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MA HRM (Human Resource Management)

PG Semester System

**Two year Full time Programme
2018 Admission Onwards**

Syllabus

University of Kerala

MAHRM (Human Resource Management): Semester System- Course Structure and Mark Distribution

Sem	Paper Code	Title of the Paper	Distributi- on of hrs per semester	Instructional hrs per week		ESA (hrs)	Maximum marks			Credit
				L	P		CA	ESA	Total	
I	2.1.1	Organisational Behaviour	58	4		3	25	75	100	3
	2.1.2	Fundamentals of Management & HRM	58	4		3	25	75	100	3
	2.1.3	Labour & Managerial Economics	58	4		3	25	75	100	3
	2.1.4	Business Communication	38	4		3	25	75	100	2
	2.1.5	Research and Statistics for Management	58	4		3	25	75	100	3
	IE.1	Industry Visits and Mini Project	270				100		100	5
		Total	540	20	15				600	19
II	2.2.1	Urban Planning & Sustainable Development	54	4		3	25	75	100	3
	2.2.2	Talent Management	54	4		3	25	75	100	3
	2.2.3	Financial Management	54	4		3	25	75	100	3
	2.2.4	Marketing Management	54	4		3	25	75	100	3
	2.2.5	Industrial Engineering & Operations Management	54	4		3	25	75	100	3
	IE.2	Summer Project	270		15		100		100	5
		Total	540	20	15				600	20
III	2.3.1	Business Environment & Entrepreneurship	67.5	5		3	25	75	100	3
	2.3.2	Industrial Relations & Employee Wellness	67.5	5		3	25	75	100	3
	2.3.3	Performance Management & Employee Counseling	67.5	5		3	25	75	100	3
	2.3.4	Labour Laws	67.5	5		3	25	75	100	3
	IE.3	Organisational Training & Industrial Visits	270				100		100	5
		Total	540	20	15				500	20
IV	2.4.1	Business Strategy and SHRM	67.5	5		3	25	75	100	3
	2.4.2	HR Analytics	67.5	5		3	25	75	100	3
	2.4.3	Management of Change and OD	67.5	5		3	25	75	100	3
	2.4.4	Compensation Management	67.5	5		3	25	75	100	3
	2.4.5	Dissertation						100	100	3
	2.4.6	Comprehensive External Viva						100	100	1
	IE 4	Internship	270				100		100	5
		Total	540	20	15				700	21
Grand Total			2160				850	1550	2400	80

Evaluation System

Evaluation of each paper shall be done in parts, viz., Continuous Assessment (CA) and End Semester Assessment (ESA). The distribution of marks shall be 25 marks for CA and 75 for ESA.

The allocation of marks for continuous assessment shall be in the following proportions:

a. Attendance and Class Participation	5
b. Assignment	5
c. Tests	10
d. Seminars	5
Total	25

There shall be no continuous assessment for Dissertation/ Project work.

The allotment of marks for attendance shall be as follows.

a. Attendance less than 75%	0 marks
b. 75%	1 mark
c. > 76% up to 80%	2 marks
d. >81% up to 85%	3 marks
e. >86% up to 90%	4 marks
f. Attendance more than 90%	5 marks

Those who secure a minimum of 75% attendance in the aggregate for all the papers of a semester taken together alone will be allowed to register for the End Semester Examination of the Semester. Each student shall be required to do 2 assignments for each paper; a maximum of 5 marks shall be awarded for 2 assignments.

There shall be two class tests during a semester. Marks of tests shall be awarded on the basis of the marks secured for the best of 2 tests. A maximum of 10 marks shall be awarded for the test.

Students shall be required to present a seminar on a selected topic in each paper. The evaluation of the seminar will be done on the basis of presentation, content of the paper and participation in discussion. The maximum marks shall be 5.

The maximum marks for Dissertation/Project Work shall be 100 of which 20% shall be allotted to the viva-voce examination, which shall be conducted along with the comprehensive viva. The marks for project and viva will be carried over.

Classification of Successful Candidates

A. A candidate who secures not less than 40% in the ESA of each paper subject to a minimum of 50 % of the aggregate including CA together for all the papers will be declared to have passed the examination.

B. The division of pass will be based on the aggregate marks of all the CA and ESA in the four semesters put together.

1. Candidates who have secured 50% marks and above but below 60% of total marks for all papers in four semester examinations shall be declared to have passed in Second class.

2. Candidates who obtain 60% marks and above of the total marks for all papers in four semester examinations shall be declared to have passed in First Class.

Criteria for submitting dissertation

The Dissertation/Project work shall not be less than 50 typed (double space) pages in standard thesis format showing evidence of the ability of the candidate to collect relevant materials and data, analyze it by using appropriate tools of research and to present an analytical assessment of the problem. Two copies of the dissertation duly certified by the supervising teacher and countersigned by the HOD and the principal of the college, where the course is held, shall be submitted to the university before the commencement of the End Semester Examination (ESA) at the end of the Fourth Semester.

Pattern of Question papers for the End Semester Examination

The Question paper shall consist of three parts, of which Part-I shall consist of answers to be written in 50 words carrying 2 marks each. Ten questions without choices shall be answered. Part II consists of short essays carrying 5 marks each. Five questions shall be answered out of 8 question choices, answers each not exceeding 500 words. In Part-III, two out of four questions

(long essays not exceeding 1200 words carrying 15 marks) shall be answered. Thus the total marks shall be 75(10x2=20, 5x5=25, 2x15=30).

Evaluation of Industrial training (practicum): The Evaluation of Industrial Training in all the four semesters shall be internal. The total marks for each semester shall be 100. In the first semester the field work shall be confined to exposure visits to various establishments. A comprehensive industrial visit to MNCs shall be undertaken during the third semester to get a wider exposure to the HR management practices. The students have to submit a comprehensive report of the visits in the prescribed format.

During the remaining three semesters the students shall undergo supervised training for 15 hours per week in various agencies. This shall exclude the time taken for travel but include report writing time.

The student shall be assessed on the basis of the following:

- a. Regularity and punctuality in reporting for work
- b. The quality and content of the work.
- c. The quality of the reports and the punctuality in submitting the report
- d. Participation in group conferences
- e. Diligence shown in seeking individual guidance from the supervisor
- f. Keeness shown in undertaking the practical work and extra efforts made to bring in qualitative difference in the work.
- g. Special assignments undertaken on behalf of the client and/or agency, and
- h. A viva-voce at the end of the semester specially conducted to ascertain the grasp of the theories.

