

SEMESTER IV (Human Resource)

203050: ENRICHMENT- TRAINING AND DEVELOPMENT

Full Marks: 100

Introduction to Training and Development

Marks: 18

Introduction; Need; Benefits: Benefits of Training, Benefits of Development; Benefits as a Whole: Benefits for the Organisation, Benefits for the Individual; Limitations of Training; Difference between Training and Education; Inputs for Training and Development: Relation between Knowledge and Skill

Training

Marks: 15

Definition; Training Process: Training Analysis, Training Design, Implementation, Evaluation; Areas of Training; Techniques of Training

Training Evaluation

Marks: 20

Introduction; Levels of Training Evaluation Model (Donald Kirkpatrick's Model): Reaction Level, Queries, Guideline, Tools, Sample Form, Pros and Cons, Learning Level, Queries, Guidelines, Tools, Pretest and Posttest Design, Pros and Cons, Behaviour Level, Queries, Guideline, Tools of Behaviour Level, Survey to Measure Behaviour Application, Pros and Cons of Behaviour Level; Result Level, Component Measures, Guideline, Tools; CIRO Model

ROI Analysis of Training Program

Marks: 16

Introduction; ROI Measurement of Training: ROI Process - Collection and Analysis of Data, Value Addition to Other Departments, ROI of Training; Calculation of ROI; Sources of Data and Data Collection Methods: Sources for Data, Data Collection Methods

Training Strategy for Organisational Growth

Marks: 14

Introduction; Levers - Strengthening Training; Creation and Implementation of Training Strategies; Need of Training Strategy

Strategy for Human Resource Development and Career Planning

Marks: 17

Introduction; Management Development; Managerial Training and Development: Managerial Development Topics; Supervisory Training and Development; Career Planning: Factors Affecting Career Choices

Reference Books:

1. Dessler G. (2005) *Human Resources Management*. Tenth Edition, Prentice- Hall of India. New Delhi
2. Dr. Ghanekar, A., (2005) *Essentials of Human Resource Management*. Everest Publishing House.
3. Dr. Ghanekar, A., (2005) *Human Resource Management*. Managing People the HRD Way. Everest Publishing House. Tata McGraw-Hill.
4. *Human Resource Management*. (December 2001). Civil Service Branch.
5. *Information Resource for Tourism Industry in Wales*. (2008) Training and Development.
6. Michael, J., Irwin, D., Illinois, Homewood, J, Richard. *Personnel Management*.
7. Ashwathappa, K., (2002) *Human Resource and Personnel Management*. 3rd ed. Tata McGraw-Hill

0203376: WAGES AND SALARY ADMINISTRATION

Full Marks: 100

Role of Compensation and Rewards in an Organisation

Marks: 12

Compensation: The Concept; Indirect Compensation; Role; Compensation Structure; The Compensation Programme: Functions and Responsibilities; Corporate Compensation Policy: Corporate Compensation Policy and Community Concerns, Strategy of Wage Increases, Rationality and Hygiene Factors, Internal Equity, External Equity, Payroll Analysis and Policy Correctives, Wage and Salary Administration Function, Corporate Compensation Structure, Managerial Compensation; Wages and Incomes Policy; Issues and Current Trends: Broad-banding, Pay for Knowledge, Skill and Competency, Team Pay Plans, Documentation and Communication, Coping with Change, International Compensation

Wages and Wage Theories

Marks: 12

Introduction; Select Wage Theories: Subsistence Theory, The Surplus Value Theory, The Wages Fund Theory, The Marginal Productivity Theory, The Bargaining Theory, Purchasing Power Theory, Comparative Advantage Theory; Behavioural Theories and Relevant Issues: Content Theories, Process Theories, Equity and Attribution Theories

Framework of Compensation Policy

Marks: 14

Introduction; Macro Policy Framework: Key Considerations Public Policy at Macro Level; Macro Policy Considerations: Company Compensation Policy: Attraction and Retention, Internal Consistency, External Consistency, Ability to Pay, Pay and Performance, Labour Costs and Productivity, Cost of Living, Merit and Seniority Progression, Motivation; Divergent Perspectives of Management and Labour

