

# Human Resource Management

## EMBA 1<sup>ST</sup> SEMESTER

### **PAPER 1: MANAGEMENT AND BEHAVIOURAL PROCESS**

#### **MODULE 1- INTRODUCTION**

Unit 1: Introduction: Concept, nature, scope and importance of Management,

Unit 2: Principles of management, PODSCORB, functions of management.

Unit 3: Development of Management Thought: Scientific Management Movement; Administrative Movement

Unit 4: Human-Relations; Decision or Science; Systems Concept; Contingency; TQM, Learning Organisation's external and internal environment.

#### **MODULE 2- PLANNING**

Unit 5: Planning: Concepts, Objectives, Goals Components and Steps involved in the planning process;

Unit 6: MBO, Types of Plans, Planning Techniques, Introduction to Forecasting techniques and Strategy formulation,

Unit 7: Michael Porter's competitive analysis.

#### **MODULE 3- ORGANIZING**

Unit 8: Organizing: Principles; Centralization; Decentralization; Delegation;

Unit 9: Employee empowerment; Span of Control; Departmentation; Authority; Responsibility

Unit 10: Accountability; Bureaucracy and Adhocracy. Motivation: Theories of motivation, and types of motivation

#### **MODULE 4- STAFFING**

Unit 11: Staffing: Line and Staff Authority, Organizational structure,

Unit 12: Different types of organizational structures. Directing and Coordinating: Assumptions in directing,

Unit 13: Principles of Directing, Leadership and its types; Co-ordination, Corporate social responsibility; Value chain management, Managing Work-force diversity.

#### **MODULE 5- CONTROLLING**

Unit 14: Controlling: Nature, scope, functions, steps and process

Unit 15: Controlling techniques; Cost Benefit Analysis, New Approaches in management.

Unit 16: Two Relevant Case studies with reference to topics discussed in subject

#### **References :**

1. Koontz, O' Donnell Wehrich, Essentials of Management, McGraw Hill, New York. \*\*Latest Edition

2. Peter F. Drucker, The Practice of Management, Allied Publishers. \*\*Latest Edition

3. **Management Process** - by R. Jayaprakash Reddy\*\* Latest Edition

4. Chuck Williams, ChinmayKulshrestha, "MGMT- A South Asian Prospective, 4LTR series" Cengage Learning, India Edition

5. Management-Richard L Daft

6. Management-Jit S Chandan

7. Management Theory & Practice- Nirmal Singh

8. Management- L.M Prasad

## **PAPER 2: ACCOUNTING FOR MANAGERS**

### **MODULE 1-FINANCIAL ACCOUNTING & MANAGEMENT ACCOUNTING**

Unit 1: Financial Accounting – Meaning, Objectives, functions, accounting concepts and conventions.

Unit 2: Generally accepted accounting principles, systems of book keeping

Unit 3: Preparation of Financial Statements with special reference to analysis of a Balance Sheet and Measurement of Business Income.

Unit 4: Management Accounting – concept, importance, nature and scope.

### **MODULE 2- ANALYSIS & INTERPRETATION OF FINANCIAL STATEMENTS & CASH FLOW**

Unit 5: Financial Statement Analysis- Concept, objectives and types and methods of Financial Analysis.

Unit 6: Ratio analysis- study of liquidity, solvency activity and profitability ratios.

Unit 7: Funds Flow Analysis – uses and preparation of funds flow statement.

Unit 8: Cash Flow Analysis – uses and preparation of cash flow statement.

### **MODULE 3-ACCOUNTING FOR TANGIBLES AND INTANGIBLE ASSETS**

Unit 9: Accounting for Tangible & Intangible Assets: Fixed Assets and Depreciation Accounting

Unit 10: Inventory Valuation and Goodwill.

### **MODULE 4- COST ACCOUNTING**

Unit 11: Cost Accounting – Records and Processes, Preparation of cost sheet.

Unit 12: Marginal costing and absorption costing. Marginal costing equation,

Unit 13: Managerial application of marginal costing.

Unit 14: Break Even Analysis – Computation of Break-Even Point, margin of safety, Calculation of marginal cost

### **MODULE 5- RESPONSIBILITY**

Unit 15: Responsibility Accounting – Concept and Objectives,

Unit 16: Responsibility Centres.

