



Master of Business Administration in Human Resource Management

Semester IV

1. Elective - IV - Compensation Management
2. Elective - V - Management of Industrial Relations
3. Project Report
4. Project Viva-voce
5. Strategic Management
6. Elective - VI - Training and Development
7. Elective - VII - Counselling Skills for Managers

Compensation Management

Unit 1-

The Pay Model- Define Compensation, Forms of Pay, Pay Model, Book Plan, Consumer, House elves.

Unit 2-

Strategy: The Totality of Decisions- Strategic Choices, Support Business Strategy, The Pay Model Guides Strategic Pay Decisions, Developing a Total Compensation, Strategy: Four Steps, Source of Competitive Advantage, Best Practices versus "Best Fit", Guidance from Evidence, Virtuous and Vicious Circles, Your Turn: Pay Matters, Your Turn: Mapping Compensation, Strategies.

Unit 3-

Defining Internal Alignment- Compensation Strategy: Internal Alignment, Structure Vary among Organizations, Shaping of Internal Structure, Strategic Choices in Designing Internal Structure, Guidance from Evidence, Consequences of Structures.

Unit 4-

Job Analysis- Job Based Approach, Job Analysis Procedure, Information Collection, Process of Information Collection, Job Descriptions Summarize the Data, Job Analysis: Bedrock or Bureaucracy, Judging Job Analysis, Your Turn: The Customer-Service.

Unit 5-

Evaluating Work: Job Evaluation- Ranking, Classification, Point Method, Involvement, The Final Result: Structure, Balancing Chaos and Control, Your Turn: job Evaluation at whole Foods.

Unit 6-

Person-Based Structures- Person-Based Structures: Skill plans, Skill Analysis, Person-Based Structures: Competencies, Competency Analysis, Internal Alignment, Reflected in Structures, Administrating the Plan, Evidence of Usefulness of Results, Bias in Internal Structure, The Perfect Structure, Climb the Leader Ladder.

Unit 7-

Defining Competitiveness- Compensation Strategy: External Competitiveness, Shaping of External Competitiveness, Labor Market Factors, Modifications to the Demand Side, Modifications to the Supply Side, Product Market Factors and Ability, Organization Factors, Relevant Markets, Competitive Pay-Level And Mix Decisions: Guidance from the Research, Competitive Pay Policy Alternatives, Consequences of Pay-Level And Mixed Decisions: Guidance from the Research, Sled Dog Software, Fit the Pay-Mix Policy to the Compensation Strategy.

Unit 8-

Designing Pay Levels, Mix and Pay Structures- Specify Competitive Pay Policy, Purpose of the Survey, Select Relevant Market Competitors, Design the Survey, Interpret the Survey Results and Construct a Market Line, Form Policy to Practice: The Pay Policy Line, From Policy to Practice: Grades and Ranges, From Policy to Practice: Broad Branding, Balancing Internal and External Pressure, Adjusting the Pay Structure, Market Pricing.

Unit 9-

Pay for Performance: The Evidence- Linking Organization Strategy to Compensation and Performance, Theories and Research, People View on Compensation, Total Reward System: Besides Money, Other Rewards Influence Behavior, Compensation Motivating Behavior, Designing a Pay for Performance Plan.

Unit 10-

Pay-for-Performance Plans- Meaning of Performance Plan, General Evidence of Variable Pay Improving Performance Results, Team Incentive Plans: Types, Explosive Interest in Long Term Incentive Plans, Incentives in the Club House.

Unit 11-

Performance Appraisals- Role of Performance Appraisals in Compensation Decisions, Common Errors in Appraising Performance, Strategies for Better Understanding and Measuring Job Performance, Performance Evaluation Process, Equal Employment Opportunity and Performance Evaluation, Tying Pay to Subjectively Appraised Performance, Promotional Increase as a Pay for Performance Tool, Merit Pay: Making Policies and Practices that Work.

Unit 12-

The Benefit Determination Process- Benefits of Growth in Employees, Value of Employee Benefits, Benefits Planning, Design and Administration, Current Approaches, Components of Wage and Benefits Structure, Components of a Benefit Plan, Administering the Benefit Program.

Unit 13-

Statutory Benefits Including Health Care, Employee Welfare and Retirement Benefits- Indian Constitution and Social Security, Select Legislation, Medical Care, Safety, Occupational Health and Welfare Funds, Issues in Employer Provided Health Care Benefits, Other Social Security Benefits, Social Security Reform During the Period of Structural Adjustment, Trends and Issues.

References:

1. Compensation by George T Milkovich, Jerry M Newman and C S Venkata Ratnam.

Counselling Skills for Managers

Unit 1-

Counselling: Definition, Approaches, Types, Values and Goals of Counselling, Emergence and Growth of Counselling. Counselling Process: Initial encounter with the client, Developing relationship, Problem Identification, Goal Setting, Plan of Action and its Implementation, Termination of Relationship and Follow-up. Guidelines for Effective Counselling. Referral Procedures.

Unit 2-

Role of Counsellor & Client in various stages. Skills and Attitudes required in Counselling: Verbal and Non-verbal Communication skills, Listening Skills; Advanced Skills in Counselling: Advanced empathy, theme identification, self-disclosure, perception-check, interpretation, clarification, confrontation and immediacy. Key Characteristics, Qualities & Values for a Professional Counsellor, Values for a counsellor, Dilemmas for a managerial counsellor.

Unit 3-

Applications of Counselling Skills in Modern Organisations. Problem Subordinates: Types and ways to deal with them. Performance Counselling: Meaning, Objectives and Process. Special Employee related Problems in Counselling.

