different aspects of managing people in organizations, right from the stage of acquisition development and retention.

UNIT - I

Human Resource Management: Human Aspects Management Concepts, Scope and Importance of HRM, Evolution of HRM, Role and Functions of HR Management, Challenges faced by HRM.

UNIT - II

Human Resource Planning and Job Analysis: Definition, Objectives, Importance and Process, Job Analysis: Meaning, Purpose, and Process, Methods of Collecting Data, Job Description and Job Specification.

UNIT - III

Recruitment, Selection, Training and Development: Recruitment: Meaning and Process, Sources of Recruitment, Selection: Meaning, Essentials of Selection Procedure, Selection Hurdles. Training: Concept and need for Training, Importance of Training, Differences between Training and Development.

UNIT - IV

Compensation Management and Performance Appraisal: Compensation Management: Purpose and Importance, Components, Monetary and Non-Monetary Incentive plans and Fringe Benefits. Performance Appraisal: Concept and Objectives, Methods- Traditional and Modern.

UNIT - V

Issues in Human Resource Management: Human Resource Audit, HRM Practices in India, HRIS and Strategic HRM.

Suggested Readings:

Chhabra T.N., Human Resource Management, Manpower RAI & Co. Pvt. Ltd., New Delhi.

Dessler, Garry, Human Resource Management, PHI.

Dwivedi, R.S. Managing Human Resources: Personnel Management in Indian Enterprises, Galgotia Publishing Co., New Delhi.

Ian, Beardwell and LEN Holden, Human Resource Management, McMillan, New Delhi.

Satyadain, Mirza S., Human Resource Management, Dhanpat RAI & Co. Pvt. Ltd., New Delhi.

PAPER-103

MANAGEMENT OF INDUSTRIAL RELATIONS

UNIT- I

Introduction: Industrial Relations: Meaning, definitions, objectives and nature; unitarist, pluralist, Marxist and System approaches to industrial relations; causes of poor industrial relation in India; Present economic scenario and industrial relations, corporate strategy to create sound industrial relations.

UNIT-II

Industrial Conflict and disputes Resolution: Definition of industrial dispute: Nature, causes and types, Methods of industrial disputes resolution: Conciliation, adjudication and arbitration, Statutory and Non-Statutory machinery for resolution of industrial disputes in India.

UNIT-III

Collective Bargaining: Definition, characteristics and meaning, process of collective bargaining and negotiations, essential conditions for the success of collective bargaining, problems of collective bargaining in India, collective bargaining vis-à-vis compulsory adjudication.

UNIT IV

Grievance and Discipline: Definition and meaning of grievance need and importance of grievance redressal, causes of grievances in Indian industries, Model Grievance Procedure.

Discipline: Definition, objectives, steps of disciplinary procedure, principles of natural justice, misconduct and punishment.

UNIT-V

Workers Participation in Management: Concept, definition and objectives of WPM, Schemes of participative management in India and employee involvement in decision making.

Suggested Readings:

C.S. Venkata Ratnam, Industrial Relations: Text and Cases, Oxford University Press, New Delhi.

E.A. Ramaswamy. Managing Human Resources, Oxford University Press, New Delhi.

Green G.D., Industrial Relations, London Pitman.

ILO, Labour Adjudication in India, ILO, New Delhi.

Johri, C.K., Industrialism and Employment Sytems in India, Oxford University Press, New Delhi.

Verma, Pramod, Management of Industrial Relations, New Delhi, Oxford and IBH.

PAPER-104

BUSINESS STATISTICS AND RESEARCH METHODOLOGY

Objectives: To understand the concept of Research Methodology and use of statistical techniques for managerial decisions.

UNIT- I

Introduction and definition of business Research Methodology, Review of Literature, Hypothesis Building, Formulation of Research Problem Business Research Design: Meaning, Exploratory, Descriptive, Casual. Sampling Methods (Probability & Non Probability). Scales of Measurement.

UNIT- II

Collection of Data: Survey, Interview and Observation, Questionnaire Design, Data preparation: Coding, Editing and Tabulation of Data, Data Analysis, Hypothesis Testing.

UNIT-III

Parametric and Nonparametric test, level of Significance, Measures of Central Tendency (Arithmetic Mean, Median, Mode, Geometric and Harmonic Mean). Measures of Variation: Mean Deviation and Standard Deviation. Measures of Skewness: Karl Pearson and A. L. Bowley.

UNIT- IV

Correlation: Karl Pearson, Spearman rank difference and concurrent deviation Methods.

Linear Regression

Probability Distribution: Binomial, Poisson & Normal.

UNIT-V

Chi-Square Test, Analysis of Variance. Report Writing, Bibliography and References (APA Format), Using SPSS for Statistical Functions,

Suggested Readings:

Bajpai Naval, "Business Research Methods" Pearson Education.

Bryman. *Business Research Methods*. Oxford University Press.

Cooper, Donald. Schindler, R. and Pamela, S. *Business Research Methods*. McGraw-Hill.

Gupta S.C. "Fundamental of Statistics", Himalaya Publishing House.

Rao, Suthar, Gupta, "Business Statistics" Apex Publishing House, Udaipur.

Sharma J K, "Business Statistics", Pearsons Education.

Sharma K R, "Business Research Methods," National Publishing House.

Shurveer, B. "Business Statistics", Ramesh Book Depot, Jaipur.

PAPER-105

COMPUTER APPLICATIONS

UNIT - I

Basic Computer Concepts: Modern taxonomy of computers; Hardware and software; Programming languages, Basic computer applications; Input and Output devices; Memory devices, Secondary storage, Central Processing Unit. Introduction to Operating System.

UNIT - II

Word Basics: Introduction to word, creating documents, part of word window, formatting, features menus, commands, toolbars and icons, entering text, text box, font, size, line spacing, numbering, bullets, spellings, page setup, print preview, printing, saving and retrieving, finding and replacing. Column and rows, text box, borders and shading, insert pictures, formatting. Creating document based on templates, mail merge. Inserting headers and footers.

UNIT - III

Excel : What is spread sheet, navigating, creating and editing simple work sheet. Selecting cells, entering and

editing text numbers, formulas and date, alignments, menus and command toolbars. Page setup , inserting headers and footers, renaming a worksheets, copying text between work sheets, deleting and editing cell contents, creating charts, saving and printing worksheets.