Unit 17: Human Resource Accounting – Concept and Approaches.

### **MODULE 6- STANDARD COSTING**

Unit 18: Standard costing – organization and establishing a standard costing system.

Unit 19: Variance Analysis- Classification of variances, Material cost, Labour cost, Overhead cost and sales variances.

Unit 20: Causes and Disposition of variances.

Unit 21: Inflation Accounting – concept, impact of inflation on corporate financial statements.

Unit 22: Techniques of inflation accounting – Replacement cost and Current purchasing power & 2 Relevant Case studies with reference to topics discussed in subject

**References:**

1. Horngren, Datar, Foster, Rajan, Iitner(2009). Cost Accounting- A Managerial Emphasis, 13th Edition,
2. M.Y.Khan and P.K.Jain (2010) Management Accounting, Edition 5. Tata McGraw Hill
3. S.N Maheshwari & S.K Maheshwari- Accounting

**PAPER 3 - BUSINESS ENVIRONMENT**

**MODULE 1-BUSINESS ENVIRONMENT- INTRODUCTION**

- Unit 1: External Environment of Business – An Overview
- Unit 2: Internal Environment of Business – An Overview
- Unit 3: Indian Financial System & Reforms in Financial Sector
- Unit 4: Dimensions of International Business Environment - Challenges

**MODULE 2- ECONOMIC ENVIRONMENT AND BUSINESS**

- Unit 5: Economic Planning in India (including Economic Systems)
- Unit 6: Dimensions of Indian Economy (Structural and Sectoral)
- Unit 7: Liberalization, Privatization, & Globalization

**MODULE 3- POLITICAL & LEGAL ENVIRONMENT**

- Unit 8: Political Environment in India (Political Institutions)
- Unit 9: Constitutional Provisions and Business
- Unit 10: Foreign Exchange Management Act, 1999
- Unit 11: Consumer Protection Act, 1986
- Unit 12: Industries (Development and Regulation) Act, 1951
- Unit 13: Competition Act, 2002
- Unit 14: Intellectual Property Rights

**MODULE 4- TECHNOLOGICAL & SOCIO-CULTURAL ENVIRONMENT**

- Unit 15: Technological Environment
- Unit 16: Socio – Cultural Environment

**MODULE 5- ECONOMIC POLICIES**

- Unit 17: Industrial Policies
- Unit 18: Monetary and Fiscal Policies
- Unit 19: EXIM Policy
- Unit 20 : 2 Relevant Case studies with reference to topics discussed in subject

**References:**

1. Paul J (2010) Business Environment Text & Cases, Third Edition, Tata McGraw Hill
2. Prakash, B A (2009) ed “The Indian Economy Since 1991; Economic reforms and performance” Pearson Education, New Delhi
3. Pailwar, V K (2010), “Economic Environment of Business,” 2nd Edition, Prentice Hall India Learning, New Delhi.

4. Maheshwari, S.N. and Maheshwari, S.K. (2008). A Manual of Business Laws, 3rd ed. Himalaya Publishing House.

## **PAPER 4 - FUNCTIONAL MANAGEMENT**

### **MODULE 1-ROLE OF MANAGEMENT**

Unit 1: Management as a Profession- Role of Management in modern Organization

Unit 2: Managerial Skill – Challenges Faced by Modern Managers

Unit 3: Functional areas of Management

### **MODULE 2: HRM & Office Management**

Unit 4: Human Resource Management – Meaning, Importance, Human Resource planning,

Unit 5: Modern Methods, Recruitment,

Unit 6: Selection- training and development.

Unit 7: Office Management – Elements, Functions of Office Management, office layout

Unit 8: New trends in Office layout- Administrative Office management – Objectives and functions of

### **MODULE 3: Marketing Management**

Unit 9: Meaning, Definitions, Importance, Scope and Concepts

Unit 10: Marketing Environment, Marketing mix

Unit 11: A Study of the Areas of Marketing Management.