Wage Concepts and Definition of Wages under Various Labour Legislations

Marks: 15

Wage Concepts: The Statutory Minimum Wage, The Bare Subsistence or Minimum Wage and Salary Administration, The Concept of the Living Wage, The Concept of Fair Wage, Minimum Wage, Need-based Minimum Wage; Definition of Wages under Various Labour Legislation: The Payment of Wages Act 1936, The Minimum Wages Act, 1948, Payment of Bonus Act, 1965, Payment of Gratuity Act, 1972, Employees' State Insurance Act, 1948, The Employees' Provident Fund and Miscellaneous Provisions Act, 1952, Equal Remuneration Act, 1976, Workmen's Compensation Act, 1923, Industrial Disputes Act, 1947

Law Relating to Payment of Wages and Bonus

Marks: 12

Introduction; Payment of Wages Act, 1936; Bonus; The Payment of Bonus Act, 1965

Regulation of Minimum Wages and Equal Remuneration

Marks: 11

Introduction; Minimum Wages Act, 1948; Important Provisions of Act; Equal Pay for Equal Work; Equal Remuneration Act, 1976

Design of Performance Linked Reward Systems

Marks: 12

Introduction; Forms and Choice of Performance Linked Reward Systems: Merit Incentive Pay, Incentive Payments, Incentive Schemes, Group Incentive and Productivity Gain Sharing, Productivity Bargaining, Long-Term Incentive (ESOP), Competency-based Pay; Steps in Designing Performance-Linked Schemes: Custom-Tailored, Objectives, Selection of Performance Measures, Basis, External Influences, Distribution, Equity, Safeguards, Involvement and Communication, Union Participation in the Design, Review; Issues and Trends: Level of Education, Trade Union,

Organisational Culture, Package of Monetary and Non-Monetary Incentives, Rewarding Good Performance, Performance Pay and Performance Management, Caveats

Overview of Future Trends in Compensation Management

Marks: 12

Introduction; Compensation Issues; Problems; Administration; Criteria; Survey; Pay Comparison; Compensation Structure; Compensation Policy; Compensation-Future Trends; Executive Compensation; Management

Reference Books:

1. Aft, L. S., 1985. Wage and salary administration: a guide to job evaluation, Reston Pub. Co.
2. Armstrong, M., 1974. Principles & practice of salary administration, Kogan Page.
3. Belcher, D. W., 1962. Wage and Salary Administration, 2nd ed., Prentice-Hall.
4. Burgess, L. R., 1968. Wage and salary administration in a dynamic economy, Harcourt, Brace & World.
5. Deb, T., 2009. Performance & Reward Management, Ane Books Pvt Ltd.
6. Deckop, J. R., 2006. Human Resource Management Ethics.IAP.
7. Ghosh, B., 2012. *Compensation and Reward Management*, Sterling Publishers Pvt. Limited
8. Rao, 2007. *Human Resources Management: Text and Cases*, 2nd ed., Excel Books India.
9. Pattanayak, B., 2005. *Human Resource Management*, 3rd ed., PHI Learning Pvt. Ltd.

0203233: INTERNATIONAL BUSINESS MANAGEMENT

Full marks: 100

International Business Management

Marks: 14

International Management: introduction, international manager, role, characteristics of Effective and Efficient International Managers; Globalisation: Historical Background, Meaning of Globalisation, Global Development Challenge, Major Forces of Globalisation, Globalisation at Firm/Corporate Level, Effect of Globalisation on World Economy, Effects of Globalisation on Strategies for Small Scale and Medium Sized Business, Globalisation; International Technology Alliances: Recent Trends in IT Sector: Introduction, Recent Evidence on Technology Alliances in the IT Industry; International Service Management: International Service Standards, Service Quality, Service Process

Introduction to International Business Environment

Marks: 15

Introduction: Meaning; Concept and Relevance: Micro and Macro Environments, Foreign and Global Environment, Relevance to International Business Environment; Analysis of the Components of Foreign Environment; Geographic Environment; Economic and Financial Environment: L Economic Environment, Financial Environment; Socio- Cultural Environment: Introduction, Elements of Culture, Cultural Attitude and International Business, Cultural Communication Process and Negotiations, Cultural Universals, Social Environment, Strategies Dealing with Cultural Differences; Political Environment: Forms of Government and Political Party System, Political Ideology and Role of Government, Political Stability, Political Risk, Domestication; Technological Environment: Influence of Technology, Investment in Technology, Technology and Economic Development, and International Competition, Technology Transfer, Technology and Location of Plants, Technology and Globalisation; Legal Environment; Ecological Environment

