

SEMESTER III – HUMAN RESOURCE MANAGEMENT (HRM) SPECIALIZATION

Paper No.	Title of Paper
MBA/301	Business Law
MBA/3301/H	Management of Industrial Relations
MBA/3302/H	Human Relations & Legal Framework
MBA/3303/H	Compensation Management
MBA/3304/H	Human Resource Development
MBA/3305/H	Management of Training & Development
MBA/3306/H	Performance Management
MBA/307	Dissertation

Objective: To familiarize the students with different laws governing business activities along with their objective, provisions and interpretations.

Unit – I The Indian Contracts Act 1872; Essentials of a valid contract, void agreements, performance of contract, breach and its remedies, quasi contracts

Unit – II The sale of Goods Act 1930: Formation of Contract, Rights of an unpaid seller

Unit – III The Negotiable Instruments Act 1881: Nature and type of negotiable instruments, Negotiation and assignment, Holder in due course, Dishonor and discharge of negotiable instrument

Unit – IV The Companies Act 1956: Nature and type of companies, formation, Memorandum and Article of Association, Winding up of companies

Unit – V An overview of Consumer Protection Act 1986, IT Act 2000, and Cyber laws with specific reference to e-commerce, Intellectual Property Law, Patents and copyright.

Suggested Readings:

1. Avtar Singh, *Company News*, 11th ed., Lucknow, Eastern, 1996.
2. Ramaiya A, *Guide to the Companies Act*, Nagpur, Wadhwa, 1992.
3. Tuteja S.K., *Business Law For Managers*, New Delhi, Sultan Chand, 1998.
4. Ashwathappa & Ramachandra, *Principles of Business Law*, 6th ed., 2001.
5. Maheshwari & Maheshwari, *Business Laws*, 1st ed., 2002.

Objective:-To acquaint students with the principles and practices of management of Industrial Relations and to teach them the importance of various aspects and issues related to it.

Unit - I IR Perspectives: Industrial Relations Perspectives, Industrial Relations and the Emerging Socio-Economic Scenario, Industrial Relations and the State

Unit - II Trade Union: Role and Future of Trade Unions, Trade Union and the Employee, Trade Union and the Management, Trade Union in MNC's.

Unit - III Grievance Handling: Discipline, conflicts, Dispute and the Grievance Management, Negotiation and Collective Settlements.

Unit - IV Participative Management: Participative Management and Co-Ownership, Productive Bargaining.

Unit- V Industrial Relations, Employees Empowerment and allied issues: Employee Empowerment and Quality Circles, Industrial Relations and Technological Change, Conciliation , arbitrations, adjudication and role of labor administration.

SUGGESTED READINGS:

1. Kochan,T.A. & Katz Henry. Collective Bargaining and Industrial Relations. 2nd ed. Homewood, Illinois, Richard D Irish, 1988.
2. Mamkoottam,K Trade Unionism, Myth and Reality. New Delhi, Oxford University Press,1982.
3. Niland J.R. etc. The future of Industrial Relations. New Delhi, Sage, 1994.4.
4. Papola, T.S. & Rodgers, G. Labour Institutions and Economic Development in India. Geneva, ILO, 1992.
5. Ramaswamy, E.A. The Rayon Spinners The Strategic Management of Industrial Relations. New Delhi, Oxford University Press, 1994.
6. Virmani, B.R. Participative Management vs. Collective Bargaining. New Delhi, Vision Books, 1988.7. Webb, Sidney & Webb, Beatrice. Industrial Democracy , Melbourne, Longman, 1987.

Objective: To familiarize students with legal aspects and frame work related to human relations at work place.

Unit-I Objectives & Importance of Labour Laws Socio-Economic Environment of Labour Laws.

Unit-II Laws Relating to Industrial Disputes, Trade Unions, and Standing Orders, Laws Relating to Discharge, Misconduct, Domestic Enquiry and Disciplinary Action.

Unit-III Laws Relating to Workmen Compensation, Employee State Insurance, Provident Fund, Gratuity and Maternity Benefit Act.

Unit-IV The Law of Minimum Wages, Payment of Wages, Payment of Bonus.

Unit-V The Laws Relating to Factories, Contract Labour.

SUGGESTED READINGS:

1. Ghaiye, B R. Law and Procedure of Departmental Enquiry in Private and Public Sector. Lucknow, Eastern Law Company, 1994.
2. Malhotra, O P. The law of Industrial Disputes. Vol. I and II. Bombay, N.M Tripathi, 1985.
3. Malik, P L. Handbook of Industrial Law. Lucknow, Eastern Book, 1995.
4. Saini, Debi S. Labour Judiciary, Adjudication and Industrial Justice. New Delhi, Oxford, 1995.
5. Saini, Debo S. Redressal of Labour Grievances, Claims and Disputes. New Delhi, Oxford & IBH, 1994.
6. Seth, D D. Industrial Dispute Act, 1947. Vol. I & II. Bombay, N. M Tripathi, 1995.
7. Srivastava S C. Industrial Relations and Labour Law. New Delhi, Vikas, 1994.

Objective: To make the students well versed with the principles and practices of Compensating the Human Resource of an organization.

Unit-I: Compensation Management: Concept, Components and Theories, Compensation Package, Reward Management.

Unit-II: Diagnosis of compensation problem, Meaning and necessity of Benchmarking, commitments, internal & external equity in compensation system.