### **MODULE 4: Production Management**

Unit 12: Operations Management, Evolution, Factors affecting OM, Operations Strategy

Unit 13: Importance of Production Management,

Plant location, plant layout, Production Process

Unit 14: Production Planning and Control

Unit 15: **Materials Handling**

### **MODULE 5: Financial Management**

Unit 16: Meaning, Definitions, Objectives, Challenges of Finance Management

Unit 17: Sources of Finance

Unit 18: Role of Financial Manager

## **Paper 5 - Quantitative Techniques**

### **MODULE 1: Basic Mathematics for Management**

Unit 1: Quantitative Decision-Making: An Overview

Unit 2: Functions and Progressions

Unit 3: Basic Calculus and Applications

Unit 4: Matrix Algebra and Applications

### **MODULE 2: Data Collection & Analysis**

Unit 5: Business Research: Basics & Process

Unit 6: Data Collection

Unit 7: Measures of Central Tendency

Unit 8: Measures of Variation and Skewness

### **MODULE 3: Probability Distributions**

Unit 9: Basic Concepts of Probability

Unit 10: Discrete Probability Distributions

Unit 11: Continuous Probability Distributions

**MODULE 4: Sampling Distributions**

Unit 12: Sampling Methods

Unit 13: Sampling Distributions

Unit 14: Parametric Tests

Unit 15: Non- Parametric Tests

Unit 16: Research Report Writing

**MODULE 5: Relational Analysis and Forecasting**

Unit 17: Correlation Analysis

Unit 18: Regression Analysis

Unit 19: Time Series Analysis

Unit 20: 2 Relevant Case studies with reference to topics discussed in subject

**References:**

1. Richard Levin and DS Rubin (2009) Statistics for Management, 7th edition, Pearson Education.
2. Gupta, S.P. & Gupta M.P. (2009) Business Statistics, 15th edition, Sultan Chand and Sons.
3. Sharma, J.K. (2009). Operations Research: Theory and Applications, 4th ed. Macmillan.
4. Gupta, M.P. (2009) Operations Research for Management
5. B.H Suresh-Quantitative Techniques

**PAPER 06 - COMMUNICATIONS AND RESEARCH METHODS**

**MODULE 1: Communication: An Overview**

Unit 1: Communication: Meaning and Process [including the Difference between Managerial and Corporate Communication and Ethics in Communication

Unit 2: Channels of Communication

Unit 3: Barriers of Communication

Unit 4: Essentials of Effective Communication (Including Listening), Technology and Communication

Unit 5: Theories of Communication ( Communication theories and interpersonal communication ) , Models of Communication, Inter-personal Communication

**MODULE 2: Channels of Communication**

Unit 6: Oral ,written, non verbal , visual , persuasive Mass Media Communication

Unit 7: Meetings & Conferences (Preparation of Agenda, Minutes and Resolutions)

Unit 8: Principles of Report Writing

Unit 9: Report Writing

**MODULE 3: Research & its Application**

Unit 10: Introduction: Concept of research and its applications in the various functions of management;

Unit 11: Types of research, Types of business problems encountered by the researcher  
Unit 12: Problems and precautions to the researcher in India, Research Process  
Unit 13: Features of a good research design – Exploratory Research Design – concept, types and uses.  
Unit 14: Descriptive Research Designs concept, types and uses. Experimental Design: Causal relationships, Concept of Independent & Dependent variables,

Unit 15: Qualitative and quantitative research, Concept of measurement, causality, generalization, replication, Merging the two approaches

#### **MODULE 4: Data**

Unit 16: Data collection: Sampling procedure; Sample size; Determination and selection of sample member; Types of data

Unit 17: Preparation of questionnaire and schedule

Unit 18: Analysis of data: Coding, editing and tabulation of data.

Unit 19: Various kinds of charts and diagrams used in data analysis;

Unit 20: Data Processing, Analysis and Estimation, Hypothesis Testing, Chi square, Correlation, Rank Correlation, Regression Analysis, Analysis of Variance, Uses of Data Analysis. Tools like SPSS and Excel,

#### **References :**

##### **Latest Edition**

1. Cooper & Schindler, “Business Research Methods”, Tata McGrawHill, New Delhi.\*
2. Saunders, “Research Methods for Business Students”, Pearson Education, New Delhi\*
3. Kothari C.R., “Research Methods in Business & Social Sciences”, Macmillan\*
4. Chaturvedi, P. D, and Chaturvedi Mukesh, Business Communication : Concepts, Cases And Applications, Pearson Education, New Delhi\*
5. Ludlow, R. & Panton, F. The Essence of Effective Communications, Prentice Hall of India Pvt. Ltd., New Delhi.