UNIT - IV

Power Point: Navigating power point, creating and saving presentation, creating, deleting, copying and numbering slides, saving and closing power point, slide animation, slide transition, running presentation, working in different views.

UNIT - V

Internet : Basic Internet Definitions. Browsers, Search Engines, Email, Internet Advertisement Introduction to Computer Network, Introduction to Information Technology Act, 2000, Digital Signature. Introduction to ERP System.

Suggested Readings:

Sinha & Sinha , Fundamentals of Computers

Ms Office: R K Taxali

PAPER- 106

MANAGERIAL COMMUNICATION

Objectives: To enable students to critically examine ethical dilemmas and to understand the importance of governance mechanisms in a globalized economy.

UNIT - I

Introduction: Importance of Communication, Forms of Communication, Communication Network of the Organization, Process of Communication: Different Stages, Difference between Oral and Written Communication.

UNIT - II

Business Communication; Written Commercial Letters: Business Letter Format, Types of Letter- Routine Business Letters, Sales Letters, Resume and Job Applications, Business Memos, E-Mail Messages, Proposals, Technical Articles, Telegrams, Telex Message, Facsimiles, E-Mail and E-mail Handling.

UNIT - III

Oral Communication: Fundamentals of Oral Communication: Barriers and Gateways in Communication, Listening, Feedback, Telephonic Message, Public Speaking and Presentation of Reports.

Power point Presentations, Body Language, Non- Verbal, facial Expressions, Communications and emotional intelligence, creativity in oral Communication, Persuasive Communication, Group Discussion: What is observed in GD? Critical success factors and overcoming mistakes.

UNIT - IV

Report Writing and Routine Correspondence: Writing an Effective Report: Stages of Writing, Numbering and use of Visual Aids, Creativity in written communication, use of picture, Diagram in Written Communication. Circulars, Drafting notices, Handling complaints, Performa for performance Appraisal, Letter of Appointment, Annual Reports, Minutes of Meetings.

UNIT - V

Business Etiquettes and Executives Manners: Etiquette in Office, Meeting, Seminars and Conferences. How to Dress Up according to Occasion? Dress Code, Table Manners, Dining etiquettes, Elevator and Electronic Etiquettes.

Suggested Readings:

Bovee, Thill and Schatzman, Business Communication today, Pearson.

John Seely, Oxford Writing and Speaking, Oxford.

Khicha, Jain and Chundawat, Business Communication, Ramesh Book Depot.

Meenakshi Osborn and Suzanne Sharma, Technical Communication, Oxford.

Parag Dewan, Business Communication, EB.

Scot Ober, Contemporary Business Communications, Biztantra.

PAPER-107

VIVA-VOCE

The viva will be conducted by a panel of experts comprising an external examiner and internal examiner (Director, MHRM). The External Examiner will be appointed by the Vice Chancellor out of a panel submitted by the Director Including 6 names.

SEMESTER-II

PAPER-201

HUMAN RESOURCE DEVELOPMENT

Objectives: The aim of the course is to impart knowledge for developing Human Resource in an Organization.

UNIT - I

Introduction: Human Resource Development (HRD): Concept, Characteristics, Objectives, Functions, Mechanisms and HRD Outcomes.

UNIT - II

HRD and Management: Attitude of Top Management towards HRD, Motivational Aspects of HRD, Development Supervision, Career Development, Organizational Climate.

UNIT - III

HRD Activities: Organization of HRD Activities, Communication of HRD Efforts, and Determination of HRD Needs, Designing of HRD Strategies, HRD for Workers and Executives, HRD Culture Appraisal of HRD Efforts.

UNIT - IV

HRD Experience: HRD IN Manufacturing and Service Industry, HRD in government and Public Systems, HRD in Education, Health and Other Sectors, Comparative HRD- International Experiences.

UNIT - V

Emerging Issues in HRD: Creating Awareness and Commitment to HRD, Industrial Relation and HRD, Utilization of HRD Efforts. Emerging Trends and Perspectives, Future of HRD.

Suggested Readings:

Daya, Ishwar, Management Training Organization, New Delhi, PHI.

Famularo, Joseph J., Handbook of Human Resource Management, Singapore, McGraw Hills, New Delhi

Khandelwal, A. Human Resource Development in Banks, New Delhi, Oxford and IBH.

Nadler, Leonard, Corporate Human Resources Development, Van Nostrand Reinhold.

Pareek Udai and V. Sisodia, "HRD in New Millennium", Tata McGraw Hills, New Delhi.

Rao, T.V. and D.P. Pereira, Recent Experiences in HRD, New Delhi, Oxford and IBH.

PAPER- 202

ORGANIZATIONAL BEHAVIOR

Objectives: The course is aimed at enhancing the understanding of the dynamics of interaction between Individual and the Organization. Also to develop greater insights into their own Behavior and acquire skills in influencing people.

UNIT- I

Organizational Behavior: Focus and Purpose, Nature, Scope and Determinants, OB Models.

Personality: Determinants of Personality, Theories of Personalities, Individual Difference, Matching Personality and Jobs.

UNIT- II

Perception: Perception: Meaning, Perception Process and OB, Values and Attitudes.

Learning: Classical and operant Conditioning theories and their application, reinforcement schedule.

UNIT- III

Motivation: Concept, Theories of Alderfer, Vroom, McClelland, Porter and Lawler Model.

Interpersonal Behavior: Transactional Analysis, Life Positions and Johari Windows.

UNIT- IV

Group Behavior and Conflict: Group Dynamics and Resistance to Change, Conflict: Sources, Patterns Levels and Resolution.

Leadership: Importance, Functions and Styles of leaderships, Theories- Fiedlers Contingency Model and House- Path Goal Theory.

UNIT- V

Organizational Processes: Control Process and Behavioral Dimensions.

Organizational Climate: Concepts and Determinants.

Organizational Change: reasons for change, change process, resistance to change, overcoming resistance. Case Studies.

Suggested Readings:

Aswathappa. *Organization Behavior (Text, Cases & Games)*, Himalaya Publishing House.