MAHRM Syllabus

SEMESTER I

2.1.1. ORGANISATIONAL BEHAVIOUR

Objectives:

- To understand the dynamics of human behaviour in organisational settings
- To learn to create win-win situation in people management
- To understand how we perceive and interpret events, situation and people

Module I

Organisational Behavior – Introduction, Historical development of organisational behaviour, contributing disciplines to OB, International dimensions of organisational behavior- Offshoring, reshoring, Multi-cultural workforce, Challenges of today's workplace

Module II

Foundations of individual behavior, Personality determinants, traits, theories, instruments to measure personality. Attitudes, sources and types of attitudes. Perception: factors influencing perception, Attribution theories, frame of reference- Emotions- types, determinants, emotional intelligence Learning-process and theories of learning-Job satisfaction- concept and correlates, Job satisfaction and performance.

Module III

Groups Behaviour and Group dynamics- stages of group development, Group Norms- Cohesiveness-Group Decision Making Techniques, Work teams- types of teams, Different in human interactions depending on types of organizations. Theories of Motivation-. Theories of leadership- charismatic and transformational leadership

Module IV

Organisational structure and design. Power and Politics in organisation – meaning, relationship between power and politics – power tactics-sources of power- causes and consequences of political behavior. Conflict -The conflict process- intra-individual conflict, interpersonal conflict, inter group conflict and structural conflicts in organisations

Module V

Organisational Culture, culture creation, evolution and change. Organization Theories, Organisational Climate – Factors affecting Organisational Climate – Structure – Process- Measurement of Organisational Climate- learning organization-Stress Management: Work stress, sources of stress, consequences of stress, managing stress.

Suggested Reading

1. Luthans Fred., Organizational Behaviour, Irwin Mc Graw – Hill, 2002
2. Greenberg, Jerald., Baron., Robert A: Behaviour in Organizations Understanding & Managing Side of Work., Prentice Hall of India Pvt Ltd., 2002
3. Robbins, Stephen P; Judge, Timothy A; Vohra, Neharika. Organizational Behaviour. Pearson.
4. Hitt, Michael A; Miller, C. Chet; Colella, Adrianna, Organizational Behaviour –A Strategic Approach, Wiley

2.1.2 FUNDAMENTALS OF MANAGEMENT AND HRM

Objectives:

- To understand the evolution of management thoughts.
- To get to know the managerial functions of management.
- To introduce the learners to the fundamentals of Human Resource Management.
- To position Human Resource management in the overall functions of the corporate world.

Module I

Concept of Management: Introduction to Management & Organizations- -Fayol's Principles of management-Roles and Responsibilities of Managers- Schools of Management thought- Classical, Neo Classical and Behavioural- Systems model- Scientific Management-Contingency Management-Management by Exception, MBO, Managerial activities, Managerial skills for competitive advantage - Business Ethics & Values.-Factory as a social unit.

Module II

Functions of Management: - Planning: Nature, process, types of planning -Organizing: Organizational design and structure, Bases of Departmentation, Span of control, Line Staff Concepts - Staffing: Delegation, Centralization, Decentralization – Directing, Supervision, Motivation, Leadership, communication- Controlling: Feed Forward Control – Requirements for effective control – control techniques - Global controlling- Decision Making: Process, Decision Making Tools and Techniques, Models.

Module III

Introduction to Human Resource Management: Personnel Management, Growth of Human Resource function in India- Concept ,objectives and functions of HRM-Organization and Administration of Human Resource Department- Qualities of Human Resource Manager- Role and Status specifications; Professionalization of Human Resource Management in India.

Module IV

Fundamentals of HRM. Job Analysis and Design of Jobs - Human Resource Planning- Recruitment and Selection - On boarding and Induction.

Module V

Training and Development- Training Need Analysis- Task and Performance Analysis-Types of Training-Training Evaluation-models of evaluation. Employee Development- Different Approaches to Employee development- Transfers and Promotions – Technology in Training.

Suggested Reading :

1. Koontz, Harold and Weihrich, Heinz : Essentials of Management, Tata McGraw Hill Publishing.,2002

2. Koontz & O'Donnell; Principles of Management. McGraw Hill Publishing.,1964.
3. Peter F Drucker: Elements of Modern Management
4. Stonner& James A.F : Principles of Management, Prentice Hall Publishing,2002
5. Business Organisation and Management :YK Bhushan
6. Amstrong, Michael . 2006. Hand Book of Human Resource Management Practice Kogan Page.

2.1.3 LABOUR AND MANAGERIAL ECONOMICS

Objectives:

- To introduce students to the domain of economics
- To acquaint with the labour market in a developing economy like India.
- To introduce them to the changes in economic environment in the world and India
- To acquaint them with the industrial policies of the government
- To enable students to participate in debates on economic matters.

Module I

Introduction to Economics; Scope and fundamental concepts-National Income, Per-capita Income, GDP and GNP. Managerial Economics- nature, scope; role of managerial economist; Introduction to the analysis of market mechanism; Circular Flow of Income; Factor Market & Products Market.

Module II

Economic Planning; India's industrial policies; Crisis of 90s; Economic Reforms –LPG; salient features of Economic Legislations in India- Industries (D& R) Act, 1951, FEMA-1999, Competition Act 2002.

Module III

Demand; Production & Supply Analysis; Law of Demand; Elasticity of Demand; Concept of Utility; Production Function; Law of Variable proportions; Relationship between TP, AP and MP; Laws of Returns to Scale; Indifference curves; Law of supply; elasticity of supply; budget line and consumer equilibrium & Consumer Surplus

Module IV

Market Economics; market structures;- perfect competition, monopoly, oligopoly and monopolistic competition & equilibrium; Output Decision in the Long Run; Price decisions under different market structures; Tools for economic decision making; Break Even Point & Input- output analysis; Externalities and Market Failure

Module V

Nature and scope- Basics of labour market; supply and demand of labour; labour market equilibrium; flexibilities and rigidities in Indian labour market; Impact of recent economic changes on labour force-employment, unemployment and wage system.

Suggested Reading

1. Damodaran, Suma – Managerial Economics – Oxford University Press, 2nd edition, 2012
2. Dwivedi D.N: Managerial Economics., Vikas Publishing House., 8th edition, 2015
3. Misra and Puri. Indian Economy. Himalaya Publishing, 2011.
4. HL Ahuja, Managerial Economics, Mc Graw Hill, 2008.
5. Vijayan S, Nadar and E, Narayan. Managerial Economics., Prentice Hall, 2nd edition, 2012.
6. Zyberberg, Andre. Labour Economics. MIT Press, 2nd edition, 2014.

2.1.4. BUSINESS COMMUNICATION

Objectives

- To familiarise the students with the basic concepts of communication in the organisational context.
- To understand the various forms and applications of communication in business.
- To develop the skills of written and oral communication
- To equip students to apply IT and audio visual tools for effective communication
- To acquire active listening and presentation skills for professional excellence.

