# SEMESTER – III

THIS SEMESTER WILL OFFER SPECIALIZATION IN:

SALES AND MARKETING

OR

HUMAN RESOURCE MANAGEMENT

DURATION - 17 WEEKS

# HUMAN RESOURCE MANAGEMENT

# SEMESTER III

	HUMAN RESOURCE PLANNING				
Unit-1	LEARNING ORGANIZATION AND LEADERSHIP				
Unit-2 Unit-3	<ul> <li>BASICS OF HUMAN RESOURCE PLANNING</li> <li>Macro Level Scenario of Human Resource Planning</li> <li>Concepts and Process of Human Resource Planning</li> <li>Methods and Techniques – Demand Forecasting</li> <li>Methods and Techniques – Supply Forecasting</li> <li>JOB EVALUATION</li> </ul>				
	<ul> <li>Job Evaluation – concepts, Scope and Limitations</li> <li>Job Analysis and Job Description</li> <li>Job Evaluation Methods</li> </ul>				
Unit-4	<ul> <li>ACTION AREAS – ISSUES AND EXPERIENCES</li> <li>Selection and Recruitment</li> <li>Induction and Placement</li> <li>Performance and Potential Appraisal</li> <li>Transfer, Promotion and Reward Policies</li> <li>Training and Retraining</li> </ul>				
Unit-5	<ul> <li>MEASUREMENTS IN HUMAN RESOURCE PLANNING</li> <li>Human Resource Information System</li> <li>Human Resource Audit</li> <li>Human Resource Accounting</li> <li>Career Planning</li> <li>Employee Counseling</li> <li>Discipline, Suspension, Retrenchment And Dismissal</li> <li>Employee Grievance Handling</li> <li>Compensation &amp; Salary Administration</li> <li>Laws &amp; Rules Governing Employee Benefit And Welfare</li> </ul>				
Unit-6	CORPORATE SOCIAL RESPONSIBILITIES				
Unit-7	COMPETENCY MAPPING & CONCEPT OF ASESSMENT CENTERS				

Unit-8	HUMAN RESOURCE DEVELOPMENT
	Human Resource Development An Overview
	Human Resource Development Systems
	Task Analysis
	Human Resource Development In Service Industry
	Organizing For Human Resource Development
	Emerging Trends And Perspectives

### Case Studies:

Multi-skilling practices vis-à-vis traditional skill practices of any two comparable properties.

# Semester 3

	MANAGEMENT RELATIONS
Unit-1	CONCEPTUAL FRAMEWORK
	Union Management Relations Perspective
	Public Policies and Union Management Relations
	Major Events and International Issues
Unit-2	UNIONS AND UNIONISM
	Trade Union Development and Function
	Trade Union Structures and Trade Union Recognition
	Leadership and Management in the Trade Unions
	White Collar and Managerial Trade Unions
	Management and Employers' Association
Unit-3	GRIEVANCE HANDLING
	Employee Grievance Handling
	Compensation Management
	Employee Vs. Organization Liabilities
Unit-3	CONFLICT RESOLUTION
	Dynamics of Conflict and Collaboration
	Nature and Content of Collective Bargaining
	Negotiation Skills
	Issues and Trends in Collective Bargaining
	Role of Labour Administration : Conciliation, Arbitration and Adjudication
Unit-4	WORKERS' PARTICIPATION IN MANAGEMENT
	Evolution, Structure and Processes
	Design and Dynamics of Participative Forums
	Strategies and Planning for Implementing Participation
Unit-5	TRENDS IN UNION MANAGEMENT RELATIONS
	Emerging Trends in Union Management Relations
	Cross, Cultural Aspects of Union Management Relations

# Semester 3

MANAGING CHANGE IN ORGANISATIONS					
Unit-1	CONCEPT OF MANAGING CHANGE				
	The Process of Organisational Change				
	Key Roles in Organisational Change				
	Culture and change				
	Managing Resistance to change				
	Effective Implementation of change				
Unit-2	DIAGNOSIS AND INTERVENTION				
	<ul> <li>Organisational Diagnosis: Issues and Concepts – an overview</li> </ul>				
	Diagnostic Methodology : Salient Features				
	Diagnostic Methods : Quantitative and Qualitative				
	Intervention in Organisational Change				
	Evaluation of Organisational Change Programme				
Unit-3	MODELS OF ORGANISATIONAL CHANGE				
	Some Models of Organisational Change				
	Why Changes May Fail: Two Case Examples				
	OD in an NGO				
	Organizational Change and Process Consultation				
	Work Redesign Model				
Unit-4	CONSULTING : APPROACHES & SKILLS				
	Manager as Agent of Change				
	Internal change Agent				
	External Change Agent (Consultant)				