Greenberg, Jerald and Baron, Robert. *Behavior in Organizations*, Prentice Hall of India.

Luthans, Fred. *Organizational Behavior*, Tata McGraw-Hill.

Mishra. *Organizational Behavior*, Vikas Publishing House.

Newstrom. *Organizational Behavior: Human Behavior at Work*, Tata McGraw-Hill.

Pareek Uday. *Understanding Organization Behavior*, Oxford University Press.

Stephen, P. Robbins., Timothy, A. Judge., Timothy Campbell *Organizational Behavior*. Pearson Education.

PAPER-203

ORGANIZATIONAL DEVELOPMENT

Objectives: The aim of this course is to provide valuable insights change in such a way that knowledge and skills are transferred to build the organizations capability to achieve goals and solve problems. It provides a critical assessment of the symptoms; mechanisms and dynamics of Organizational Development (OD) evaluate the range of OD Interventions.

UNIT - I

Introduction: Organizational Development: Concept & Process, Assumptions and Values Underlying Organizational Development (OD), History and Foundations of OD.

UNIT - II

Organizational Change: Concept- Forces-Levels-Types of Change, Planned Change, Kurt Lewin's Model of Change: Force Field Analysis Change Cycles.

UNIT - III

Resistance & Change Agents: Resistance to Change: Concept, Sources, Overcoming and Methods for dealing Resistance to Change.

Change Agents: Role, Skills and Styles of Change Agents, Relation with the Clients System.

UNIT - IV

Organizational Diagnosis: Meaning, Typology of Organizations, Techniques of Organizational Diagnosis: Questionnaires, Interviews, Workshops, Task Force and Other Methods, Action Research.

UNIT - V

OD Intervention: Structural Intervention: Work Redesign, QWL, MBO, Quality Circle.

Behavioral Interventions: Sensitivity Training, Transactional Analysis, Role Playing, Career Planning.

Miscellaneous Intervention: Survey Feedback, Process Consultation, Grid OD, Third-Party Peace MAKING Activities, Rensis Linkert's 4 System of Management.

Suggested Readings:

French, Wendell, L BELL, Cecil H Jr., "Organization development: Behavioral Science for organization Improvement", Pearson Education.

Cummins, Thomas G Worley, Christopher G., "Organizational Development & Change" Southwestern College Publishing.

Burke, W. Warner, "Organizational Development: A Process of Learning and Change" PHI.

Michael/Harrison, "Diagnosing Organizations- Methods, Models and Process", Sage Publications.

PAPER-204

BUSINESS ENVIRONMENT

UNIT - I

Theoretical Framework of Business Environment: Concept, Significance and nature of business environment, Elements of business environment, Internal and External environment, Changing dimensions of business environment, Techniques of environmental scanning and monitoring, PESTLE analysis.

UNIT - 2

Economic Environment of Business: Significance and elements of economic environment, Economic systems and business environment, Economic planning in India – recent plan, New industrial policy, Public sector – Role and govt. policy, Economic reforms – liberalization and globalization.

UNIT - 3

Political and Legal Environment of Business : Critical elements of political environment, Government and business, Changing dimension of legal environment, Consumer protection act, Financial, Banking and insurance sector reforms.

UNIT - 4

Socio-Cultural Environment : Critical elements of socio-cultural environment, Social institutions and system, Social attitudes and values, Social groups, Dualism in Indian society, Emerging rural sector in India, Social responsibility of business (CSR).

UNIT - 5

International and Technological Environment : Multinational corporations; Role in India, FDI and FII's Concept, Importance for Indian economy, Foreign collaborations, Mergers and Acquisitions, International economic institutions – WTO, IMF, World bank and their importance to Indian economy, Technology transfer, Technological environment in India.

Suggested Readings:

- P.K. Singh: Business Environment, Apex Publishing House, Udaipur, Rajasthan.
- Francis Cherullinam: Business Environment, Himalaya Publications, New Delhi.
- Emerging Dimensions of Indian Environment: A.M. Agarwal.
- Adhikary, M.: Economic Environmental of Business, S. Chand and Sons, Delhi.
- Tata Economic Consultancy Service; Business Environment; Special Report to Management.

PAPER- 205

INDUSTRIAL RELATIONS LAWS

Objective:- The course is designed to promote expert understanding of substantive and procedure of labour laws including case laws relating to issues in industrial relations. The approach is to develop skills in handling legal and related issues in the course of promoting employee management relation.

UNIT - I

Industrial relations Laws: Definition of Law and Labour Law, Objectives and principles of labour laws, Sources and emergence and their working in the present socio-economic conditions. The Central Industrial Relations Machinery (CIRM) and State Government's Labour Department.

UNIT - II

The Industrial Disputes Act, 1947: Objectives, important definitions, machinery for prevention and settlement of industrial disputes, provisions regarding lay off, retrenchment, strikes and lockouts. The Trade Unions Act, 1926: Objectives and important definitions, process and advantages of registration of trade unions, rights and liabilities of registered trade unions.

UNIT - III

The Factories Act, 1948: Objectives and important definitions, provisions regarding health, welfare and safety of workers, working hours for adult children and women workers, leave with wages and miscellaneous provisions.

UNIT - IV

Industrial Employment (Standing Orders) Act, 1946: Objectives of the Act, process of registration of standing orders and subject matter on which standing orders are to be framed. The main provisions and objectives of the Sales Promotion Employees Act, 1976.

UNIT - V

Objectives and main provisions of the Contract Labour (Regulation and Abolition) Act, 1970 and the Apprentices Act, 1961.

Suggested Readings:

- Chundawat, D.S. Industrial Tension and Conflict in India, Shiva Publishers, Udaipur
- Indian Law Institute, Labour Law and LABOUR Relations- Case and Materials, N M Tripathi, Bombay.
- Kothari, G M, : A study of Industrial Law Vol. I and II, Mumbai.
- Malik, P L, Handbook of Industrial Law, Lucknow, Eastern Book Co.
- Neil W. Chamberlain, the Labour Sector, McGraw Hill.
- Richard Lester, economics of Labour, McMillera Co
- S. Howard Patterson, Social Aspects of Industry.
- Walter Hageabuch, Social Economics, Cambridge University Press.
- Wilbert E. Moore, Industrial relations.