Module-I

Communication-Functions and Importance of communication in Business organisation; Communication process; Theories, Block Diagram. Types and Channels of Communication – Barriers of Communication, Organisational systems of communication, Redefining gang plank for competitive advantage, best practices.

Module -II

Oral Communication: inter personal communication- interviews; Types - Group discussion conversational skills-Communication for Personal branding; public speaking- nature, structure and styles of speeches- Networking for strategic advantage. Public meeting- board meeting- business presentations-Video Conferencing-role of IT and computers in oral presentations- Cyber Security and Cyber Information.

Module -III

Written Communication- letter writing: Types and formats; Creative writing for business results; Tag lines and Captions, E- writing; writing crisp e-mails. Reports- report writing- types of reports-Office Order- Offer Letters & appointment orders-Preparation of Bio Data, CV and resume. Job applications-Covering letters.

Module -IV

Business Correspondence; structure and formats of various official documents, memo, notice, circular, inter office and intra office communications, correspondence with external organisations. Inward and Outward Log, Managing business communication; role of computer networks in business communication. Application of websites & Social media for Communication.

Module V

Non-verbal communication-Art of listening-Theatrics in communication, Ethnographic theatre-listening vs. hearing – barriers to effective listening-,non verbal communication- body language-Virtual communication-NLP

Suggested Reading:

1. Guffey, Mary Ellen and Seefer, Carolyn M; Essentials of Business Communication, Cengage Learning, Ed. 2010
2. Lesikar, Raymond V, Basic Business Communication. Mc Graw Hill, 2005.
3. Chaturvedi, P D and Chaturvedi, Mukesh, Business Communication. Pearson Education. 2011
4. Stuart, Bonnye E.; Laurence Stuart, Sarow, Integrated Business Communication: In A Global Marketplace, Wiley India, 2012.
5. Raman, Meenakshi & Singh, Prakash, Business Communication(2/e), Oxford University Press, 2012.
6. Booher, Dianna. E-Writing: 21st Century Tools for Effective Communication. New York Pocket Books, a division of Simon & Schuster, Inc.
7. Carol M. Lehman , Debbie D. DuFrene ,BCOM 2 (with Review Cards and Printed Access Card) (Business Communication) 2nd Edition;South-Western College Publishers.

2.1.5. RESEARCH AND STATISTICS FOR MANAGEMENT

Objectives:

- To develop an inquisitive mind and foster a scientific temperament among the learners.
- To get competence to undertake a study into the observable phenomena.
- To understand the process involved in scientific inquiry.
- To understand the differences in qualitative and quantitative approaches
- To gain insights about the practical application of research in HR and related issues.
- To familiarize with the basic concepts and application of statistics in business research.

Module I

Scientific Method; basic trends, scientific approach to social research, social research – definition and applications-management/business research- philosophical dimensions of research-Epistemology and Ontological concerns in social research. Problem formulation – objectives, concepts – theoretical and operational definitions variables – types and relationships- Assumptions and hypotheses: types, sources and usable hypotheses.

Module II

Research Design – meaning, need and problems; types of research designs-experimental, cross sectional, longitudinal, case study, comparative designs ; Experimental Studies – controls, experimental and control groups – matching and randomization, causality – inferring causality; Quasi – experimental studies – ex post – facto research. Pilot study, Sampling and Sampling Designs.

Module III

Qualitative research- Qualitative research approaches-case study-grounded theory-ethnography-phenomenology-Action research-Methods of data collection for qualitative research-Data analysis for qualitative studies.

Module IV

Introduction to Statistics- functions and limitations- Diagrammatic and Graphic representation of statistical data- Descriptive Statistics-Measures of Central Tendency-*(concepts and applications only-no calculations)*- Measures of Dispersion--*(concepts and applications only-no calculations)*-Skewness and Kurtosis(concept only)-Sources of data, -methods and tools of data collection-Scales for data collection – different types – Likert, Guttman, Thurston and Bogardus; reliability and validity of tools.

Module V

Data Processing – Analysis and of data – Statistical techniques for data analysis- *(concept and application only-no calculations)* Correlation and regression-ANOVA-Chi square test and t test.

Research Reporting – Communicability in research, style, features and content of research reports-Administrative aspects of research projects – time, personnel, finance etc.- Format of a Research proposal.

Suggested Reading

1. Bryman, Alan. Social Research Methods. Oxford University Press, 2009.
2. Sekaran, Uma. Research Methods for Business. Wiley Inida, 2009.
3. Creswell , John W. Qualitative Inquiry and Research Design-Choosing Among Five Approaches *Third Edition*, Sage Publications, 2013.
4. Levin, Richard I and Rubin, David S., Statistics for Management, Prentice Hall India, 2007. Gupta, SP. Statistical Methods, 2014.
5. Thomson Wadsworth : Doing Quantitative Research in the Social Sciences: An Integrated Approach to Research Design, Measurement and Statistics, Sage Publications, 2002.
6. Savin Baden, Maggi and Major, Claire H. Qualitative Research-Essentials Guide to Theory and Practice, Routledge, 2013.

SEMESTER II

2.2.1. URBAN PLANNING AND SUSTAINABLE DEVELOPMENT

Objectives

- To understand the changing scenario of urban planning and its impact on environment
- To provide insights about the concept of sustainable development
- To develop sensitivity among students about the rising issues related to environment
- To analyze the impact of CSR implementation on corporate culture, particularly as it relates to sustainability
- To enable students to understand the various dimensions of Corporate Social Responsibility activities

Module 1

Introduction and Concept of Sustainable Development; Concept of sustainability & Stakeholder Management; Issues affecting ecological equilibrium – population growth – depletion of natural resources – industrial and urban population –global warming; Concept of Environment and Environmental Management; Concept of an Ecosystem-ecosystem degradation- resource utilization- Structure & functions of an ecosystem- producers, consumers and decomposers.

Module II

Renewable and non renewable energy resources, and associated problems; Role of an individual in conservation of natural resources; Impact of Business on Environment- Air, Water ,Soil Pollution, Noise, Thermal & Nuclear Pollution ; developing recycling technologies - managing industrial waste; maintaining bio-diversity; government and institutional support for establishing and maintaining environment friendly business.

Module III

Urban planning- History, Theories, practices and methods; – Regional Urban Systems- Water management, land use, transportation, and housing systems; – Urban development trends, trajectories, and impacts; urban sustainability; Environment Impact Assessment(EIA) – Current Practices in India, Future Trends in EIA; Life Cycle Analysis; Social Impact Assessment

Module IV

Triple bottom line approach-Bottom of the pyramid opportunities- Equator principles; Socially Responsible Investing; Regulatory and Economic Instruments; Types of Standards; Global Compact Principles; Understanding ecological “footprint”; Eco-tracking; Designing for the environment and “greening” the supply chains.