#### **Paper 7 - IT for Managerial decisions**

##### **MODULE 1: Information Technology and Managerial Information**

Unit 1: Basics of Information Technology

Unit 2: Managerial Information Needs

Unit 3: Managerial Applications of Information Technology

##### **MODULE 2: Systems Development and Design**

Unit 4: Analysis of Systems and Systems Design

Unit 5: Systems Development Life Cycle

Unit 6: On-line Systems Environment and Design

##### **MODULE 3: Data Communication and Systems**

Unit 7: Latest Trends in Data Communication Systems

Unit 8: Data Communication Process

Unit 9: Design and Study of Computers Networks

##### **MODULE 4: Corporate Data Management**

Unit 10: Introduction to Corporate Data Management

Unit 11: Data Base Management System [DBMS]

Unit 12: Relational Data Base Management System

Unit 13: Decision Support System and SQL

**MODULE 5: Managerial Decision Making**

Unit 14: Management Information System and Decision Making

Unit 15: Systems and Software for Management Functions

Unit 16: Systems and Software for Finance and Inventory

Unit 17: Systems and Software for H R Management

Unit 18: Systems and Software for Marketing Management

Unit 19: 2 Relevant Case studies with reference to topics discussed in subject

**References :**

1. Foundation of computing. Sinha, P.K., PritiSinha (2002). (BPB Publications.)
2. Computer Fundamentals Ram, B. (2003) (New Age Publications )
3. Introduction to computers, Norton, P. (2001) (TMH)
4. Introduction to Information Technology, Rajaraman, V. (2004) (PHI)
5. Introduction to information technology. Turban, Rainer and Potter (2003). (John Wiley and sons)
6. Elis Awad, "System Analysis & Design", Galgotia publications.

**EMBA SEMESTER 2**

**Paper 1 - Strategic Management**

**MODULE 1: Strategic Management Introduction**

Unit 1: Strategic Management: An Introduction (Meaning, Importance, Related Concepts, Mission, Vision, Objectives, Difference between Policy & Strategy, etc)

Unit 2: Strategic Management Process (including McKinsey Framework)

Unit 3: Approaches to Strategic Management

**MODULE 2: Environmental Analysis**

Unit 4: External Environment Analysis

Unit 5: Competition Analysis

Unit 6: Internal Corporate Analysis

**MODULE 3: STRATEGIC ANALYSIS**

Unit 7: Cost Analysis

Unit 8: Portfolio Analysis & Display Matrices

Unit 9: Operating and Financial Analysis

Unit 10: Value Chain Analysis

**MODULE - 4: STRATEGY FORMULATION**

Unit 11: Stability & Growth Strategies (including Cross Border Joint Ventures, and Mergers & Acquisitions)

Unit 12: Diversification

Unit 13: Expansion

Unit 14: Retrenchment (Turnaround, Liquidation, etc.)

Unit 15: Levels of Strategy (Business Level Strategy, Functional Level Strategy, Global Strategy)

## **MODULE - 5: STRATEGY IMPLEMENTATION, EVALUATION & CONTROL**

Unit 16: Implementation of Strategy

Unit 17: Evaluation & Control of Strategy

Unit 18: 2 Relevant Case studies with reference to topics discussed in subject

### **References :**

1. Melissa A. Schilling (2008). Strategic Management of Technological Innovation, Special Indian Edition, Tata McGraw Hill.

2. Kark Rajneesh (2008). Competing with the Best: Strategic Management of Indian Companies in a Globalizing Arena Penguin Books.

3. AzharKazmi (2004). Business Policy and Strategic Management. Tata McGraw Hill, New Delhi.

4. Fred David (2008) Strategic Management : Concepts and Cases , 12th Edition Prentice hall of India

## **PAPER 2 - ENTREPRENEURSHIP DEVELOPMENT AND SMALL BUSINESS MANAGEMENT**

### **MODULE 1 - INTRODUCTION**

Unit 1: Entrepreneurship: Concept and Definitions;

Unit 2: Entrepreneurship and Economic Development; Classification and Types of Entrepreneurs

Unit 3: Entrepreneurial Competencies; Factor Affecting Entrepreneurial Growth –Economic,

Unit 4: Non-Economic Factors; EDP Programmes; Entrepreneurial Training; Traits/Qualities of an Entrepreneur; Entrepreneur; Manager Vs. Entrepreneur.