PAPER- 206

MANAGERIAL EFFECTIVENESS

Objective: The course is aimed at giving the student an insight into what makes managers to be effective. This course helps the students to be effective in whatever they do and wherever they are.

UNIT-I

Managerial Effectiveness: what is Managerial Effectiveness? Characteristics of an effective manager, Basic Managerial Skills, Contribution, Productivity, Prioritize, Effective Decision Making, effective Communication, Participation, Ethical Manager, Interpersonal Skills and Multi-Cultural Communication Skills, **Empowerment & Delegation**

UNIT-II

Stress Management: Definition of Stress, Sources of Stress, Internal Stress, External Stress, Difference between Stress and Burnout, Steps to handle Burnout, Strategies for Coping with Stress and to Fight Stress, Avoiding Stress, and Spirituality and Stress management.

UNIT-III

Time Management: Importance of Time Management, Analysis of Time, Time Logs, Time Wasters, Time Abusers, Planning Time and Resources, Need for Planning Time, Types of Planning, Strategies for Planning Time, Setting Goals and Objectives, Planning, Scheduling, Delegating and Controlling Time Wasters.

UNIT-IV

Creativity Management: Defining Creativity, Innovation and Creativity, Science of Creativity, Stages of Creativity, Creativity in Organization, Barriers to creative thinking, Developing creativity and creative work environment,

Developing Team Creativity, Popular Techniques of Enhancing Creativity, Stimulating Creativity in Organization.

UNIT-V

Emotional Intelligence in Management: Nature and Evolution of Emotional Intelligence, Components of EI, Analyzing impact of emotions at work place, Negative and Positive emotions at work place, Applying and managing emotions at work place, Emotional Intelligence and career development, Emotional Intelligence and Leadership, Emotional Intelligence and Team Building.

Suggested Readings:

Managerial Effectiveness- Managing Self and Others, ICMR.

The Seven Habits of Highly Effective People, Covey, Stephen R, Simon and Schuster Inc.

Working with Emotional Intelligence, Goleman, Daniel- Batman Books.

Corporate Creativity- The Winning Edge, Khandwalla, Pradip N –Tata McGraw Hill The Effective Executive, Peter Drucker, Harper Collins.

Managing Time, David Fontana, New Delhi, BPS Books.

Executive Time Power –need of the Hour, Raja Achanta, The ICFAI University Press.

PAPER- 207

SUMMER TRAINING AND INDUSTRIAL TOUR

The summer training and Industrial tour Report will comprise of 100 marks. The marks will be awarded by the Course Director on the basis of the Reports of Summer Training and Industrial Tour, Submitted by the students.

SEMESTER-III

PAPER- 301

HUMAN RESOURCE PLANNING

Objective: the course provides a framework for Scientific Human Resource Planning and Selection with special Reference to Indian Corporate Environment.

UNIT- I: HRP

Definition, objectives, Importance, Factors affecting HRP, Process of HRP employee Forecasting, Methods and techniques- demand and Supply Forecasting.

UNIT-II

Career Planning & Succession Management: Definitions, Concepts, stages of Career Development Process, Succession Management Process, Challenges of Succession Management, Management Development Programs, Objectives of Management Development Program & Replacement Analysis.

UNIT- III

Employment Tests: Utility and Validity, types of Tests, Executive Talent Search.

UNIT- IV

Interviewing, Placement and Induction: Roles, Forms and steps in Interviewing, Interview Skills and Efficiency, Training and Development of the Interviewer, Campus Selection Interview, Conference Interview Technique used for Global Sourcing, Placement and Induction.

UNIT-V

HRP in the Modern Business Environment: Changing Scenario of Recruitment and Selection in the Information age, From Local to Global perspective, E-Selection, E-Recruitment, and Outsourcing.

Suggested Readings:

Hersey Blanchard & Johnson, Management of Organizational Behavior, PHI.

K. Aswathappa, Organization Behavior, Himalaya Publishing House.

Luthans, Organisations Behavior, Tata McGraw Hill.

Rallinson Broadfield & Edwards, OB & Analysis, Wasley.

Robbins, Organization Behavior, Pearson Education Asia.

Udai Pareek, Understanding Organization, Oxford Publishing House.

PAPER- 302

TRAINING AND DEVELOPMENT

UNIT - I

Training and Development: Concept of Training and Development, difference between Training and Development (Traditional Thought), Training for Development, Training for Transformation and Training for Sustainable Development (Modern Thoughts) An Exposure to Learning and Androgogy.

UNIT - II

Training Need Analysis: Training Strategy, TNA at Organizational, Departmental and Individual Level, Role of External Agencies in TNA.

UNIT - III

Training Method and Curriculum: On the Job and Off the Job training Methods, Individual and Participatory Methods, Traditional and Modern Methods of Training and Development Aids. **Curriculum:** Meaning, Curriculum design and Development.

UNIT - IV

Training Environment: Nurturing Environment for training and Development, Necessary Infrastructure, In-House and External training, Training Effectiveness Dimensions.

UNIT - V

Training Evaluation: Evaluation of Training and Development needs and Objectives, Methods of Evaluation, Problems in Training and Development evaluation, Emerging Trends in Training and Development.

Suggested Reading:

Prior, John. Handbook of Training and Development, Jaico Publishing House, Bombay.

Tin Clove, Steve. Handbook of Training and Development, Blackwell Business.

Warren, M W Training for Results, Massachusetts, Addison Wesley.

Craig, Robert, L., Training and Development Handbook, New York, McGraw Hill.

Kenny, John, Bennelly and Margaret A. Reid Manpower Training and Development, London, Institute of Personnel Management.

Jack, J. Phillip, Handbook OF Training Evaluation and Measurement Methods, Houston.

Dayal, Ishwar, Management Training in Organizations, New Delhi, PHI

PAPER-303

CTC & COMPENSATION MANAGEMENT

UNIT-I

Introduction to Compensation and Benefits: Meaning, Components, Types, Characteristics of best Compensation Plans, Fixed Pay and Variable Pay.

