1. HUMAN RESOURCES MANAGEMENT

Total Marks:800, Min/Max of each paper:40/100	
Codes	**Paper Titles**
CC1BA	Management Process
CC1BA	Organizational Behavior and Development
CC1BA	Business Ethics/ Human Values
CC1BA	Organizational Communication
CC1PM	International Human Resources Management
CC1PM	Organizational Culture, Change and
CC1PM	Employee Relations Management
CC1PM	Lab our Legislation

4. LABOUR LEGISLATION

Objectives :

To provide an understanding, application and interpretation of the various labour laws and their implications for industrial relations and labour issues.

MODULE – 1 :

Emergence and objectives of Labour Laws and their Socio-economic Environment: Industrial Relations Laws.

MODULE – 2 :

Laws relating to Industrial Disputes, Trade Unions Standing orders; Law relating to discharge, misconduct, domestic enquiry, disciplinary action.

MODULE – 3 :

Social security laws – Laws relating to Workmen's Compensation, Employees' State Insurance Provident Fund, Gratuity and Maternity Relief, Wages and Bonus Laws – The Law of Minimum Wages, Payment of Wages, Payment of Bonus.

MODULE – 4 :

Laws relating to working conditions – The laws relating to Factories, Establishment, and Contract labour, Interpretations of Labour laws, their Working, and implications for Management, Union, Workmen, The Economy and the industry.

BOOKS FOR REFERENCE :

1. Ghaiye, B.R.   : Law and Procedure of Departmental Enquiry in Private and Public Sector, Lucknow, Eastern Law Company.
2. Malhotra, O.P.   : The Law of Industrial Disputes, Vol. I & II, Bombay, N.M. Tripathi.
3. Malik, P.L.   : Handbook of Industrial Law, Lucknow, Eastern Book.
4. Saini, Debi S.   : Labour Judiciary, Adjudication and Industrial Justice. New Delhi, Oxford.
5. Saini, Debi S.   : Redressal of Labour Grievances, Claims and Disputes, New Delhi, Oxford and IBH.
6. Seth, D.D.   : Industrial Dispute Act 1947, Vol. I&II, Bombay, N.M. Tripathi
7. Srivastava S.C.   : Industrial Relations and Labour Law, New Delhi, Vikas.

EMPLOYEE RELATIONS MANAGEMENT

Objectives :

The objectives of this course are :

1. To familiarise the students with the various issues that have their impact on employee relations in organisations.
2. To enable the students apply the concepts and principles in given situations.

MODULE – 1 :

Performance appraisal – appraisal process – organizational strategy and performance appraisal – challenges of appraisal.

MODULE – 2 :

Employee remuneration – Components of remuneration – devising a remuneration plan – theories of remuneration – factors influencing remuneration – challenges of remuneration – wage concepts – wage policies – incentives – benefits and services – executive remuneration.

MODULE – 3 :

Safety and health – safety programmes – health – noise control – stress – AIDS – Alcoholism and drug abuse – violence at the work place – work – life balancing.

MODULE – 4 :

Participative management – importance – scope and ways of participation – empowerment – self-directed teams.

MODULE – 5 :

Employee welfare – types of welfare activities – approaches to welfare activities – administration of welfare activities.

MODULE – 6 :

Industrial relations - nature – approaches, disputes – causes for disputes – ways of settling disputes.

Trade unions, trends in union movement.

BOOKS FOR REFERENCE :

1. Raymend A. Noe, etal, : Human Resource Management – Gaining Competitive Advantage, Irwin McGraw Hill.
2. George Bohalander, etal, : Managing Human Resource, Thomson – South Western.
3. Louis R. Gomez – Mejia, etal, : Managing Human Resources. Pearson Education
4. Ian Bcardwell and Lcn Holden : Human Resource Management–4 Contemporary Perspective.

2. ORGANISATIONAL CULTURE, CHANGE AND DEVELOPMENT

Objectives :

To familiarise the students with the concepts of organisational culture, change and development.

MODULE – 1 :

Nature of organisations – why organisations exist – organisation designs and structures – organisations for the future.

MODULE – 2 :

Nature of Culture – levels of culture – organisational culture - how is culture created – how is culture sustained – culture and organisational effectiveness – managing organisational culture.

