



Master of Business Administration in Human Resource Management

Semester III

1. Entrepreneurship
2. Elective I - Human Resource Development: Strategies and Systems
3. Performance Management
4. Elective - II Project Management
5. Project Work Diary
6. Summer Internship Report
7. Elective III - Cross Cultural and Global Management

Cross Cultural and Global Management

Unit 1-

Introduction to Cross Cultural Management- Globalisation impact, Critical role of culture in International business, International business environment, Cross cultural management, Dimensions of culture.

Unit 2-

Communicating across cultures- Language of international business, use of non discriminatory language, communicating through vocal characteristics, use of time, Non verbal communication.

Unit 3-

Cultural dimensions of Marketing- Approach to International Marketing, cross cultural marketing research, consumer behavior, Product packaging and standardization, sales force management, complexity of pricing, Advertisements and promotion.

Unit 4-

Cultural dimensions of HRM- HRM in globalizing world, Factors influencing IHRM, staffing policies, Influence of culture on recruitment & selection, training & development, Performance appraisal.

Unit 5-

Negotiation, Motivation and Leadership across cultures- Intercultural communication and Negotiation process, Negotiation styles in different styles, content theories of motivation, Leadership theories in other cultures.

Unit 6-

Managing global teams- Difference between Traditional teams and global teams, Team strategies and the influence of culture, challenges faced by global teams, managing workforce diversity.

Unit 7-

International assignments and Expatriate Management- Introduction, Reasons for using expatriates, challenges face by expatriates, consequences of expatriate failure, Selection of expatriates, Repatriation, Women as international managers, cross cultural training.

Suggested Readings-

1. Cross Cultural Management by Shobana Mahadevan (Oxford)

Entrepreneurship

1. Foundations of Entrepreneurship : nature of Entrepreneurship, social & cultural factors in nurturing entrepreneurship. Institutional support for promoting entrepreneurship in India, role of Universities & Colleges, CSIR labs . Case study of incubation.
2. Business Planning: from idea generation to preparation of detailed business plans. Exercises in preparation of business plans .
3. Venture Capital: valuing and financing a venture, stages of venture development and financing , venture capital firms (VC ' s) venture expansion strategies.
4. Rural & social entrepreneurship: potential for entrepreneurship in rural India, SHGs, micro credit etc. , Case studies of rural & social entrepreneurship in India .
5. Entrepreneurs in India: family entrepreneurs, women entrepreneurs.

References :

1. Entrepreneurship – Prof. T.V. Rao
2. Entrepreneurship – Hisrich & Peter
3. Entrepreneurship- Mathew J Manimala

Human Resource Development: Strategies and Systems

Unit 1-

Human Resource Development: subsystems of HRD & OD, HRM and HRD, Emerging trends in HRD, HRD in IT industry, public sector, government organizations, and NGOs.

Unit 2-

Performance Management: traditional and modern techniques, Open Appraisal – Identification of Key Performance Areas and Key Result Areas – Managerial appraisal – Ethical issues in performance appraisal. Potential appraisal, Feed back mechanisms, Performance management and career development. Bi-directional performance management.

Unit 3-

Mentoring, Coaching & Employee Counseling Services: nature mentoring and coaching, Coaching to improve poor performance, Effectiveness of coaching, Need for employee counseling programs, Components & Characteristics, Issues in employee counseling .

Unit 4-

Career Planning and Development: meaning and process – path , Career width and Length – Succession planning – Development .

Unit 5-

Learning and development in knowledge setting learning in a knowledge environment, creating a holistic developmental approach, developing social capital, developing knowledge leadership capabilities, project-based learning, working with technology, building a comprehensive knowledge development strategy , planning for individual development .

References :

1. Human Resource Development – Randy L. Desimone, Jon M. Werner & David M. Harris .
2. Designing and Managing Human Resource Systems – Pareek, Udaianand Rao T.V.
3. Recent Experience in Human Resource Development – Rao T.V. and Pereira, D . H .
4. Performance Appraisal – Theory and Practice – Rao T .V .
5. Effective Human Resource Development – Neal E. Chalofsky, Carlene Reinhart.
6. Human Resource Management – Satyadian S. Mirza
7. Knowledge Management – Shelda Debowski – John Wiley, India publications.

Performance Management

Unit 1-

Performance Management and Reward Systems in Context- Define Performance Management, Performance Management Contribution, Disadvantages/ Dangers of Poorly Implemented PM Systems, Define Reward Systems, Aims and Role of PM Systems, Characteristics of an Ideal PM System, Integration with Other Human Resources and Development Activities.

Unit 2-

Performance Management Process- Performance Planning, Performance Execution, Performance Assessment, Performance Review, Performance Renewal and Recontracting.

Unit 3-

Performance Management and Strategic Planning- Definition and Purposes of Strategic Planning, Process of Linking Performance Management to the Strategic Plan, Building Support.

Unit 4-

Defining Performance and Choosing a Measurement Approach- Define Performance, Determinants of Performance, Performance Dimensions, Approaches to Measuring Performance.

Unit 5-

Measuring Results and Behaviours- Measuring Results and Measuring Behaviours.

Unit 6-

Gathering Performance Information- Appraisal Forms, Characteristics of Appraisal Forms, Determining Overall Rating, Appraisal Period and Number of Meetings, Performance Information, Model of Rater Motivation, Preventing Rating Distortion through Rater Training Programs.

Unit 7-

Implementing a Performance Management System- Preparation: Communication, Appeals Process, Training Programs, and Pilot Testing, Communication Plan, Appeals Process, Training Programs for the Acquisition of Required Skills, Pilot Testing, Ongoing Monitoring and Evaluation.

Unit 8-

Performance Management and Employee Development- Personal Development Plans, Director Supervisor's Role, 360-Degree Feedback Systems

Unit 9-

Performance Management Skills- Coaching, Coaching Styles, Coaching Process, Performance Review Meetings

Unit 10-

Reward Systems and Legal Issues- Traditional and Contingent Pay Plans, Reasons for Introducing Contingent Pay Plans, Possible Problems Associated with Contingent Pay Plans, Selecting a Contingent Pay Plan, Putting Pay in Context, Performance Management and the Law, Legal Principles Affecting Performance Management, Laws Affecting Performance Management

Unit 11-

Managing Team Performance- Define and Importance of Teams, Types of Teams and Implications for Performance Management, Purposes and Challenges of Team Performance Management, Including Team Performance in the Performance Management System, Rewarding Team Performance

Readings:

1. Performance Management by Herman Aguinis.

Project Management

1. Project Management: concepts & key terms, evolution of integrated project management system, aligning projects with organization strategy , effective project portfolio management system, project life cycle, feasibilities of projects-different forms of project contracting.
2. Project Scope Management: defining Project scope , creating work break down structure (WBS) , project roll up , process break down structure , responsibility matrix .
3. Project Scheduling: network models, PERT & CPM using softwares , measuring risk.
4. Project Risk Management : contingency resources, reducing project duration .
5. Project Team Management : building high -performance project teams, managing virtual project teams, project control process. Performance measurement and evaluation , project quality, planning, quality assurance, quality audit, project closure, post completion audit .

References:

1. Project Management by Clifford Gray and Larson.
2. The practice and theory of project management creating value through change – Newton, Richard – 2009, Hampshire, Palgrave Pub.
3. Effective project Management– Clements, James P & Gido Jack – 2006, New Delhi, Cengage Learning.
4. Project Management: Amanagerial approach – Meredith, Jack . R & Mantel Samuel.J – 2006 , New Delhi, John Wiley & Sons.