International Business Theories

Marks: 12

Foundations of International Business; International Trade Theories: Theory of Mercantilism, Theory of Absolute Cost Advantage, Theory of Comparative Cost Advantage, Cost Theory; Efficiency in International Trade: Heckseher-Ohlin

Trade Model, The Leontief Paradox; Foreign Direct Investment (FDI) Theories: Market Imperfections Approach, Product Life-Cycle Approach, Transaction Cost Approach, Different types of Investment for Internationalisation, Eclectic Paradigm; Intra Industry Trade and Theories: Economies of Scale, Availability and Non Availability, Trade in Intermediate Goods

Export Import Trade Regulatory Framework

Marks: 12

Introduction; An Overview of Legal Framework: Foreign Trade Act, 1992, Foreign Exchange Management Act, 1999, The Customs Act, 1962, Export (Quality Control and Inspection) Act, 1963; Export-Import Policy: Registration Formalities and Export Licensing, Procedure to Obtain Export Licence; General Provisions Regarding Exports And Imports; Exports and Imports; Export-Import Documents: Rationale of Documents, Kinds and Functions of Documents, Standardised Pre-Shipment Export Document, Import Documents

International Marketing Management

Marks: 14

Concept of International Marketing: Globalisation, Evolution Process of Global Marketing, Towards Global Marketing, Global Marketing Strategy, Reasons /Motives of International Marketing, Internationalisation stages, International Marketing Decisions, Participants, Future; Challenges and Scope: Domestic Market Expansion Concept, Multi Domestic Market Concept, Global Marketing Concept, Institutions, Reasons and Motivations Underlying International Trade and International Business, Reasons for Entering into International Markets, Nature of International Marketing; International Marketing, Planning, Organising and Control: Developing a International Marketing Plan, Issues in Framing the Multi-National Marketing Plan, Organisation for International Marketing, Framework for International Marketing Planning, International Marketing Control, Control Sequence; International Marketing Entry Decisions: Entry Modes, Entry Stage Analysis, Factors Affecting Entry Decisions, Factors Influencing International Market Selection, Process of Market Selection, Some Strategies; Emerging Trends and Issues in International Marketing: Emerging Global Competition, MNCs and Global Competition, Social Ethical and Environmental Issues

International Human Resource Management

Marks: 12

Introduction: Internationalisation of Human Resource Management, Forms of International HRM, Nature of International HRM, Global role of the IHR professional, Development of International Human Resource Management, Difference between International and Domestic Human Resource Management, Research on Strategic International Human Resource Management, International Human Resource Function; Global Recruitment: Sources of Global Recruitment, Global Selection Process, Expatriates, Performance Appraisal; Training and Development: Importance of Training and Development for Global Jobs, Cross- Cultural Training; Compensation and Benefits: Compensation in Global Companies, Profit Sharing and ESOP, Women in International Business; International Industrial Relations

International Financial Management

Marks: 11

Introduction: International Finance, International Flow of Funds, Goals for International Financial Management, Nature of International Financial Management, Comparison between Domestic and International Financial Management; International Financial Environment: Gold Standard, The Bretton Woods System of Exchange Rate, Theories of Exchange Rate Behaviour, Global Capital Structure; International Financial Markets: National Markets as International Financial Centres, Euro Market, International Debt Instruments, Euro Issues in India; Management of International Short Term Financing: Short Term Markets, Short Term Loans for Money Market, Forfaiting, International Leasing, Syndicated Loans

International Banking, International Transactions and Balance of Payments

Marks: 10

Introduction: International Money Transfer Mechanism, International Syndicated Lending Arrangements; Correspondent Banking: Functions; Branches: Representative Offices, Offshore / Shell Banks/ International Banking Facilities; International Activities of US Banking Organisations: International Banking Facilities (IBF), Edge Act and Agreement

Corporations, Capitalisation and Activities of Edge Act Corporations; International Transactions and Balance of Payments: Balance of Payments, Nature of International Transaction, Balance of Payments Statement, Balance of Indebtedness; Adjustment Policies: Unilateral Adjustments, Bilateral, Regional, Multilateral; Rise of Market Power