MODULE – 3 :

Multiculturalism – multicultural manager – implications of cross-cultural management – models to aid cross cultural manager – (Value orientation model and Hofstedes model).

Cross cultural communication – practical issues in cross cultural business communication.

MODULE – 4 :

Nature of Change, levels of change, types of change – reasons for change, resistance to change – models of change – change process. OD techniques.

MODULE – 5 :

Organisation development – OD interventions – MBO, Grid training, Survey feedback, team building, T-group training – effectiveness of OD programmes.

MODULE – 6 :

Innovation – managing the innovation process – creating a culture for innovation.

BOOKS FOR REFERENCE :

1. Fred Luthans : Organizational Behaviour, McGraw – Hill.
2. Steven L. McShane & MaryAnn VonGlinow : Organizational Behaviour, Tata McGraw Hill.
3. Don Hellriegel, etal. : Organizational Behaviour, South Western –Thomson.
4. Gareth R. Jones, : Organizational Theory, Pearson Education.
5. John B. Cullen : Multinational Management, South Western.
6. Farid Eiashmawi and Philip R. Harris : Multicultural Management, Synergy Books International.
7. Aswathappa K. : Human Resource and Personnel Management, Tata McGraw Hill.

PG DIPLOMA IN HUMAN RESOURCES MANAGEMENT

1. INTERNATIONAL HUMAN RESOURCES MANAGEMENT

Objectives :

The Objectives of this course is to familiarise the students with the various concepts and issues relating to management of human resources in international businesses.

MODULE – 1 :

Nature of International Human Resource Management (IHRM) – approaches to IHRM – differences between domestic HRM and IHRM.

MODULE – 2 :

Human resource planning in IHRM – recruitment and selection – issues in staff selection – selection of expatriates.

Training and development – expatriate training – developing international staff and multinational teams.

MODULE – 3 :

Performance management – factors associated with individual performance and appraisal – Criteria used for performance appraisal of international employees – appraisal of host country nationals.

Compensation – objectives of international compensation – approaches to international compensation.

MODULE - 4 :

Expat failure – causes for failure. Repatriation – repatriation process.

MODULE – 5 :

Labour relations – Key issues in international relations – strategic choices before firms – strategic choices before unions – union tactics.

MODULE – 6 :

Managing people in an international context – Japan – Europe – US.

BOOKS FOR REFERENCE :

1. Peter J. Dowling, etal, : International Human Resource Management, South Western – Thomas Learning.

2. Charles W.L. Hill, : International Business, McGraw – Hill

3. Ian Beardwell and Lon Holden : Human Resource Management, MacMillan.

4. Aswathappa K. : Kuman Resource and Personnel Management, Tata McGraw Hill.

ORGANISATIONAL COMMUNICATION

Objectives : To familiarise students with principles of organisational communication.

MODULE – 1 :
Nature of organisations – why organisations exist – Organisation designs and structures – factors influencing.

MODULE – 2 :
Communication - Nature – interpersonal communication – communication process-types - barriers and ways of retrieving barriers.

MODULE – 3 :
Organisational Communication – communication flows – communication networks barriers to organisational communication – Informal communication.

MODULE – 4 :
Technological advancements in communication – e-mail, fax, internet, teleconferencing, video conferencing impact of technology on organisational communication.

MODULE – 5 :
Small group communication in organisations – nature of small groups – group decision making – small group networks – technologies supporting group communication.

Conflict and organisational communication - sources of conflict – using technology to manage conflict.

Managing diversity – computers, networks and gender issues – computers, networks and cultural diversity.

MODULE – 6 :
Ethics and organisational communication – values, ethics and ethical communication Technology – boom or bust, technology code of ethics, future issues.

BOOKS FOR REFERENCE :

1. Gareth R. Jones : Organisation Theory, Pearson Education.
2. Patrica Hayes Andrews and Richard T. Herschel : Organisational Communication, AITBS Publishers and Distributors.
3. Jane Whney Gibson : Organisational Communication – A Managerial Perspective.
4. Fred Luthans : Organisational Behaviour : McGraw – Hill.
5. K. Aswathappa : Organisational Behaviour, Himalaya Publishing House.

3. BUSINESS ETHICS / HUMAN VALUES

Objectives :

1. To make the student conscious about ethical values in real life and in business.
2. To make students internalize ethical values and practices.