Unit-III: Compensation Packages: Tools in Designing, improving & implementing. Designing Compensations Packages for specific type of human resources

Unit-IV: Components of compensation: Fringe Benefits, Incentives, and Retirement Benefits..

Unit-V: Strategic Compensation System, compensation practices of public limited, institutional, corporate & public sector companies.

Suggested Readings:

- 1) Armstrong, Michel and Murlis, Helen. Reward Management: A Handbook of Salary Administration, London, Kegan Paul, 1988.
- 2) Bergess, Lenard R. Wage and Salary Administration, London, Charles E-Merril, 1984
- 3) Capeman, George, Employee Share Ownership. New York, Kogan Page, 1991
- 4) Hart, Robert A. Economics of Non Wage Labour Costs. London, George aller and Unwin, 1984
- 5) Henderson Richard I. Compensation Management: Rewarding Performance. 6th Edition, Englewood Cliffs, Prentice Hall Inc. 1994
- 6) Micton, Rock, Handbook of Wage and Salary Administration. 1984

Objective: To acquaint students with principles, objectives and practices of human resource development in 21st century.

Unit-I: HRD-Concept & Goals, Challenges, Climate, Practices in India, Learning and HRD

Unit-II: HRD System Design, Assessing HRD Needs, Designing and Implementing HRD Programs, Evaluating HRD Program. Staffing and HRD Function

Unit- III: HRD Strategies for Employee: Employee Socialization and Orientation, HRD Intervention

Unit-IV: Career Management & Development: Concept, Objectives, Relevance and Process, Career and Succession Planning, Post Retirement Planning.

Unit-V: Counseling, Coaching, Mentoring and Performance Management, HRD & Organization Change, HRD & Diversity in work force, HRD Audit and Accounting.

SUGGESTED READINGS:

1. Dayal, Ishwar. Successful Applications of HRD. New Delhi, New Concepts, 1996.
2. Dayal, Ishwar. Designing HRD Systems. New Delhi, Concept, 1993.
3. Kohli, Uddesh & Sinha, Dharni P. HRD- Global Challenges & Strategies in 2000 A.D. New Delhi, ISTD, 1995.
4. Maheshwari, B L. & Sinha, Dharni P. Management of Change Through HRD. New Delhi, Tata McGraw Hill, 1991.
5. Pareek, U etc. Managing Transitions : The HRD Response. New Delhi, Tata McGraw Hill, 1992.
6. Rao, T V. etc. Alternative Approaches & Strategies of Human Resource Development. Jaipur, Rawat, 1988.
7. Silvera, D N. HRD: The Indian Experience. Delhi, New India, 1991.

Objective: To familiarize students with training needs, techniques and applications for overall development of employees.

- Unit I: Training – a change agent, Training Environment, Pre Training module, Counseling for Training, Training Costs and Training Investment
- Unit-II: Training Functions, Training Needs Assessment, Action Research, Organizational Objectives and Training
- Unit-III: Learning Process, Training Climate, Development and Designing Training Modules
- Unit-IV: Training Methods, Techniques & Pedagogy, Training aids & Tools, Facilities for Training
- Unit-V: Training Feedback and Evaluation, Training Audit, Training as Continuous Process

SUGGESTED READINGS:

1. Beunet, Roger ed. Improving Training Effectiveness. Aldershot, Gower, 1988.
2. Buckley R & Caple, Jim. The Theory & Practice of Training. London, Kogan & Page, 1995.
3. Lynton, R Pareek, U. Training for Development. 2nd ed. New Delhi, Vistaar, 1990.
4. Pepper, Allan D. Managing the Training and Development Function. Aldershot, Gower, 1984.
5. Rae, L. How to Measure Training Effectiveness. Aldershot, Gower, 1986.
6. Reid, M A. etc. Training Interventions : Managing Employee Development. 3rd ed. London, IPM, 1992.
7. Senge, P. The Fifth Discipline: The Art and Practice of the Learning Organization. London, Century, 1992.

Objective: To familiarize the students with performance and its management and also to impart necessary skills regarding assessment, evaluation of employee in the organisation with learning of new concepts, trends in the field of performance management.

Unit I:

Overview of HRM Capital and performance appraisal, Evolution of concept of performance management, concept and perspectives of performance management. Meaning, Nature and scope of Performance Management.

Unit II:

Principles and Models of Performance Management, Imperatives, Antecedents, determinants and elements of performance management. Challenges to performance management

Unit III:

Performance Management System: Concept, Nature, Objectives, Functions. Effective performance management system, Competency based performance management system and recent developments. Performance Counseling-Concept, Principles and Skills.

Unit IV:

Performance Management Process: Performance Planning-Definition, Objectives, characteristics and process. Performance Management Plan, Competency Mapping-Methods and Applications, Linkages to performance planning. Process of performance managing. Performance Appraisal-Meaning, Principles, Process, Effective Design. Performance Monitoring: Definition, Characteristics, Objectives, Process and Practices. Mentoring-Concepts and Applications, Performance Management Audit.

Unit V:

Performance Management Implementation: Bottlenecks, Strategies, Operationalization. Performance Management Link Reward System-Objectives, components, job performance with job satisfaction. High performance teams. HR, Ethics and Performance Management-Role of HR in Performance Management, Ethics and Performance Management.

SUGGESTED READINGS:

- 1) Sarma A.M., "Performance Management System", Himalaya Publishing