### **MODULE 2 - OPPORTUNITY AND IDENTIFICATION/**

Unit 5: Opportunity / Identification and Product Selection:

Unit 6: Entrepreneurial Opportunity Search and Identification;

Unit 7: Criteria to Select a Product; Conducting Feasibility Studies;

Unit 8: Project Finalization; Sources of Information.

### **MODULE 3 - SMALL ENTERPRISES**

Unit 9: Small Enterprises and Enterprise Launching Formalities : Definition of SmallScale

Unit 10: Rationale;Objective; Scope; Role of SME in Economic Development of India; SME;

Unit 11: Registration; NOC from Pollution Board; Machinery and Equipment Selection; Project Report Preparation;

Unit 12 : Specimen of Project Report; Project Planning and Scheduling using Networking Techniques of PERT / CPM; Methods of Project Appraisal.



#### **MODULE 4 - SUPPORT INSTITUTIONS AND MANAGEMENT OF SMALL BUSINESS**

Unit 13: Role of Support Institutions and Management of Small Business : Director of Industries; DIC; SIDO; SIDBI; Small Industries Development Corporation (SIDC); SISI; NSIC; NISBUED; State Financial Corporation SFC; Marketing Management; Production Management; Finance Management; Human Resource Management; Export Marketing;

#### **MODULE 5 - POLICY & INSTITUTIONAL FRAMEWORK IN INDIA**

Unit 14: Policy & Institutional Framework in India (Policies regarding SSI Sector, Micro, Small and Medium Enterprises Development Act 2006, Concessions, and Incentives, Financial Support Schemes, & DICs),

Unit 15: Development of Women Entrepreneurs & Rural Entrepreneurship Export Promotion Facilities for SMEs ,

Unit 16: Entrepreneurship Training and Development

#### **Reference:**

1. Kuratko, D.F. & Hodgetts, R.M. (2009). Entrepreneurship: Theory, Process and Practice. Thomson Press
2. Charantimath, P. (2009). Entrepreneurship Development: Small Business Enterprises. Pearson
3. Desai, Vasant (2009). Small-Scale Industries and Entrepreneurship. Himalaya Publishing House, Delhi.
4. Kaulgud, Aruna (2003). Entrepreneurship Management. Vikas Publishing House, Delhi.
5. Balaraju, Theduri (2004). Entrepreneurship Development: An Analytical Study. Akansha Publishing House, Uttam Nagar, New Delhi.
6. David, Otes (2004). A Guide to Entrepreneurship. Jaico Books Publishing House, Delhi.

#### **PAPER 3 - INTERNATIONAL BUSINESS**

**Objective :** This course will provide the students an opportunity to learn and understand how business is conducted in the international arena.

#### **MODULE 1 - INTERNATIONAL BUSINESS - INTRODUCTION**

Unit 1: International Business – An Introduction (Meaning, Domestic Vs International Business, Scope of IB, Importance of IB, & MNCs)

Unit 2: International Businesses Environment – An Overview

Unit 3: Mode of Entry and Strategic Alliances

Unit 4: Globalization (Meaning, Forces, Dimensions & Stages)

#### **MODULE 2 - INTERNATIONAL MARKET ANALYSIS**

Unit 5: Country Risk Analysis

Unit 6: Foreign Investment Analysis

Unit 7: Currency Convertibility – Current Account and Capital Account

Unit 8: Cultural Differences and Competitive Advantage

### **MODULE 3 - INTERNATIONAL TRADE**

Unit 9: International Trade: An Overview (Origin, Need & Importance, & Theories of IT)

Unit 10: Balance of Payments

Unit 11: Foreign Capital and Collaboration

Unit 12: Trade Policy Instruments and Liberalization

Unit 13: World Trade Organization

### **MODULE 4 - FOREIGN INVESTMENT & TRADE LAWS**

Unit 14: Foreign Direct Investment (Concept, Types, Merits, Demerits, etc)