Reference Books:

1. Ajami, R. A. and Goddard, J. G., 2006. *International business: Theory and Practice*, 2nd ed., M.E. Sharpe Inc.
2. Apte., 2006 *International Financial Management*, 4th ed., Tata McGraw-Hill Education.
3. Aswathappa, A. 2010. *International business*, Tata McGraw-Hill Education.
4. Clark, E., 2002. *International finance*, Cengage Learning EMEA.
5. Deresky, 2006. *International Management: Managing Across Borders And Cultures*, 5th ed., Pearson Education India.
6. Vyuptakesh, S., *International Financial Management*, PHI Learning Pvt. Ltd.

0203142: LABOUR LAWS

Full Marks: 100

Industrial Disputes Act

Marks: 8

Introduction; Important Definitions and their Explanations: Industry, Strike, Lockout, Workman, Wages, Lay-off, Retrenchment, Continuous Service (Sec.25 b); Differences in Industrial Terms; Settlement of Disputes; The Authorities under the Act: The Works Committee (Sec.3), Conciliation Officers (Sec.4), Boards of Conciliation (Sec.5), Courts of Inquiry (Sec.6), Labour Courts (Sec.7), Tribunals (Sec.7-A), National Tribunals (Sec. 7-B); Procedure, Powers and Duties of Labour Court, Tribunal and National Tribunal (Sec.11); Miscellaneous

The Industrial Employment (Standing Orders) Act, 1946

Marks: 12

Introduction; The Industrial Employment (Standing Orders) Act, 1946; Some Important Definitions Related to the Industrial Employment Act, 1946; The Schedule; Submission of Draft Standing Orders (Sec.3); The Industrial Employment (Standing Orders) Act, 1946; Conditions for Certification of Standing Orders (Sec.4); Certification of Standing Orders (Sec.5); Appeals (Sec.6); Standing Orders; Payment of Subsistence Allowance (Sec.10-A); Interpretation of Standing Orders (Sec.13-A); Power to Exempt (Sec.14)

The Maternity Benefit Act, 1961

Marks: 8

Introduction; Main Features of the Act; Some Definitions; Important Sections Related to Maternity Benefit Act; Other Privileges; Appointment of Inspectors (Sec.14)

Factories Act, 1948

Marks: 10

Introduction; Factory and Manufacturing Process; Approval, Licensing and Registration of Factories; Occupier and His Duties; Inspecting Staff and Officers Under this Act; Provisions Regarding Hazardous Process; Health and Cleanliness; Safety; Employment of Young Persons; Penalties and Procedure: General Penalty for Offences; Working Hours of Adults; Annual Leave with Wages

The Child Labour (Protection and Regulation) Act, 1986

Marks: 10

Introduction; Indian Constitutions and the Child; The Child Labour (Prohibition and Regulation) Act, 1986; Prohibition of Employment of Children in Certain Occupations (Sec.3); The Schedule; Child Labour Technical Advisory Committee; Regulation of Conditions of Work for Children (Sec.6) Penalties (Sec.14)

The Workman's Compensation Act, 1923

Marks: 12

Introduction; Some Important Definitions Related to The Workman's Compensation Act; Workman's Compensation; Disablements; Disabling Injuries; Wilful Disobedience of Orders or Safety Devices; Alternative Remedy; Amount of Compensation; Distribution; Notice and Claims of the Accident; Medical Examination; Penalties; Commissioners; Appearance of Parties

The Payment of Wages Act, 1936

Marks: 10

Introduction; Main Features; Wages; Payment of Wages and Deductions from Wages: Payment of Wages, Deductions from Wages; Claims

The Payment of Gratuity Act, 1972

Marks: 9

Introduction; Payment of Gratuity; Continuous Service; Amount of Gratuity: Penalty; Compulsory Insurance; Nomination; Determination of the Amount of Gratuity; Inspectors: Powers of Inspectors; Penalties

Domestic Inquiry

Marks: 9

Introduction; Domestic Inquiry and Natural Justice; Misconduct of a Workman; Changing Values; Charge Sheet; Requisites of a Valid Charge; Appreciation of Evidence; Domestic v/s Industrial Tribunal; The Report of the Enquiry Officer