# Semester 3

SOCIAL PROCESSES AND BEHAVIOURAL ISSUES							
Unit-1	SOCIAL AND ORGANISATIONAL CULTURES						
	Indian Environment: Perspective on Cultural Processes and Social						
	Structures						
	Society in Transition						
	<ul> <li>Organisational and Managerial Values and Work Ethics</li> </ul>						
Unit-2	-2 INTRA-PERSONAL PROCESSES						
	Understanding Human Behaviour						
	Learning						
	Perception						
	Stress and Coping						
Unit-3	INTER-PERSONAL PROCESSES						
	Helping Processes						
	Communication and Feedback						
	Inter-Personal Styles						
Unit-4	GROUP AND INTER GROUP PROCESSES						
	Group Formation and Group Processes						
	Organizational Communication						
	Team Development and Team Functioning						
	Conflict, Competition and Collaboration						
Unit-5	ORGANIZATIONAL PROCESSES						
	Organizational Processes: An Overview of major concepts, and emerging						
	trends						
	Power, Politics and Authority						
	Integration and Control						
	Organizational Climate						
	Organizational Effectiveness						

### Seminars/Workshops:

# Workshop on Emotional Quotient (EQ), Intelligent Quotient (IQ) and Spiritual Quotient (SQ) and learn their applications in life and work:

The objective is to make the participants aware of the power of their emotions, spirituality and intelligence and to manage and enhance them and make use of them for the success of their selves, their teams and organizations to successfully beat the competitions.

Meanings of emotions, spirituality and intelligence

- Physiology and psychology of Emotions, Intelligence and Spirituality
- Emotional awareness and EQ and Emotional fitness
- Spiritual awareness and SQ and Spiritual fitness
- Know your IQ level
- Compare your EQ, SQ, IQ level and draw your EQ, SQ and IQ map.
- Usefulness of EQ, SQ and IQ in life and work

### **Psychometric Tools for effective recruitment:**

This workshop should aim at:

- Know how on selection and use of appropriate psychometric test
- Reliability and validity of psychometric tests
- Application of psychometric teaching for improving individual learning and professional effectiveness.
- Administering psychometric instruments and interpretation of results
- An experience of MBTT and IOTT

### Workshop on Managerial skills for organizational excellence

The workshop should aim at:

- Changing role of Managers in the current business scenario
- Strategy and Vision for Managers
- Excellence orientation of Managers
- Communication & presentation skills for Managers
- Creating high performance teams
- Interpersonal skills for Managers
- Effective motivational skills
- Coaching and mentoring for Managers
- Radical change management
- Values and Ethics for Managers

### Workshop on Management of Talent and Intellectual Capital

The workshop should aim at:

- Intellectual capital: what constitute intellectual and how to measure it?
- Human capital: what constitute human capital and how to measure it?
- Importance of top grading for organizations and leadership development
- Tips for recruiting and retaining talent
- Role of assimilation and integration in talent management
- Assimilation and integration methods
- Role of coaching, mentoring, performance appraisals, 360 Degree feedback, assessment and development centres in talent management Successful execution strategies

## SEMESTER – III (Human Resource Management)

#### WEEKLY TEACHING SCHEME

Subject	Subject	Credits	Hours				
Code	Subject	Credits	L	Т	GW/A	Total	
MHA-13	Human Resource Planning	4	4	1	3	8	
MHA-14	Union Management Relations	4	4	1	3	8	
MHA-15	Managing Change in Organisations	4	4	1	3	8	
MHA-16	Social Processes and Behavioural Issues	4	4	1	3	8	
MHA-21	Mentorship & Research Project (Dissertation)	-	-	1	-	1	
Total		16	16	5	12	33	

## SEMESTER – IV (Human Resource Management)

### **EXAMINATION SCHEME**

Subject	Subject		Marks			
Code			TEE	Total		
MHA-17	Production and Operations Management	30	70	100		
MHA-18	Managerial Economics	30	70	100		
MHA-20	Labour Laws	30	70	100		
MHA-21	Mentorship & Research Project:					
	a) Research Methodology	-	25	100		
	b) Dissertation	-	75			
Total		90	310	400		