Module V

Corporate Environmental Responsibility; Environmental Managements Systems; Business and Society; business culture and ethics in India;Corporate Governance & CSR; Current trends and opportunities in CSR; CSR as a Strategic Business tool for Sustainable development; Review of successful corporate initiatives & challenges of CSR; CSR in India. Indian Companies Amendment Act, 2012.

Suggested Reading

1. Sawhney, Aparna. The New Face of Environment Management in India, Ashgate Publishing Ltd, 2004.
2. Crane, Andrew; Matten, Dirk; and Spence, Laura J.(eds.). Corporate Social Responsibility: Readings and Cases in Global Context, Routledge, 2nd edition, 2013
3. Kotler, Philip and Lee, Nancy.,Corporate Social Responsibility: Doing the Most Good for Your Company and Your Cause, John Wiley. 2011.
4. Agrawal, K M; Sikdar, P K and Deb, S C. A text book of Environment, Macmillan, 2002.
5. Baxi C.V. and Prasad Ajit, Corporate Social Responsibility, Excel Books, 2007.
- 6.Rajagopalan R,. India and It's Environment-An Illustrated Journey. Oxford University Press. 2012.

2.2.2. TALENT MANAGEMENT

Objectives:

- To assess the human resource requirement of an enterprise and human potential at work
- To acquaint students with the development and implementation of Human Resources Information Systems for various levels in an organisation.
- To familiarize with the application of various Human Resources Information Systems in organisations.
- To acquire skills in imparting developmental training based on training needs identified
- To workout strategies in retaining the human resources in a knowledge- based work environment

Module I

Talent management – overview, history, scope, need and Building blocks for talent management of talent management, key processes of talent management, talent vs knowledge people, sources of talent management. Human Resource Policies-Aims and Objectives, Principles, Types - Mechanisms of policy formulation. H R records and Statistics.

HR Planning: Concept, Aims and Objectives at the Unit level, HR Planning at National Level- Job Analysis- Job Description, Job Specification, Job Design, Job Evaluation.

Module II

Life cycle of talent management, Talent Acquisition - Demand and Supply Forecasting, Talent Procurement programs Recruitment and Selection Tools-advantages and Limitations- Use of Application Blanks, Weighted Application Blanks, Interviewing- problems in interviewing- Psychological Tests - Characteristics and developing psychological tests for selection- Service conditions, Contract of Employment. Best practices for talent engagement, attrition issues and Retention.

Module III

Human Resource Development (HRD): Concept, Overview, Origin and Need for HRD- Approaches to HRD-HRD Styles and Culture-HRD Structures-HRD Competencies-Training and Development-Competency Building and Development.

Module IV

Five steps to talent management information strategy, design development through rapid prototyping and scaling, implementation and maintenance, audit and update. Computer Based Information Systems for managing talent- HRIS-Role in the operation of human resources management function – Strategic advantage-HRIS Life Cycle/HR responsibility in each phase of HRIS development. HRIS Planning and Implementation-Tools for HRIS Development-HRIS in large and small organisations-HRIS /ERP Systems-Introduction to SAP-HR module.

Module V

Contemporary talent management issues, challenges, best practices. Global practices in Talent Management. Expatriate workforce management. Talent Management practices in different sectors, HR Audit-HR Accounting – corporate reconstruction in manufacturing & services for talent integration, Redeployment. HRM&HRD practices in NGOs/NPOs.

Suggested reading:

1. Dr Vlad Vaiman (Editor) Talent Management of Knowledge Workers: Embracing the Non-Traditional, Palgrave Macmillan; 2010.
2. Janice Caplan, Strategic Talent Development: Develop and Engage All Your People for Business Success, Kogan Page 2015
3. Lance Berger, Dorothy Berger, The Talent Management Handbook: Creating a sustainable competitive advantage by selecting, developing, and promoting the best people, The McGrawhill Company, 2017.
4. Varkkey, Biju and Dessler, Gary. Human Resource Management. Pearson.2010.
5. Flippo, Edwin: Principles of Human Resource Management, Prentice Hall of India Pvt Ltd., 2002
6. Armstrong, Michael. A Handbook of Human Resource Management Practices. Kogan Page Publishers
7. Richard . B Renckly : Human Resources., Barron`s Publishing.,2004
8. Michael Kavanagh and Mohan Thite . Human Resource Information Systems -- Sage Publications Inc, 2009
9. Gupta, Ashok Kumar. Developing Human Resource Information System , Daya Publishing House, 2005.

2.2.3. FINANCIAL MANAGEMENT

Objectives

- To understand the significance and functions of finance
- To understand the basic ideas of income and expense
- To prepare a balance sheet in the proper format
- To enable the students to understand concepts and decisions of financial management.
- To equip them to apply the knowledge of financial management in the organisation.

Module I

Accounting- Fundamentals of Accounting, Debit- Credit, Accounts, Cash book, reading final financial statement-Trading and Profit and Loss Account-Managing receivables, Inventory management, Managing Cash.Fundamentals of monetary & fiscal policy.

Module II

Introduction to Financial Management-Role of financial functions in management of an enterprise, Nature of financial decisions, Goals of financial management, Role of a Finance Manager-Concept of value and return, Time value of money, Risk and return, Money market & Capital market instruments.

Module III

Financing Decision-Cost of capital, Meaning, Estimation of cost of capital- Capital structure: Meaning and importance, Theories of capital structure, Financial and operating leverage.- Sources of Funds- Long Term Sources: Equity, Term Loans, Debenture, venture Capital Financing & Hybrid Financing, Introduction to capital market-Short term Sources: Trade Credit, Bank sources, Commercial papers, CD, Bill discounting and Factoring.

Module IV

Investment Decisions- Working Capital Management : Importance in the success of a firm, Determinants of working capital, Factors affecting working capital requirements-Capital budgeting, Nature of investment decisions, Various Investment evaluation techniques.

Module V

Dividend Decisions- Dividend theories, Dividend policy, Forms of dividend, Forms of Dividend policy, Practical considerations in dividend decision.

Suggested Reading:

1. Pandey I.M., Financial Management, Vikas Publications House, 2009.
2. Khan M.Y. and Jain P.K., Financial Management, Tata McGraw Hill, 2011.
3. Prasanna Chandra, Financial Management, Tata McGraw Hill, 2017
4. Van Horne James C. Financial Management Policy, Prentice Hall of India (9th Edition). 2002.
5. Battacharya, Hrishikas, Working Capital Management: Strategies and Techniques. Prentice Hall.2014.

2.2.4. MARKETING MANAGEMENT

Objectives

- To enhance the understanding of the concepts in marketing
- To sharpen the analysis of business strategy and tactics from a marketing person's perspective.
- To harness the managerial skills that could enable each one to analyze the problems faced by marketing companies in real life
- To appraise the students with various dimensions of emerging knowledge in marketing and its impact on changing relationships between the marketing and society.