Minimum Wages Act, 1948

Marks: 12

Introduction; Application of the Act; Some Important Definitions; Fixation and Revision of Minimum Wages; Procedure for Fixing and Revising Minimum Wages; Fixing Hours of Work; Maintenance of Registers and Records; Inspectors and Their Powers; Penalties for Offences; Claims Under the Act

Reference Books:

1. Chakraverti, S. & Charan, S., 1966. Law of employees' victimisation: relating to industrial, non-industrial and government employees, Law Book Co.
2. Chaudhary, A. N., 2001. Industrial Disputes Act as viewed by Supreme Court of India with state amendments along with latest decisions of Supreme Court, Ashoka Law House.
3. Christian, 2009. Legal Aspects of Doing Business in Asia, lulu.com.
4. Cook, R.J., 1994. Human Rights of Women: National and International Perspectives, University of Pennsylvania Press.
5. Das, S., 2011. Managing People at Work: Employment Relations in Globalizing India, 1st ed., Sage Publications Pvt. Ltd

0203087: RECRUITMENT, SELECTION AND RETENTION

Full Marks: 100

Strategic Human Resource Planning

Marks: 14

Introduction; Strategic Planning; Strategic Human Resource Planning; Objectives; Components of HR Strategic Plan Related to Recruitment and Retention: Planning the Total Workforce, Recommended Actions, Generating the Required Human Resources, Recommended Actions, Investing in Human Resource Development and Performance, Recommended Actions

Staffing

Marks: 18

Resourcing Strategy: The Strategic HRM Approach to Resourcing, Integrating Business and Resourcing Strategies, The Components of Employee Resourcing Strategy; Staffing: Staffing Function, Staffing the Organization Strategically, Importance of Strategic Staffing (Recruitment and Selection), Need For Staffing Strategy, The Staffing Strategy, Staffing Strategy Components, Strategic Issues in Staffing

Recruitment

Marks: 21

Introduction; Recruiting Alternatives; Stages; Factors Affecting; Elements in the Process: Recruitment Policy; Difference Between Recruitment and Selection; Relationship Between Recruitment and Selection; Recruitment and Selection Objectives: Retention Strategy; Recruitment and Selection Model; Using Consultants for Recruitment; Recruitment and Selection Challenges: Temporary Versus Permanent Employees, Internal Versus External Recruiting, Internal Sources, External Sources, When and How Extensively to Recruit; Methods or Techniques of Recruitment: Assessment and Improvement of Recruiting, Advertising, Recruiting on the Internet, Outsourcing, Campus Recruiting, Recruiting Online - The Use of Technology, Online Recruitment?, Using Online Recruitment, Advantages of Online Recruitment, Disadvantages of Online Recruitment; Advertising Vacancies; Commercial Job Boards

Employee Selection Processes

Marks: 25

Employee Selection Process; Successive Hurdles Technique; Steps in the Selection Procedure: Preliminary Screening Interview, Completion of Application Blank, Reference Checking, Physical and Medical Fitness Examination; Employment Interviews: Employment Tests, Group Discussion Technique; Types of Employment Interview; Recommendations for Effective Interviewing; Telephonic Interviewing; Sample Employment Interview Questions; Background Check: Methods of Collecting Reference Data, The Problems with Reference Checking; Scientific Selection: Placing the Right Man on the Right Job: Pseudo-Scientific Selection Practices, Importance of Scientific Selection, Individual Growth, Compelling Future, Total Pay, Positive Workplace; The Ideal Selection Procedure; Reviewing the Hiring Process; Flaws of Current Selection Practices: Job Analysis Problems, Job Descriptions Problems, Recruitment Advertisements Problems, Interviews Problems, Reference Checking Problems

Employee Retention, Recent Developments and Future Prospects

Marks: 22

Retention Strategy; Why Do People Leave Organizations: Early Leaving, Reasons for High Staff Turnover, Reasons for Low Staff Turnover; Improving Employee Retention: Flexibility Strategy, Flexible Workforce Categories, Better Retention with Effective Rewards; Reward Strategy: How to Create an Effective Total Reward Strategy, What are the Components of Total Rewards; Recent Trends and Facilities; Selection

Reference Books:

1. Arthur, D., (December 6, 2005); Recruiting, Interviewing, Selecting & Orienting New Employees; 4th Edition; AMACOM.
2. Attorney, F. S., (June 15, 2008); Hiring Your First Employee: A Step-by-Step Guide; 1st Edition; NOLO.
3. Barksdale, S., (November 20, 2006); 10 Steps to Successful Strategic Planning; ASTD Press.
4. Billsberry, J., (December 18, 2007); Experiencing Recruitment and Selection; Wiley.
5. Boqardus, A., (October 12, 2004); Human Resources JumpStart; Sybex.
6. Fried, B., (July 24, 2008); Human Resources In Healthcare: Managing for Success; 3rd Edition; Health Administration Press.