Understanding the Terminologies: Compensation, Benefits, Salary, Pay, Basic Pay, Wage, Allowance, Incentive, Commission, Reward, Recognition, Perquisite, Fringe Benefit, Subsistence Allowance, Reimbursement, Consolidated Pay, Stipend, Service Charges, Pay Scale, Severance Pay, Terminal Benefit, Bonus, Joining Bonus, Retention Bonus, Relocation Pay, Increment & Stagnation Increment.

UNIT-II

Cost to Company (CTC) Method: Meaning and Significance, Advantages and limitations, CTC, Gross Salary and Net Salary, Components of CTC Monthly, Quarterly, Annual and One Time Attendance Linked Components, Seniority Linked Components and Performance Linked Components. Paid Leave and Holidays, Conveyance, Leave Travel Concession, Food Coupons, Housing Benefits, Perquisites and Statutory Components.

UNIT -III

Benefits: Meaning, Significance and Characteristics, Basis for Benefits Payment. **Statutory Benefits:** Employees State Insurance, Provident Fund, Gratuity, Unemployment Benefits, Skills up gradation Benefits, Pension, Employee Compensation, and Maternity Benefits, **Non Statutory Benefits:** Insurance against Injury, Illness, Disability, Fatal accident and Death.

UNIT -IV

Incentives : Meaning & Significance of Incentives , Basis for Incentives payments, Purpose and types – Regular, Periodical and Occasional Incentives, Cash Incentives and

Incentives as Fringe Benefits, Stock Option, Rewards & Recognitions.

UNIT-V

Taxation on Salary & Benefits: Meaning & Significance on Taxation on salary, Component of Salary and Benefits which are exempted from payment of Tax. Responsibility of Employer and Employee in complying with Taxation Law.

Recommended Books:

Compensation- Milkovich G. T, Newman J .M, & Venkata Ratnam, C. S.,Mc Grawhill Irwin, 2009.

Compensation-Gerhart B & Rynes S L, Sage Publishers, 2003.

Compensation Management-Deb Tapomoy, Excel Books, 2009.

Employee Reward-Michael Armstrong, Universities Press, 2007.

Strategic compensation-Martocchio J. J. Pearson Education, 2004.

Understanding Wages and Compensation Management – Sarma A.M, HPH

PAPER-304

PARADIGMS OF EMPLOYABILITY SKILLS

UNIT-I

Personality: Physical Appearance; Body Language; Voice; Communication Style; Content of Communication; Enriched Communication through Sensory Specific Language. Business Style and Professional Image: Dress Codes, Guidelines for Appropriate Business Attire – Differentiate among the dressy casual, semiformal, formal and black tie, dress code, Grooming for Success, Multi-cultural Dressing.

UNIT-II

Interpersonal Relations: Introduction to Interpersonal Relations, Analysis Relations of different ego states, Analysis of Transactions, Analysis of Strokes, Analysis of Life Position..

UNIT -III

Business Etiquette: The ABC's of Etiquette, Developing a Culture of Excellence, The Principles of Exceptional Work Behavior, and The Role of Good Manners in Business, Enduring Words.

UNIT -IV

Business Presentation Skills: Identifying individual areas that need improvement- speech pattern, diction, body language, enunciation and pronunciations, How to make proper introductions, Small Talks & Networking, Increase valuable business relationships, Smart Self Evaluation.

UNIT-V

General Etiquettes: Fine dining, Travel etiquette, Clothes and Corporate Culture, Developing Your Professional and Personal Image.

Recommended Books

- Basic Managerial Skills for All by E. H. McGrath, S. J., PHI
Business Etiquette by David Robinson, Kogan Page
Business Etiquette in Brief by Ann Marie Sabath, Adams Media
Corporation, South Asian Edition
Develop your Assertiveness by Sue Bishop, Kogan Page
Personality Development and Soft Skill, Mitra, Barun, Oxford University Press.

PAPER-305

PROFESSIONAL SKILL DEVELOPMENT LAB

Course Objective: To enable learners to speak fluently and flawlessly in all kinds of communicative Context with speakers of all nationalities.

UNIT-I

Personal Communication: Day to Day conversation with family members, neighbors, relatives, friends on various topics, context, specific- agreeing/disagreeing, wishing, consoling, advising, persuading, expressing opinions, arguing.

UNIT-II

Social Communication: Telephone calls(officials), colleagues in the workspot, discussing issues (social, political, cultural) clubs (any social gathering), answering questions, talking about films, books, news items, T.V program, sharing jokes.

UNIT -III

Group/Mass Communication: Group discussions, debate, panel discussions, anchoring/ master of ceremony, welcome address, proposing vote of thanks,

introducing speakers, conducting meetings, making announcements, Just a minute(JAM), Block and tackle, shipwreck, spoof, conducting quiz, negotiations, oral reports.

UNIT -IV

Integrated Speaking and Presentation Skills: Listening to speaker (any radio program or lecture), reading to speak, writing to speak, watching to speak (any interesting program on TV) reading aloud any text/speech, lecturing, power point presentation, impromptu, interviews of different kinds (one to one, many to one, stress interview, telephonic interview)

UNIT-V

Employability and Corporate Skills: Interview skills - Types of interview, preparation for interview, mock interview, Group discussions - Communication skills in group discussions, structure of GD, GD process, successful GD techniques, and skills bought out in GD, - Leadership and Co-ordination. Time management and effective planning; - identify barriers to effective time management, prudent time management, techniques, relationship between time management and stress management, Stress management - cause and effect, coping strategies- simple physical exercises, simple yoga and meditation techniques, relaxation techniques, stress and faith healing, positive force of nature, relaxation by silence and music. Decision making and negotiations skills, people skills, team work, Development of Leadership qualities.

Recommended Books:

- Richard Denny, "Communication to Win: Kogan Page India Pvt. Ltd. New Delhi, 2008
"Value Education", Vision for Wisdom, Methathiri Publications, Erode, 2009
Listening to / watching great speeches such as Barake Obama, M.A. Chidambaram, Vijay, Mallaya etc. Tedtalk TV channels(news, documentaries)

PAPER- 306

ORGANIZATIONAL PSYCHOLOGY

Objectives: The purpose of this course is to equip the students about the various principles of Psychology and how they help in minimizing the problems related to work.