Module I: Fundamentals of Marketing: Concepts, meaning, nature, scope, Evolution, Role of Marketing in business management, The need for a new perspective in understanding marketing. Marketing of Products and Services.

Module II: Marketing Environment: Major components- Global Marketing Environment, Marketing Intelligence Marketing Strategy in the new internet age- BCG Matrix, E-business, Employee branding; Marketing Challenges in a Liberalizing and Globalizing India.

Module III: Consumer Behaviour: Major factors influencing consumer behaviour, Organisational Buying, Market Segmentation, Targeting and Positioning, The Indian Consumer and the Rising Consumer Market in India, Relationship marketing ;CRM & PRM- Role of marketing research in marketing decision making.

Module IV: Marketing Mix: 4Ps, Product: Product Mix; Product Life Cycle, New Product Development, Service – expanded service mix elements 7Ps, service marketing Pricing: Pricing objectives; Pricing Strategies and Tactics, Promotion: Concept of Integrated Marketing Communication, Place: Marketing Channels: Network Marketing, Retail Marketing- The Selling Process & Sales Force management.

Module V: Marketing and Society: Marketing Impact on Individual Consumers, Society and other Businesses; Business Actions Toward Socially Responsible marketing- Enlightened Marketing, Green Marketing, rural marketing, Marketing Ethics.

Suggested Reading

1. Kotler, P., Keller, K., Koshy, A. & Jha, M. - Marketing Management; Pearson, 2008
2. Kotler, P., Armstrong, G, Principles of Marketing, Pearson, 15th Edition, 2014
3. Ramaswamy & Namakumari - Marketing Management; McMillan, 2002
4. Nikhilesh, Dholakia and Rakesh Khurana, Marketing Management: Cases and concepts, Mc Milan India, 2007.
5. Schiffman, Leon; Lessley, Lazerkanuk, Consumer Behaviour, Pearson. 7th edition, 2010

2.2.5. INDUSTRIAL ENGINEERING AND OPERATIONS MANAGEMENT

Objectives:

1. To provide a broad introduction to the field of Industrial Engineering for managing manufacturing organizations
2. To familiarize students with factory system to enhance productivity.
3. To introduce operations management and explain the concepts, strategies , tools and techniques for managing the transformation process applicable to service organizations for competitive advantage.
4. To acquaint the students with the concepts of project management and quality management.

Module I

Introduction to Industrial Engineering– Nature, Importance, historical development, Factory system, Industry, Production process, Production function. Transformation processes, differences between services and goods, a system perspective, functions, challenges, current priorities, recent trends; Operations Strategy – Strategic fit , framework; Introduction to Supply Chain Management

Module II

Forecasting, Capacity and Facility Design: Demand Forecasting – Need, Types, Objectives and Steps. Overview of Qualitative and Quantitative methods. Break Even Analysis –BEP. Capacity Planning – Long range, Types, Developing capacity alternatives. Overview of sales and operations planning. Overview of MRP, MRP II and ERP. Facility Location – Theories, Steps in Selection, Location Models. Facility Layout – Principles, Types, Office Layouts.

Module III

Design of Product, Process and Work Systems Product Design – Influencing factors, Approaches, Legal, Ethical and Environmental issues. Process – Planning, Selection, Strategy, Major Decisions. Work Study – Objectives, Procedure. Method Study and Motion Study. Work Measurement and Productivity – Measuring Productivity and Methods to improve productivity.

Module IV

Materials & Quality Management; Material types –Planning, Budgeting and Control. Purchasing of raw materials – Objectives, Functions, Policies, Vendor rating and Value Analysis. Stores Management – Nature, Layout, Classification and Coding. Inventory – Objectives, Costs and control techniques. Overview of JIT. Quality-Deming’s wheel- Kaizen, ISO Certifications, ISO 14001, ISI, AGMARK, GMP, FSSAI, HACCP, SA 6000. Industrial Safety-OSHAS

Module V

Scheduling and Project Management : Project Management – Scheduling Techniques, PERT, CPM; Scheduling - work centers – nature, importance; Priority rules and techniques, shop floor control; Flow shop scheduling – Johnson’s Algorithm – Gantt charts; personnel scheduling in services., Overview of ERP .

Suggested Readings:

1. Gavriel Salvendy, Handbook of Industrial Engineering: Technology and Operations Management, Revised Edition, John Wiley India Inc 2013
2. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, Operations and Supply Management, Tata McGraw Hill, 13th Edition, 2014.
3. Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage Learning, 2002
4. William J Stevenson, Operations Management, Tata McGraw Hill, 9th Edition, 2009. 2. Russel and Taylor, Operations Management, Wiley, Sixth Edition, 2010.
5. OP Khanna, Industrial Engineering and Management, Himalaya Publishing House, Revised Second Edition, 2008.
6. Mahadevan B, Operations Management Theory and practice, Pearson Education, 2007.
7. Joseph S. Martinich, Production And Operations Management: An Applied Modern Approach, Wiley India Edition 2012.
8. Kanishka Bedi, Production and Operations Management, Oxford University Press, 2004.

SEMESTER III

2.3.1. BUSINESS ENVIRONMENT & ENTREPRENEURSHIP

Objectives

- To acquaint with the business environment in the country
- To develop and acquire cognitive framework to understand and analyses the hyper turbulent business environment
- To in-still a spirit of entrepreneurship among the student participants
- To give insights into the management of small and medium enterprises
- To expose the students to the need of innovation and creativity for sustainability

Module I

Theoretical Framework of Business Environment: Concept, Significance and nature of business environment; Changing dimensions of business environment; Elements of environment -internal and external, Liberalisation, Privatisation and Globalisation; Internationalization of the business

Module II

Factors facilitating industrial environment:- SEZ, EPZ, FDI, Disinvestment, IMF, WB, WTO, ADB and other Structural Reforms, EXIM Policy, ECGC; Indian business environment; Business Environment Analysis tools- ETOP, SWOT Analysis, GAP analysis, PESTLE Analysis, Porters Five Forces Model, Mckinsey 7S approach, Value Chain Analysis..

Module III

Indian model of Management; Work ethos; Indian heritage in Production and Consumption; The growth and development of public sector enterprises - Classification of PSUs; Forms of Business; Legislative requirements to set up forms of business- Partnership Act -Companies Act - Co-operative societies Act Limited Liability Partnership (LLP)

Module IV

Entrepreneurship& Intrapreneurship, steps of entrepreneurial process, traits of an entrepreneur, role of entrepreneurs in the economic development, Factor affecting entrepreneurial growth , The entrepreneurial venture and Entrepreneurial organisation, Recent trends and Problems of Entrepreneurial Development, Concept of technology driven Entrepreneurship

Module V

Micro Small and Medium Enterprises, Feasibility Analysis, Start-ups, Import of capital goods-approval of foreign collaboration-Pollution control clearances. Setting up of NGOs, Business Plan, Innovation as a source of competitive advantage, Creativity & Lateral Thinking.