Unit 15: Global Monetary System

Unit 16: Foreign Exchange Market

Unit 17: Bilateral and Multilateral Trade Laws [General Agreement on Trade & Tariffs (GATT), Intellectual Property Rights (IPR), Trade Related Intellectual Property Rights (TRIPS), Trade Related Investment Measures (TRIMs), General Agreement on Trade in Services (GATS), Ministerial Conferences, South Asian Association for Regional Cooperation (SAARC) ]

### **MODULE 5 - INTERNATIONAL BUSINESS STRATEGIES & FOREIGN TRADE IN INDIA**

Unit 18: International Business Strategies

Unit 19: Export, Import and Counter Trade

Unit 20: Institutional Support for Foreign Trade in India [Director General of Foreign Trade (DGFT), Export-Import Bank of India (EXIM BANK), Export Credit Guarantee Corporation (ECGC), Export Promotion Councils, Export Processing Zone (EPZ), Export Oriented Units (EOUs), Special Economic Zone (SEZ)]

### **References :**

1. Deresky (2003). International Management: Managing Across Borders and Culture, Pearson Education.

2. Paul, J (2004). International Business, Prentice-Hall.

3. Aswathappa (2005). International Business, Tata McGraw Hill.

4. Francis Cherunilam- International Business Environment

## **PAPER - Management of Training and Development**

### **MODULE 1 - Introduction**

Unit 1: The changing organizations , HR and Training Functions, Models of Training , Systematic Model, The Transitional Model

Unit 2: The learning organization, Training as consultancy

Unit 3: Learning concepts . T& D to Life time education

### **MODULE 2 - TRAINING NEEDS ANALYSIS (TNA)**

Unit 4 : The process and approaches of TNA

Unit 5 : Teamwork for conducting TNA

Unit 6 : TNA and Training process design

### **MODULE 3 - Training Design and Evaluation**

Unit 7 : Understanding and developing the objectives of training  
Unit 8 : Facilitation of Training with focus on Trainee (Motivation of Trainee, Reinforcement of Trainee and Goal Setting)  
Unit 9 : Training with Focus on Training Design (Learning environment, retraining communication etc)

#### **MODULE 4 - Training methods**

Unit 10 : Facilitation of Transfer with focus on Organization Intervention (Supervisor Support, Peer Support , Trainer Support, Reward systems, Climate etc)  
Unit 11 : Training methods ,  
Unit 12 : Implementation of evaluation of training programme

#### **MODULE 5 - Management Development**

Unit 13 : Approaches to management development  
Unit 14 : Sources of knowledge / Skill acquisition  
Unit 15 : Types of Management development programme  
Unit 16 : EDPs / Seminars and Conferences, Symposia

#### **References :**

1. Blanchard, P.N. & Thacker W.J. (1998), Effective Training systems and Practices, Prentice hall, New Jersey
2. Sloman. M (2001) , A handbook for training strategy, Jaico Publishing house
3. Lynton Rolf, P & Pareek , Udai (2000) , Training for Organizational Transformation, Sage Publication

### **PAPER : Industrial Relations & Labour Legislation**

#### **MODULE 1 - INTRODUCTION TO LABOUR LAWS**

Unit - 1: Indian Constitution Preamble and Directive Principles  
Unit - 2: Indian Legal Framework  
Unit - 3: Role of ILO

#### **MODULE 2 – FACTORIES, ESTABLISHMENTS, RECRUITMENT & TRAINING ACTS**

Unit 4: Factories Act, 1948  
Unit 5: Shops and Establishment Act, 1953  
Unit 6: Employment Exchanges (Compulsory Notification of Vacancy) Act, 1959  
Unit 7: The Apprentices Act, 1961

#### **MODULE 3 - WAGES AND SALARY**

Unit 8: Payment of Wages Act, 1936  
Unit 9: Minimum Wages Act, 1948  
Unit 10: Payment of Bonus Act, 1965  
Unit 11: Equal Remuneration Act, 1976

#### **MODULE 4 – SOCIAL SECURITY**

- Unit 12: Workmen's Compensation Act, 1923
- Unit 13: Employee State Insurance Act, 1948
- Unit 14: Provident Funds and Miscellaneous Provisions Act, 1952
- Unit 15: Payment of Gratuity Act, 1972
- Unit 16: Contract Labour (Regulation and Abolition) Act, 1970