UNIT-I

Introduction of Organizational Psychology: Definition, Scope, Need, & Importance History and development in the field of work psychology, major problems of organizational psychology

UNIT-II

Learning: learning process, learning curve, Principles of learning, Classical and Instrumental conditioning, Individual and situational differences in behavior.

UNIT-III

Personnel Psychology and Organizational Structure: Personnel Selection, Performance management, Executive Leadership and Development, Functions and Theories of Organizational Structure, Centralization and Decentralization.

UNIT-IV

Attitude, Job Satisfaction, Industrial Morale and Counseling: Attitude: Formation, Measurement and Its Application.

Job Satisfaction: factor to Job Satisfaction and Various Theories, Industrial Morale: Determinants and Measurements.

Counseling: Types and Functions, Counseling with special groups at work like handicapped, aged and Women.

UNIT-V

Men and Machines: Work and Conditions of Work, Industrial Accidents and Safety, Accident prone principles, Fatigue and Work hours, Ergonomics: Concepts and Importance.

Case Studies: Four case studies are discussed during the class provided by the concerned teacher.

Suggested Readings:

Blum, M.L., and Naylor, J.C.: Industrial Psychology, its theoretical and social foundations, Harper and Row.

Dunnette M.D. and Hough, L.M. Handbook of Industrial and Organizational psychology, Vol. 2 and Vol.3. Jaico publishing House, New Delhi.

Ghiselli, Edwin, E. and Brown, C.W. : Personnel and Instruct Psychology, McGraw Hills

Jucius, J. Michale: Personnel Management, Richard d. Irwin Inc: Illinois.

PAPER- 307

PERFORMANCE STRATEGY AND RETENTION MANAGEMENT

UNIT-I

Performance Appraisal: A Conceptual Framework, Concept & definition of Performance Appraisal, Objectives of performance appraisal: process of performance appraisal, Performance Appraisal vs. Performance Management System, Concept of Performance Management, Process and elements of Performance management.

UNIT-II

Potential Appraisal: Meaning & Objectives of Potential Appraisal, Difference between Potential Appraisal and Performance Appraisal.

UNIT-III

Performance Planning and Measuring Performance: Meaning and need of performance planning, Principles of measurement, Classification of Performance Measures, Measurement issues, Planning Individual and Organizational Performance, Approaches and tools to measure organizational performance

UNIT-IV

Competency Analysis and Competency Mapping: Meaning of Competency, Competency analysis and approaches to competency analysis, Competency Mapping: Need, development and assessment of Competency Models, Competency and performance, Tools to identify the competencies of the employees.

UNIT-V

Integration of Competency based HR: Competency Based-Selection, Interview, Remuneration.

Suggested Readings:

Bacal, Robert. Performance Management, Tata McGraw Hill.

Bhatia S.K., Performance Management: Concepts, Practices and Strategies for Organization success. Deep and Deep Publication Private Ltd.

Bhattacharya, Deepak Kumar. Performance Management Systems and Strategies, Pearson Education.

Pattanayak B.: Human Resource Management, OUP.

Rao, T.V., Performance Management and Appraisal

Systems: HR Tools for Global competitiveness, Response Books, New Delhi.

Sharma Radha R., 360 Degree Feedback, Competency Mapping and Assessment Centre.

Sheemon, Ganesh. Competency Based HRM, Tata McGraw Hill.

CBC-1

HUMAN RESOURCE INFORMATION SYSTEMS

UNIT - I

Evolution of HRM and HRIS, Database Concepts and Applications in HRIS, Systems Considerations in Design of an HRIS

UNIT - II

HRIS Needs Analysis, System Design and Acquisition, Cost Justifying HRIS Investments

UNIT - III

Project Management Development & HRIS Acceptance Change Management, HR Administration and HRIS, Systems considerations in the Design of an HRIS

UNIT - IV

Job Analysis and HR Planning, Recruitment and Selection, Training and Development

UNIT - V

Performance Management, International HRM, Information Security and Privacy

Suggested Readings:

Abrahamson, E., Change without Pain. Boston, Harvard Business School Press.

Armstrong, M., Performance Management: Key Strategies and Practical Guidelines.

Galpin, T.J., the Human Side of Change. San Francisco: Jossey-Bass.

Michael J. Kavanagh & Mohan Thite, Human Resource Information Systems: Basics Applications, and Future Directions.

SEMESTER-IV

PAPER- 401

MANAGEMENT OF TRANSFORMATION

Objectives: The objective of the course is to make the students develop the art for thinking afresh to provide new solutions to the problems which can act as Benchmarks for other to follow.

UNIT - I

Introduction: Emerging horizons of management in changing environment. Concept of Transformation vs. Change, Transformational Leadership, Charismatic vs. Non-Charismatic Leadership.

UNIT - II

Leadership Within: Concept, need and importance of development Leadership from within Distinction between Leadership from without and Leadership from within, Steps for development Leadership from within.

UNIT - III

Turnaround Management: Definition of Sickness, Causes and Symptoms of Sickness, Prediction of Sickness, revival of Sick Unit-Role of BIFR SICA, Financial Institutions, Behavioral, Economics and Technical issues in Turn Around Management learning from the success stories of organizations where turnaround management strategies have been adopted and sick or potentially sick companies have been turn around.

UNIT - IV

Business Process Re-Engineering as a Tool of Managing Transformation: BPR- An Imperative for Survival, The Re-engineering imperative in USA, the Re-Engineering scenario in Europe, the Re-Engineering scenario in Indian organization (Case Studies). Five steps methodology to implement BPR.

UNIT - V

Management of Transformation through New Technology and Innovations: Technological revolution, adoption and adaptation of technology (Problems of technology Transfer). Innovative Technology, Autonomous vs. Induced inventions, Management of NEW Technology in relation to organizational productivity and quality of work life. Learning experiences from life case studies.

Suggested Readings:

- Bender, Perter Urs. Leadership from within, McMillan India Ltd.
- Coulson, Thomas, C. Transforming the company, London: Kogan Page, 1972.
- Hammer, M. and J. Champy, reengineering the corporation, Nicholas Brearley Publishing, London.
- Kelly, Junes N and Francis J. Goullart, Transforming the organization, McGraw Hill.
- Sawhney, mohan and Jeff Zabin, THE Seven Steps to NIRVANA: Strategic Insights into E Business Transformation, Tata McGraw Hill.