Suggested Reading

1. Paul , Justin - Business Environment – Tata McGraw Hill, 3rd edition, 2010
2. A C Fernando- Business Environment- Pearson Education, 2011

3. M.B., Shukla - Entrepreneurship and small Business Management, Kitab Mahal. 7th edition, 2007
4. Sangram Keshari Mohanty - Fundamentals of entrepreneurship, PHI, New Delhi, 2005
5. Adair on Creativity and Innovation edited by Neil Thomas, Viva Books, 2015
6. Allan Afuah, Innovation Management, 2/E, Oxford, 2nd edition, 2003

2.3.2. INDUSTRIAL RELATIONS AND EMPLOYEE WELLNESS

Objectives

- To acquire skills in handling employer-employee relations.
- To get to know the composition of the parties to industrial relations.
- To familiarize with the role of management and unions in the promotion of industrial growth of the economy.
- To acquaint with the concept and evolution of Employee Welfare
- To understand the need and relevance of health and safety at workplace

Module I

Introduction to Industrial Relations- conceptual framework and approaches; Role of government, employers and trade unions in industrial relations, Evolution of industrial relations and industrial conflicts; Industrial Discipline-Standing orders , Service Rules , Code of discipline– Model standing order- Domestic enquiry- Principles of Natural justice, Misconducts, Disciplinary procedures, Punishment, Positive Disciplinary Intervention.

Module II

Trade Union Movement; Labour movement-characteristics of labour and trade union movement in developed nations. India labour movement; purpose functions, structure, and problems of trade unions in India; Recognition of trade unions, Trade union security measures- Collective Bargaining; Concept, approaches, types, pre-requisites and process-Collective agreements Negotiation skills. Technological Change & IR- Employment Issues, Management Strategy, Trade Union Response, Human Resource Management and IR- Management Approaches- Recommendations on National Commission on Labour. Amalgamation of central labour laws.

Module III

Industrial disputes- causes and effects; Settlement of Industrial Disputes-authorities and machinery; Strikes and Lockouts-Concept, types, legal and illegal strikes and lockouts; Conciliation, Arbitration and Adjudication – Mediation and Conciliation, functions and process of mediation , kinds, essentials, conciliation machinery, conciliation and adjudication practices in India. Grievance; Concept, Significance, and methods of redressal-Discipline & Misconduct – Nature and concept, Approaches to Discipline; Statutory and non statutory measures for discipline, Code of Discipline & Conduct. Workplace harassment- - Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013,

Module IV

Labour welfare: Historical perspective, concept and objectives, theories and principles-Statutory, Voluntary and Mutual Welfare measures- role of management and trade Unions- Welfare of special categories of labour – Female Labour – Child Labour – Disabled – Contract Labour – Migrant Labour – Construction Labour – Rural Labour.

Module V

Employee Wellness- Concept of Wellness- Industrial Hygiene; Need and Importance, Occupational Hazards and Diseases-Occupational Health Services - Industrial Pollution-Prevention and Control- Industrial safety; accidents-Safety Organisation, concept of safety climate, statutory safety provisions

Suggested Reading:

1. C.S Venkataratnam : Industrial Relations, Oxford University Press, 2006
2. R. Sivarethinamohan : Industrial Relations And Labour Welfare: Text And Cases, PHI Learning Pvt. Ltd., 2010.
3. Philip Lewis, Adrian Thornhill, Mark Saunders : Employee Relations: Understanding the Employment Relationship, Pearson Education Ltd., 2003
4. Ratna Sen, 'Industrial Relations in India', Shifting Paradigms, Macmillan India Ltd., New Delhi, 2003.
5. Joseph Jerome : Strategic Industrial Relations Management : tata Mc Graw – Hill., 2002
6. M.V, Moorthy: Principles of Labour Welfare., Sultan Chand & Sons.,2002
7. R C, Saxena: Labour Problems & Social Welfare ., 6th Edition., K Nath & Co.,2004
8. A.M, Sharma: Aspects of Labour Welfare & Social Security., Himalaya PublishingHouse.,2002

2.3.3. PERFORMANCE MANAGEMENT AND EMPLOYEE COUNSELLING

Objectives

- To familiarize the students with the need and relevance of performance management in organisations.
- To equip students with comprehensive knowledge about performance appraisal of employees and its management in the organisation.
- To understand the process involved in the performance management.
- To acquaint the students with the various methods, techniques and practices used to measure performance of employees for professional advantage.

Module I

Definition of Performance Management(PM)- Historical developments in Performance Management practices - Performance appraisal Vs performance. PM Cycle - Essence and Implications of Performance Management-critical appraisal. - Issues and Problems in P M – Principles & characteristics of ideal PM - performance management process- Performance planning. Defining performance standards and choosing measurement approaches.

Module II

Measuring results and behaviours: Job Description and Job Analysis for Performance Management: Performance Appraisal - Methods of PA- Appraisal Forms and Formats- PfM Theatre - Designing performance criteria. Audio visual -Modular tools-PABLO- Performance management systems in manufacturing & Service context- Performance Monitoring process: Robotics for performance monitoring-Performance Monitoring DBMS- Appraisal Communication- Appraisal Interview- P A and its Organisational Implications- Legal and Ethical Perspectives in P M.

Module III

Performance Counselling and Feedback: The Counselling Process- Counselling Environment- Intake- Referral procedures- Guidelines for effective counselling-Action strategies- Assertiveness and Interpersonal Skills for Counsellors- Important Schools of Counselling- Psycho analytical, Client-Centered, Behavioural Counselling -Specific Techniques – Relaxation, Systematic Desensitization, Assertiveness training, Rational Emotive Therapy- Cognitive Behaviour Therapy, Transactional Analysis, Gestalt therapy Performance Counselling.

Module IV

Rewarding Performance: Personal Development plans, individual and Organisational performance plans – MBO-Performance Coaching and Mentoring – 180 and 360 degree feed back as developmental tools - performance management & reward systems: Appraising for Recognition & Reward. Performance management skills, performance linked career planning and promotion policy.

Module V

Strategic tools of performance management- process of Judgment vs process of analysis - stock taking discussions - Delivering efficient feedback; competency Mapping- Balance Score Card- - HR Score Card- stocktaking potential - Tools for stocktaking- potential appraisal system design and implementation- Appraisals and HR decisions. - Operationalising change through performance management. CMMI – PCMM Levels of accreditation.