### **MODULE 5 – INDUSTRIAL RELATIONS**

- Unit 17: Trade Union Act, 1926
- Unit 18: Industrial Employment Disciplinary Action (Standing Orders), 1946
- Unit 19: Industrial Disputes Act, 1947

#### **References :**

1. C S VenkataRatnam Industrial Relations , Oxford 2006 Edition
2. P K Padhi- (*For Labour Laws*) *Labour and Industrial Laws PHI 2007 Edition*
3. B D Singh *Industrial Relations and Labour Laws Excel 2008 Edition*

### **PAPER : ORGANIZATIONAL DEVELOPMENT AND CHANGE MANAGEMENT**

#### **MODULE 1 - Organizational Change**

- Unit 1: Organizational Change – meaning, nature,
- Unit 2: Types; theories of planned change;
- Unit 3: Organizational Development – nature and characteristics;
- Unit 4: Process of organizational development

#### **MODULE 2 - Third Party Interventions**

- Unit 4: Human Process Interventions – T-group, process consultation,
- Unit 5: Third party interventions, team building;
- Unit 6: Organizational confrontation meeting
- Unit 7: Coaching and mentoring, role focused interventions

#### **MODULE 3 - Restructuring Organization**

- Unit8: Techno structural Interventions – restructuring organization,
- Unit9: Reengineering, employee involvement, work design;
- Unit10: Strategic Interventions – Organization and environment relationships
- Unit 11: Organization transformation

#### **MODULE 4 - Organization development**

- Unit12: Contemporary issues and applications
- Unit 13: Organizational development in global context
- Unit 14: Organizational development in service sector

#### **MODULE 5 - OD Practitioners**

- Unit 15: OD Practitioners – role, competencies requirement,
- Unit 16: Professional ethics and values and experiences;
- Unit 17 : Future trends in OD

**References :**

1. George, J. M. & Jones, G.R. (2009). Understanding and Managing Organizational Behaviour 5th Edition, Pearson Education.
2. Green Berg, J. and Baron, R.A. (2008), Behaviour in Organization. Prentice Hall of India.
3. Schermerhorn, J. (2007). Organizational Behaviour, 10th Edition, Wiley
4. Mcshane, S.L., Von Glinow, M.A., Sharma, R.R. (2006) Organizational Behaviour. Tata McGraw Hill
5. Pierce, J.L. & Gardner, D.G. (2010). Management and Organizational Behavior, Cengage Learning.

**PAPER - INTERNATIONAL HUMAN RESOURCE MANAGEMENT****MODULE 1 – IHRM : INTRODUCTION**

- Unit 1: Introduction to IHRM (Concept, Objectives, Difference between Domestic and International HRM, Structure in international firms)
- Unit 2: HRM: Global Issues and Challenges
- Unit 3: Cross-Cultural Theories

**MODULE 2 – IHRM – FUNCTIONAL ISSUES**

Unit 4: International Human Resource Planning

- Unit 5: Recruitment and Selection
- Unit 6: Training and Development
- Unit 7: Performance Management
- Unit 8: Compensation Management

**MODULE 3 – GLOBALIZATION AND HRM**

- Unit 9: Globalization and Employment, HRD, & Reward System
- Unit 10: Globalization and Trade Unions, Collective Bargaining, & Participative Management
- Unit -11: Changing Environment of HRM (Internal and External Factors)

**MODULE 4 – PEOPLE MANAGEMENT IN SELECTED COUNTRIES**

- Unit 12: People Management in USA
- Unit 13: People Management in Japan
- Unit 14: People Management in China
- Unit 15: People Management in Other Countries

**MODULE 5 – IHRM: CONTEMPORARYU ISSUES**

- Unit 16: Human Resource Information System
- Unit 17: IT & HRM (including human side of technology)
- Unit 18: IHRM: Contemporary Issues (Outsourcing, QWL, Women expatriates, etc)

**References :**

1. Bröckermann, R.: Personalwirtschaft. Lehrbuchfür das praxisorientierte Studium. 2. Aufl., Stuttgart, 2001.
2. Dessler, G.: Human Resource Management. 9th ed., New York, 2003.

3. Drumm, H.-J.: Personalwirtschaft. 4. Aufl., Heidelberg, 2000.

4. Jackson, T.: International dimensions of human resource management. London, 2002.