PAPER- 402

CONTEMPORARY ISSUES OF HUMAN RESOURCE MANAGEMENT

Objectives: To make the students aware of the recent trends and issues of human resource management in organization.

UNIT- I

Emotional Intelligence: Meaning and Nature, Evolution of Emotional Intelligence, Components of EI, Measuring EI, Role of Emotional Intelligence in Organization, Emotions and Attitudes.

UNIT-II

Employee engagement: Meaning and significance, constituents of engagement, behavior of engaged employee, employee engagement measurement.

UNIT-III

Knowledge Management: Meaning and importance, knowledge management process, tools and techniques of knowledge management, challenges and barriers to knowledge management.

UNIT- IV

Workforce Diversity: Meaning and significance, dimensions of workforce diversity, Managing diversity, challenges in managing diversity, ensuring success of diversity program.

UNIT-V

Deloitte Human Trends Report (Latest), Gender Workforce Diversity and Two Case Studies on Substantial HRM and Corporate Social Responsibility.

Suggested Readings:

- Arun Monappa & Marukh Engineering: Liberalization and Human Resource Management.
- Deloitte Human Trend Report (Latest).
- John Storey: Managing Human Resources: Preparing for 21st Century.
- Holsapple, C.W., Handbook of Knowledge Management.

PAPER- 403

STRATEGIC MANAGEMENT

Objective: The objective of this paper is to develop an understanding of the fundamentals of strategic management in a comprehensive fashion, thus enabling the participants to intervene the theory of Strategic Management with HR Functions.

UNIT - I

Introductions: Business Policy: Evolution of the concept, Difference between business policy and strategic management. Introduction to Strategic Management, Concept, importance of strategic Management, Strategy & Competitive advantage, Strategy planning & decisions, Strategic Management Process.

UNIT - II

Top Management Perspective: Establishing company direction- developing strategic vision, setting objectives and crafting a strategy- Internal and External environment, Formulation Long Term Objective & strategy, Strategic Analysis & Choice.

UNIT - III

Analyzing Business Environment: Analysis of Business Environment at 3 levels- MACRO External Environment analysis, external environment analysis (Industry analysis and competitor analysis) Porter's five forces and competitor analysis framework, and firm level internal analysis.

UNIT - IV

Identifying alternative strategies: Grand Strategies: stability, growth, retrenchment and combination strategies.

UNIT - V

Competitive strategy and competitive advantage; Industry and competitive analysis, strategy and competitive advantage, principles of Competitive

Advantage Identifying VALUE activities, Competitive Scope and the Value Chain, The Value Chain and Competitive Strategies, Mergers and Acquisitions' Strategies.

Suggested Readings:

- Kenneth, A. "Andrews concepts of Corporate Strategy"
- Bonge and Coleman, "Concepts of Corporate Strategy"
- Newman and Logal Strategy, "Policies and Central Management" Southwestern.
- Jauch and Glueck: "Business Policy and Strategic Management" McGraw Hill.
- Kazmi, Azhar, "Business Policy", Tata McGraw Hill.

PAPER- 404

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

UNIT - I

Introduction: Approaches to International HRM, Variables that Moderate the differences between Domestic and International HRM, Expanding the role of HRM in International firms. Linking HR to International Expansion Strategies.

UNIT - II

International Recruitment and Selection: Staffing policies, Issues in Staff Selection, Expatriate Training and Development International Staff and Multinational Teams.

UNIT - III

Performance Management : Multinational Performance Management, Factors associated with Individual performance and appraisal, Criteria used for performance appraisal of International Employee, Compensation: Objectives and Approaches to International Compensation.

UNIT - IV

Repatriation: The Repatriation Process, Labour Relations- Key Issues in International Labour Relations, Regional Integration EU, NAFTA.

UNIT - V

Issues, Challenges and Theoretical Development in HRM, Managing people in an International Context: India, Virtual Offices. Impact of MNC Culture. Problem of Retention of Talents.

Suggested Readings:

- International Human Resource management – P.L. Rao
Excel Book
- International HRM- Managing people in an International
Context, Peter J. Dowling, Denice
- E. Welch and Randell S. Schuler, Thomson Asia Pvt. Ltd.
Singapore
- International management: Managing Across Borders
and Cultural, 4th Ed, "Deresky Helen," Prentice Hall
India
- The Secret of a winning culture: Building High-
performance Teams, "Esen Drlarry, Rchildress John,"
Prentice Hall India.

PAPER- 405

EMPOWERMENT AND PARTICIPATIVE MANAGEMENT

Objective: The course attempts to acquaint the students about Empowerment and Participative Management for effective mobilization of Human Resource towards attainment of Organizational objectives.

UNIT-I

Introduction: Meaning, Objectives, Importance of Empowerment and Participation, and Forms of Participation: Informative, Consultative, Associative, Administrative and Decisive. Distinction between Traditional Bureaucracy and Liberated Organization. External Commitment Vs Internal Commitment.

UNIT-II

Levels of Participative Management: Job level, Shop level, Unit level, Board level, Industry level and National Level, Worker Director. Barriers to participative Management. Empowerment Processes. Collective Bargaining, Work Councils, Suggestion Schemes, Task Forces, Committees,, Quality Circles. (With Case Studies Highlighting Empowerment Practices)

UNIT-III

Employee Participation: Institutional Framework : Evolution and working of Participative Management Schemes in Industry in India. Employee Participation in Banks. Workers Cooperatives. Concept and Objectives of Women Empowerment.

UNIT-IV

Employee Stock Ownership Plan (ESOP): Evolution in India, Scope and legal/institutional provisions including current developments and working of such schemes in diverse organisations.

UNIT-V

International Experiences: Review of International experiences of cases of Empowerment and Worker Participation Schemes in selected countries using the case studies.