Suggested Reading

1. Bacal, Robert. Performance Management. Mc Graw Hill company Ltd. 2012
2. T.V.Rao, Appraising and Developing Managerial Performance, TV Rao Learning Systems Pvt Limited, Excel Books, 2003
3. David Wade and Ronad Recardo, Corporate Performance Management, Butter Heinemann, New Delhi,Routledge, 2002.
4. Kohli, AS and Deb, T. Performance Management. Oxford University Press. 2009.
5. Amstrong, Michael. Performance Management: key strategies and practical guidelines. Kogan Page. Third edition 2014.
- 6.Prem Chadha: Performance Management, Macmillan India, New Delhi, 2003

2.3.4. LABOUR LAWS

Objectives

- To get an idea of industrial jurisprudence in India
- To develop an attitude of preponderance of human relations over legal relations
- To be versatile with the *provisions of various labour laws*
- To acquaint with the labour administration machinery in India and Kerala

Module I

Labour Laws – Origin and Development – Nature and Need – Objectives and Principles of Labour Laws – Development of Labour Laws in India – Pre and Post Independence Period- Indian Constitution and Labour Laws - Social Justice - Fundamental Rights – Directive Principles –Judicial Activism - Constitutional Writs and Appeals - *habeas corpus, certiorari, mandamus, quo warranto* and prohibition.

Module II

Laws related to conditions of Work - Factories Act, 1948; Plantations Labour Act 1952; Contract Labour (Regulation and Abolition) Act 1970; Kerala Shops and Commercial Establishment Act, 1960

Module III

Laws related to Social Security: Concept of Social Security- Importance in India- Various Social security measures- Legal provisions- Employee Compensation Act, 1923; Employees State Insurance Act, 1948; Maternity Benefit Act 1961; Employees' Provident Fund and Miscellaneous Provisions Act 1952; and Payment of Gratuity Act, 1972;

Module IV

Laws related Industrial Relations: Industrial employment (Standing Orders) Act, 1946, Trade union Act 1926, Industrial disputes Act, 1947: and its rules; Persons With Disabilities (Equal Opportunities, Protection of Rights and Full Participation) Act, 1995.

Laws related Wages: Payment of Bonus act, 1965 ; Minimum Wages act, 1948 ; and Payment of Wages Act, 1956

Module V

Labour Administration: Definition, Scope and Functions of Labour administration; Labour Administration in India- Constitutional Provisions, Role of ILO & ILCs; Labour policy- Objectives and Salient Features of Labour Policy and Five-Year Plans. Central government machinery for labour administration-Organisation and administration of labour offices-enforcement machinery for central laws-State machinery for labour administration -Labour

Commissioners and other enforcement authorities in state- their qualifications, employment, and nature of duties and functions.

Recent Amendments, Important case laws, Current proposals.

Suggested Reading:

1. G V Goswami, Labour Industrial Laws, 8th Edn. – 2004, Central Law Agency, Allahabad, Part XI
2. S C Srivastava, Industrial Relations and Labour Laws, 5 thEdn.-2007, Vikas Publishing House, New Delhi, Part 2
3. S N Mishra, Labour and Industrial Laws, 25th Edn. - 2009, Central Law Publications, Allahabad, Part 2Memoria C B & Mamoria Satish : Labour Welfare & Industrial Peace in India., Kitab Mahal., 2003
4. J.N Mongia : reading in India Labour & Social Welfare.,Atma Ram & Sons.,2002
5. Sarma A.M : Aspects of Labour Welfare & Social Security., Himalaya PublishingHouse.,2002

SEMESTER IV

2.4.1 . BUSINESS STRATEGY & SHRM

- To understand the basics of business strategy.
- To learn the various strategic options in front of an organization.
- To understand the intricacies in strategy of global companies.
- To learn the strategic role of HR from the traditional functional approach.
- To study the cultural dimensions of an organization from a bird's eye view.

Module I

Introduction to Strategy-Strategy and Business Models- Strategic, Administrative and Operating Decisions-Levels of Strategy and role of different levels of management-SBU- Conceptual framework for strategic management-Strategic Management Process: Overview, Mission, Objective and Goals-Stakeholders in business-Corporate Governance and Social Responsibility-Design Thinking.

Module II

Strategy Implementation process-Resource Pooling, Crowd Sourcing-designing organizational structure- Generic Building Blocks of Competitive Advantage-Resources and Capabilities-Minimizing failures and sustaining competitive advantage-Benchmarking- Vertical Integration, Diversification -Choice of strategic decisions - Evaluation of Strategies.

Module III

Strategy in the Global Environment-Strategic Alliances-Mergers & Acquisition, Joint Ventures. Corporate Restructuring- International Strategy Options - Multi-domestic Strategy, Global Strategy & Transnational Strategy-Building Shareholder Value-Strategic application of Game theory, Managing Technology and Innovation- New Business Models and strategies for Internet Economy.

Module IV

Introduction to SHRM- SHRM defined- Perspectives - The transformations in HR domain- The idea of Fit or Congruence - The resource-based view of strategic HRM- The strategic role of HR practitioners - The strategic business partner model – Competitive advantage through people-Rewards and Strategy-The Scorecard Approach: A Tool to bridge HR and Strategy.

Module V

Formulating HR strategy - Philosophy of managing people -Introduction to Cultural Dimensions - Global labour markets -Managing Culture/ Institutionalizing the Strategy-Corporate issues related to SHRM - Approaches to strategic international HRM-Developing Global Managers with Cross Culture Competency-Cross Cultural Issues in Global HRM-Managing a Diverse Workforce-Managing client site employees/off-shoring/out-sourcing/ Re-shoring

Suggested Reading

- 1 . Azhar Kasmi, Business Policy, 6th Edn.,Sultan Chand and Co, 2003
- 2 . Amstrong, Michael, (2008) Strategic Human Resource Management: A guide to action, Kogan Page, ISBN 978-0-7494-5375-6
- 3 . Schuler, Randall S. & Jackson, Susan E. (2007) Strategic Human Resource Management Wiley-Blackwell Ed2. 498 pages ISBN 978-1-4051-4959-4
- 4 . Pearce, John & Robinson, Richard (2014) Strategic Management, McGraw-Hill Education ed. 14, ISBN-13: 9780077862510.

2.4.2. HR ANALYTICS

Objectives

- To enhance the awareness of learners on the application of HR analytics in workplace
- To familiarize the application of various financial and statistical measures in HR activities
- To understand the relevance of Analytics in various HR process to derive tangible benefits from HR practices.
- To familiarize with applications of various HR metrics in an organization

Module 1: Fundamentals of measurement- Advantages of measurement in HRM-Consequences of not measuring HRM- Introduction to HR metrics and Analytics-Framework for HR measurement -Common problems with metrics- Traditional vs Contemporary HR Measures.