Unit 4-

Counselling Therapies: Cognitive Therapy, Behavioural Therapy, Cognitive-Behavioural Therapy (CBT), Rational Emotive Behaviour Therapy (REBT), Psychoanalytic Therapy, Psychodynamic Therapy, Person-Centered Therapy, Gestalt and Existential Therapy.

Unit 5-

Counselling Strategies & Interventions: Behavioural, Decision Making, Problem Solving Techniques. Ethics in Counselling: Ethical Principles & codes of conduct for professional counselors.

Suggested Readings:

1. Singh, Kavita Counselling Skills for Managers, Prentice Hall of India, Delhi ,2010.
2. Rao , S. Narayan Counselling and Guidance, TMH, 2nd edition, 2007.
3. Mitchell and Gibson Counselling and Guidance, Pearson Education India, 2007.
4. Patterson, Lewis The Counselling Process, Cengage Learning India.2008
5. Burnard Counselling Skills Training, Kogan Page India.2009
6. Feltham and Dryden Brief Counselling, Mcgraw Hill Publishing.2012.
7. Kotler, Jeffrey Counselling Theories and Practices, Cengage.2008

Management of Industrial Relations

Unit 1-

Industrial Relations: Historical background, concept and approaches in IR – stake holders of IR, various factors influencing IR, HR approach to IR, essentials of sound IR policy, IR strategies, legal frame work of IR, community of IR. Proactive IR, industrial conflicts, disputes, Conflict resolution.

Unit 2-

Trade Unions : trade union movement and growth of TU in India, national level federations, trade union problems, trade union organization, leadership and management of Trade union, trade union act 1926, registration of trade union, employers association– objectives, origin and growth, legal status, problems of trade unions.

Unit 3-

Grievances and Disciplines: grievances, redressal, discipline, standing orders, acts of misconduct, show cause notice, suspension, Enquiry procedure, Principles of natural justice, Punishments, Demotion suspension, Termination, Removal and dismissals, Conflicts – Industrial disputes– Lay off, Terminations implicitor, Retrenchment, closures, VRS .

Unit 4-

Collective Bargaining: concept, its relevance in IR, CB as an institution, ILO perception of CB, Objectives of CB, Structure, Functions, process, negotiations, bargaining approaches & techniques, patterns of bargaining .

Unit 5-

Settlements: types of settlements, wage settlement, bonus settlement, productivity settlement, VRS settlement, Union issues settlement, Reorganization settlement, transfer, Lay off, retrenchment and closure settlements.

References :

1. Industrial Relation- Ramaswamy
2. Industrial Relation- Sarma
3. Industrial Relation- Venkatarathnam
4. Industrial Relation- Arun Monnappa
5. Industrial Relation- T V Rao

Strategic Management

Unit 1-

Overview of strategic management: origin of strategy, strategy vs structure, elements of business strategies, Strategic Management process.

Unit 2-

Environmental Analysis: Strategically relevant components of internal and external environment, Industry and competitive analysis, analysis of resources and competitive capabilities, environmental scanning techniques.

Unit 3-

Establishing organizational direction– developing strategic vision, mission and setting objectives. Strategic intent and the concept of strategic pyramid, corporate ethics and social responsibility.

Unit 4-

Generic competitive strategies– stability, expansion, retrenchment, conglomerate and their variants. Strategic and competitive advantage, new business models for global and internet economy, Strategy clusters and models relating to portfolio analysis .

Unit 5-

Strategy implementation– building core competencies and competitive capabilities, developing policies and procedures for implementation. Designing and installing supporting and rewarding systems. Evaluating and monitoring implementation.

Suggested Readings-

1. Strategy and Structure – Alfred C .Chandler
2. Strategic Management – Alex Miller and Irwin
3. Competitive Advantages: Creating and Sustaining, Superior Performance– Michael E .Porter
4. Competing for the future – Prahlad and Hammel
5. The Future of Competition– Prahlad and Venkataraman
6. Crafting and executing Strategy – Aurthor A . Thompson and others
7. The Art of Strategy– Avinash K. Dixit and Barry J. Nalebuff

Training and Development

Unit 1-

Training: introduction, Importance of training, Advantages of training, Training challenges, Changing work place and work force, Training as a sub system of HRD, Learning environment, Instructional design, Learning outcomes, Feedback, Conditions of transfer, Converting training objectives to training plan .

Unit 2-

Training Needs Assessment (TNA: methods of TNA , O rganizational support for TNA, Organizational analysis – Specifying goals, Identifying constraints, Resource Analysis, Learning Principles, Training enhancement, Trainee characteristics.

Unit 3-

Training Delivery: traditional vs modern methods, SDLP, Simulated work settings, DLP , CD ROM, Interactive Multimedia, Web – based instructions , Intelligent Training System (ITS), Virtual Reality Training (VR T) .

Unit 4-

Training Evaluation: criteria, Evaluation of criteria, Dimensions of criteria, Use of experimental designs, Quasi experimental designs, Utility conservations, Individual difference models, Content validity model, Statistical method.

Unit 5-

Training Interventions: learning Experience and Building Organization Capability, Employee capability, Apprenticeship, Vestibule, Embedded training, Team building, cross and Inter- positional training, Leadership training .

References:

1. Training in Organization- Irwin L. Goldstein, J. Kevin Ford.
2. Effective Training: System Strategies and Practices- P Nick Blanchard James W Thacker.
3. Training for Organizational Transformation- Rolf P Lynton Udai Pareek.