Suggested Readings:

- G. Vardani, Worker's Participation in Management: With Special References to India; Deep and Deep, New Delhi.
- Govt. of India, Ministry of Labour, Report of the Committee on Workers Participation in Management and Equity, New Delhi.
- Gulsharan Varandani, Workers Participation in Management, Deep & Deep, New Delhi.
- J.S. Sabharwal, Participative Management in Banks (Experience at Board and Branch Levels), Kitab Mahal, New Delhi, 1991.
- J.S. Sodhi, In Search of Participation: A Study of Some Successful Companies, Sri Ram Centre for Industrial Relations and Human Resources, New Delhi.
- Ken B. Conrand, John P. Carlos and Alan Rendelph, The 3 Keys to Empowerment, Magna Publishing Company, Mumbai.
- M.A. Manan, Worker's Participation in Management Decision-Making, Daya Publishing, Delhi.
- Michael Poole, Worker's Participation in Industry, Routledge and Kegan Paul, London.
- N.S. Bhisht, Participative Management in India, Shri Publishing; Delhi.
- P. Blumberg, Industrial Democracy: The Sociology of Participation, Constable, London.
- Paul Bate & Iain Mangham, Exploring Participation, John Wiley & Sons.
- Rappaport, J. Swift C., and Hers R.; Studies in Empowerment: Steps towards understanding and Action, Haworth, New York.

PAPER- 406

BUSINESS ETHICS & CORPORATE GOVERNANCE

Objective: To enable students to critically examine ethical dilemmas and to understand the importance governance mechanisms in a globalized economy.

UNIT-I

An overview of Business Ethics: Definition and Nature of business ethics, Need and benefit of business ethics, History of the development of business ethics, Arguments for and against business ethics, Economic issues, Competitive issues, Framework for ethical decision making – Individual factors, organizational factors.

UNIT-II

Individual & organizational factors: The role of Corporate Culture, Ethical Corporate Behavior, its development, and Ethical Leadership, structure and business ethics, Interpersonal relationships in organizations.

UNIT- III

Corporate Governance: Conceptual Framework, Objectives, principles, Need of Corporate Governance, SEBI Guidelines—clause 49. Ethical dilemmas in organization, Corporate social responsibilities—Concept, benefits, CSR & Corporate governance, Compliance of CSR.

UNIT-IV

Internal Context- Employee: Job discrimination, Affirmative action, Corruption, Gender issues, Sexual Harassment, the employee's obligation to the firm, The firms duties to the employee, The employee Rights, Need for organizational ethics program, code of conduct ethics training and communication, systems to monitor and enforce ethical standards, the Ethics audit

UNIT-V

Ethics in Functional areas: Finance, marketing HR & IT, multinational national corporations and various ethical issues.

Suggested Readings:

Hartmen, Laura P. Perspective In Business Ethics, Mcgraw-Hill

C.V. Baxi, Corporate Governance, Excel Books.

OC Ferrell- Business ethics- biztantra.

P.S. Bajaj, Raj Agarawal :- Business Ethics Biztrantra
Steiner and Steiner, Government and Society, Mcgraw-Hill

Velasquez- Business Ethics: Concepts & Cases, Prentice Hall of India

Prasad- Corporate Governance, prentice hall of India

Gopaldaswamy- Corporate Governance, New Age International (P) Ltd.

PAPER-407

PROJECT REPORT & VIVA VOCE

Every student will be required to submit a project assigned by course director. On the basis of his/her report a viva-voce examination would be conducted by a panel company of course director and one external expert appointed by the vice chancellor from the panel. The panel would be submitted by the course director consisting of 6 names. Marks out of 100 would be awarded on the basis of Project report and *Viva Voce*.

CBC- I

ADVANCE TRAINING SKILLS

UNIT-I

Manpower Planning a conceptual Framework: Macro Micro Manpower Planning; Method of Learning; Measuring General and special Abilities and Aptitude; Evaluating transfer of learning to the job: linking training with the manpower planning: competency Mapping:

UNIT-II

Training Methodology: Overview of training methodologies: logic and process of learning: principles of learning: criteria for method selection: skills of an effective trainer: Use of Audio-Visual Aids in training: Computer Aided Instruction: Distance Learning, Open Learning, E- Learning, Technologies Convergence and Multimedia Environment.

UNIT-III

Training Skills: Lecture, Talk, Discussion, Case-study, Program Learning, algorithm, Action learning, Syndicate work, Games, Action Maze, in Basket Exercise Project Work Role Play:

Demonstration and Practice Monitoring: Coaching; Self Diagnostic Skills, Experience Learning, Discovery Learning, Brain Storming, Counseling, Job Rotation, Team Building, Training Needs, Training In the empirical domain, Audio Visual Techniques and use of outside consultants.

UNIT-IV

Management of Training: Managing Training-Need Analysis, Content Development, Session plans Work Books, Learning Environment, Infrastructure, in house and Out bound Training, Equipments For Training-Learning, Feedback and Calculations of ROI on Training.

UNIT-V

Consulting Skills: Consulting Skills- Need, Importance, roles and responsibilities of a consultant. Basics of Consulting- Market Analysis, Client Analysis, Knowing Diagnostics and Analytics For Consulting. Branding.

Suggested Readings:

Training for Development – Lynton & Pareek

Training & Development – Rao, Nair & Ram Narain

T & D Handbook – Carig & Robert.

CBC- II

HR ANALYTICS

UNIT-I

Core Concepts, Terminologies & Buzzwords.

Business Intelligence, Analytics Big Data, Clod, SaaS.

UNIT-II

Analytics: Types Domain and Tools, Matrices and software.

UNIT-III

HR Analytics for Recruitment, Training, Performance, Compensation & Benefits, Workforce, Organizational Effectiveness. Advance & Predictive HR Analysis.

UNIT-IV

Case studies in HR Analytics

UNIT-V

HR Analytics: Organization Structure and delivery Models – Problems, Challenges and Solutions.

Consulting Skills: Need, Importance, roles and responsibilities of a consultant. Basics of Consulting-Market Analysis, Client Analysis, Knowing Diagnostics and Analytics For Consulting. Branding.

Suggested Readings:

The ultimate Guide to HR by Jacob Shariar.

Predictive analytics for Human Resource by Jack Fitz-enz and John Mattox

Advance HR Analytics by Kirsten Edward.

E- Resources.