0203086: STRATEGIC HUMAN RESOURCE MANAGEMENT

Full Marks: 100

Introduction to Strategic Management

Marks: 9

Introduction; Strategy: Hierarchy of Strategy, Corporate Level Strategy, Business Level Strategy, Functional Level Strategy; Strategic Management: Model of Strategic Management, Benefits of Strategic Management; Strategic HRM: Emergence of Strategic Human Resource Management (SHRM), The Evolutionary Stages of Strategic HRM; Difference Between Traditional HR and Strategic HR

Strategic Human Resource Management

Marks: 15

Introduction; Trends; HR Practitioners Role; Human Resource as Competitive Advantage; Aims of; Approaches to; Formulation of HR Strategies: The Classical Sequential Approach, The Empirical Need-based Approach; Achieving Strategic Fit: Problems in Achieving Strategic Fit; Benefits; Barriers

Human Resource Strategies

Marks: 15

Introduction; HR Strategies Defined; Types of HR Strategies: Overarching Strategies, Specific HR Strategies; Criteria for an Effective HR Strategy; Developing HR Strategies: A Methodology for Formulating HR Strategies; Setting Out the Strategy; Conducting a Strategic Review; Implementing HR Strategies; Barriers to the Implementation of HR Strategies: Overcoming the Barriers

Roles in Strategic Human Resource Management

Marks: 14

The Strategic Role of Top Management; The Strategic Role of Front-line Management; The Strategic Role of the HR Director; The Strategic Role of the HR Specialists: The New Mandate for HR; The Specific Strategic Roles of HR: Business Partner, The Innovation Role, The Change Manager Role, The Implementer Role

Investment Perspective of Human Resource Management and Workforce Diversity

Marks: 15

Introduction to Investment Perspective of HRM; Adopting an Investment Perspective; Valuation of Assets; Understanding and Measuring Human Capital; Factors Influencing an Organisation's Investment Orientation; Introduction to Workforce Diversity: Workforce Diversity Defined, Benefits of Managing Workforce Diversity, Managing Diverse Workforce in an Organisation; Challenges for HR Managers

Resourcing Strategy

Marks: 17

Resourcing Strategy; Objectives; The Strategic HRM Approach to Resourcing; Integrating Business and Resourcing Strategies; Bundling Resourcing Strategies and Activities; The Components of Employee Resourcing Strategy; Human Resource Planning: Definition, Link to Business Planning, Hard and Soft Human Resource Planning, Limitations, Approaches to Human Resource Planning; Resourcing Plans: Internal Resourcing, External Resourcing; Retention Strategy: Analysis of Reasons for Staying or Leaving; Flexibility Strategy; Talent Management Strategy: The Components of Talent Management Strategy

Challenges in Strategic Human Resource Management

Marks: 15

Introduction; The Challenges, Organising Talents Strategically, Leading the Talk, Control and Measure Results; Motivational Approaches: Gain-sharing, Managing Gain-sharing; Executive Information Systems: Managing EIS; HRM Strategic Challenges

Reference Books:

1. Cherukulath, W. K., Raghuraman, R. N. & Kalaskar, R. S., 1999. *Information Management: An Overview on Human Resources Planning*. DRTC Workshop on Information Management.
2. Christensen, R., 2005. *Roadmap to Strategic HR: Turning a Great Idea into a Business Reality*,. AMACOM.
3. Fombrun C. J., Tichy N. M. and Devanna M. A., 1984. *Strategic Human Resource Management*. John Wiley and Sons.
4. Schuler, R. S., & Jackson, S. E., 2009. *Strategic Human Resource Management*. 2nd ed., Wiley-India.
5. Sharma, A. & Khandekar, A., 2006. *Strategic Human Resource Management: an Indian perspective*.1st ed., Response Books.