MODULE – 1 :

Ethics in Business : Definition of business ethics – A model of ethics; ethical performance in business, managerial values and attitudes; ethical congruence, managerial philosophy; types of ethics; code of ethics; importance of ethics in business.

MODULE – II :

Ethical Theories and Corporate Social Responsibility : Cognitivism and non-cognitivism; consequentialism versus non-consequentialism – Utilitarianism; Religion and ethics; Kantianism versus Utilitarianism : Business and Religion; Ethics and Social responsibility : Corporate social responsibility; changing expectations; diagnostics model of social responsiveness; four faces of social responsibility-ethical climate in companies.

MODULE – III :

Ethics in Marketing : Ethical dilemmas in marketing – unethical marketing practices- ethical and social issues in advertising - common deceptive marketing practices-role of consumerism.

Ethics in Finance : Unethical financial practices – creative accounting-hostile takeovers-tax evasion-corporate crimes.

MODULE – IV :

Ethics in Human Resources Management : Human resource system-psychological expectancy model-Human resource management practices and ethical implications-Individualism versus collectivism in human resource management practices.

Ethics and Information Technology : Ethical issues relating to computer applications; security threats - computer crime - computer viruses - software piracy - hacking - computer crime prevention - ethical dilemmas and considerations.

2. ORGANISATIONAL BEHAVIOUR AND DEVELOPMENT

Objectives :

1. To familiarise students with principles of human and organisational behaviour.
2. To internalise the principles so as to understand one self and others better.

MODULE 1 :

Nature and scope of organisational behaviour, Why study OB, an organisational behaviour model.

Organisational and global economy, multinational corporations, international challenges, understanding our own culture, behaviour across cultures.

MODULE 2 :

Foundation of individual behaviour, environmental factors, personal factors, Psychological factors.
Personality, shaping of personality, determinants of personality, personality types.

MODULE 3 :

Foundations of group behaviour, usefulness of groups, determinants of group behaviour, group process, group tasks, group types, group cohesiveness, group norms.

- Leadership theories, leadership styles.

- Power and politics, power indicators, bases of power, acquisition of power, ethics of power and politics.

- Communication, interpersonal, organisational, barriers and ways of overcoming barriers.

- Conflict, changing views of conflict process, conflict levels, conflict resolution.

MODULE 4 :

Organisation structure, internal structure-behavioural implications, informal organisations,

- Organisational culture, cultural dimensions, culture creation, culture sustenance, changes in culture.

- Organisational change and development, levels of change, resistance to change, change implementation, planned change, OD techniques.

CORE PAPERS FOR ALL PG DIPLOMAS

1. MANAGEMENT PROCESS

Objectives :

a. To expose students to an overview of the management processes.

b. To develop skills in students in handling each element in the management process.

MODULE – 1 :

The concept of Management - The Evolution of Management thought – The Process of Management : Planning-Organising Staffing Directing - Controlling : Systems approach to Management.

MODULE – 2 :

Planning : the nature and purpose of planning, types of plans : objectives – policies, procedures and types, methods forecasting and planning, steps in planning, Decision making, MBO.

MODULE – 3 :

Organising : Nature and purpose of internal Organization of a business enterprise - Principles of Organisation Span of Management - levels of management – Departmentation – De-centralisation of authority and responsibility – delegation of authority – committees.

MODULE – 4 :

Controlling : Management control – types of control – modern control techniques – management audit – management in the future – human resource factor – influence of changing value systems – quality of life – Manager obsolescence – Manager of the future.

BOOKS FOR REFERENCE :

1.	Koontz and O' Donnel	: Principles of Management, McGraw Hill
2.	George Terry and Franklin	: Principles of Management, All India Traveller Book Sellers, Delhi.
3.	W. Haynes	: Principles and Practice of Management, New Central Book Agency.
4.	Louis Allen	: Management of Tomorrow, New York, McGraw Hill.
5.	Dale	: Management Theory and Practice, New York, McGraw Hill.
6.	Peter F. Drucker	: Tasks, Responsibilities & Practices.
7.	Dr. Tripathi, P.C. & Dr. Reddy P.N.	: Principles of Management, THM, New Delhi.
8.	Stoner James A.F.	: Management Prentice Hall, India.
9.	Rustom S. Davar	: The Management Process : Bombay, Progressive Corporation.