Module 2: Statistical tools for HR analytics-Predictive analytics-Multivariate analysis - Introduction to SPSS-Exploring data-Data analysis using SPSS (hands on training)- Introduction to Factor Analysis and SEM analysis.

Module 3: Various HR measures-Staffing Measures -Measures related to Quality of Hire/recruitment, Cost of hiring, Absenteeism- Separation measures-HR planning metrics-HR forecasting tools- Compensation measures-Connecting revenues and expenses, calculating various wage/salary related measures. Variable pay systems, cost benefit analysis, and comparators-Calculation of incentives.

Module 4: Development Measures -Training ROI, measures for employee satisfaction and attitudes, Training evaluation models-Productivity measures- Performance metrics- 6 sigma, customer focused metrics, BSC, HR Scorecard.

Module 5: Trends in Quantitative HRM- Development of HR dashboard, HR index, internal improvement Monitors and smoke detectors in HR research- problems, HR Audit research, and Organization Health survey-Assessing Employee attitudes and satisfaction- Social Media analysis- Current issues and future of HR Analytics.

Suggested Reading

1. Lee, Gregory John . HR Metrics: Practical Measurement Tools for People Management. Knowres Publishing, 2011
2. Sullivan, John . R Metrics, the World-class Way: How to Enhance Your Status and Build the Business Case for HR. Kennedy Information, 2004
3. Cascio, W. & Boudreau, J.. Investing in People: Financial Impact of Human Resource Initiatives. 2nd Edition. Upper Saddle River, NJ: FT Press, 2011
4. Field, A., , Discovering Statistics Using SPSS, 4th Edition, Los Angeles, CA: Sage. 2013
5. Jac Fitz-Enz. *The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments* (American Management Association), 2010.

2.4.3. MANAGEMENT OF CHANGE AND ORGANISATIONAL DEVELOPMENT

Objectives

- To understand the concepts and practice relating to the processes of organisation development and change.
- To develop insight and competence in diagnostic and intervention processes and skills for initiating and facilitating change in organisations.
- To provide necessary self-insight, skills and techniques to become effective change agents and internal OD consultants.

Module I

Introduction- Concept of Managing Change-The Process of Organizational Change, factors Influencing Organizational Change, Planned Organisational Change- Need for change; factors contributing to change; impact of change in organisations-; Organizational Culture and Change, Resistance to change-cause and counteractive measures, Effective Implementation of Change.

Module II

Diagnosis and Intervention – Organizational Diagnosis- an Overview, Diagnosis Methods, Interventions in Organizational Change, Theories of Organisational Change- Causes of Failure of Changes. Organizational Change and Process Consultation, Managers and the change, Internal and External Agents of change. Change as a strategic management tool-change for internal re-organisation. Organisational Restructuring and Change Management.

Module III

Organizational Development- Overview of the Organizational Development, Definition, Values, assumptions and Benefits of Organizational Development. Foundations of OD-Entry and Contract- - Feedback and OD.

Module IV

Organizational Interventions – An Overview, Team Interventions, Inter Group and third Party Peacemaking Interventions, Comprehensive Interventions , Training Experiences. Individual and Interpersonal Interventions- Intergroup Interventions- Organisational Transformation.

Module V

Basic Components of Assessment of OD, Prerequisites to Success of OD, Action Research and the OD Process, Transformative Change for Relevance of OD in Modern Organisations, OD consultants, Ethical Standards in Organizational Development, the Future of Organizational development.

Suggested Reading:

1. Harigopal, K.. Management of Organizational Change- Leveraging Transformation. New Delhi: Response Books, 2001.

2. Wendell L, French and Cecil H, Bell. Organisation Development. New Delhi: Prentice Hall of India, 1991.
3. Sharma, Radha R. Change Management-Concepts and Applications. Tata Mc Graw Hill.2003
4. Ramnarayan, S.; Rao, T V; and Singh, Kuldeep. Organisation Development: Interventions and Strategies. Response Books, 1998.
5. Paton, Robert A and Mccalman,James . Change Management:A Guide to Effective Implementation, Sage publications, 2008.
6. Ramnarayan S. and Rao, TV. Organization Development: Accelerating Learning and Transformation. Sage. 2011.
7. Khanna ,O. P., Industrial Engineering & Management, Tata Mc Graw Hill Publishing Pvt Ltd,2003

2.4.4. COMPENSATION MANAGEMENT

Course objectives:

- To promote understanding in issues related to compensation in corporate sector.
- To impart skills in designing, analysis and restructure compensation management system, policies and strategies.
- To understand the role of compensation in determining the competitive advantage of an organisation.

Module I

Introduction: Compensation meaning, objectives- nature of compensation- types of Compensation-compensation responsibilities-Compensation system design issues: compensation Philosophies, compensation approaches, decision about compensation, compensation- base pay, individual Vs team rewards, Perceptions of pay Fairness, legal constraints on pay systems.

Module II

Internal and external equities in compensation system- determining the worth of jobs- understanding inter and intra-industry compensation differentials-designing pay structure and administrating compensation package-understanding different components of compensation package like fringe benefits, incentives and retirement plans- pay for performance plans.

Module III

Strategic Compensation planning, determining compensation-the wage mix, Development of a Base Pay System: the compensation structure- Wage and salary surveys- the wage curve-pay grades and rate ranges- preparing salary scale. Paid Time Off & Other Services; Retirement- Medicare & Workers Comp-Retirement Benefits- Cafeteria benefits –Assignable benefits-Retirement Benefits -government regulation on compensation- fixing pay- significant compensation issues.

Module IV

Variable Pay and Executive Compensation: Strategic reasons for Incentive plans, administering incentive plans, Individual incentive plans-Piecework, Standard hour plan, Bonuses, Merit Pay, Group incentive plans- Team compensation- Gain sharing incentive Plans, Enterprise incentive plans- Profit Sharing plans, Stock Options, ESOPs, executive compensation -elements of executive compensation and its management-International compensation Management.

Module V

Role of compensation in organisation: economic and behavioural theories related to compensation; Strategic perspectives of compensation; Compensation as a retention strategy ; Formulation of compensation policy.

Suggested Reading

1. B. D Singh. Compensation & Reward Management, , Excel Books, 2008.
2. Joseph J. Martocchio. Strategic Compensation, ,6th Edition, Pearson Education, 2011.
3. Richard I., Henderson. Compensation Management in a Knowledge based, World,.Pearson,2006.
4. Milkovich, George T and Newman J.M., Compensation, Tata McGraw Hill, 2009.
5. Bhattacharyya, Dipak Kumar . Compensation Management. Oxford University Press, 2009.