

SYLLABUS

Department of Business Administration
MASTER OF HUMAN RESOURCE MANAGEMENT
Two-Year Regular Full-Time Four-Semester Course
2012 - 2014



JAI NARAIN VYAS UNIVERSITY
JODHPUR

IMPORTANT

With a view to bring about greater reliability, validity and objectivity in the examination system and also for closer integration of teaching, learning and evaluation.

- (i) The syllabus has been divided into units. Questions will be set from each unit with provision for internal choice.
- (ii) In order to ensure that the students do not leave out the important portion of the syllabus, examiners shall be free to repeat the questions set in the previous examinations.

[Ref. Resolution No. 21 (c) of Academic Council dated 9-2-84]

The examinees be permitted to use their personal transistorised pocket battery operated calculators in the examinations. The calculator to be used by the candidates in the examinations should not have more than 12 digits, 6 functions and 2 memories and should be noiseless and cordless. A calculator belonging to one candidate shall not be allowed to be used by another candidate. The Superintendent of the centre will have complete discretion to disallow the use of a calculator which does not conform to the above specification.

[Ref. Res. No. 6/90 of Academic Council dated 20th July, 1990]

In Engineering and any other examinations where the use of calculators is already permitted, it shall remain undisturbed.

NOTIFICATION

In compliance of decision of the Hon'ble High Court all students are required to fulfil 75% attendance rule in each subject and there must be 75% attendance of the student before he/she could be permitted to appear in the examination.

REGISTRAR
(Academic)

SYLLABUS

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MASTER OF HUMAN RESOURCE MANAGEMENT
Two-Year Regular Full-Time Four-Semester Course
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Faculty of Commerce and Management Studies
JAI NARAIN VYAS UNIVERSITY
JODHPUR

MEMBERS OF THE TEACHING STAFF

Professor & Head

Dr. J.K. Sharma M.Com., M.Phil., Ph. D.
FDP (IIM-A)

Professors

Dr. R.C.S. Rajpurohit M.Com., M.Phil., Ph. D.
Dr. Rajan Handa M.Com., Ph. D., MBA

Associate Professor

Dr. M.S. Gupta M.Com., Ph.D.

Assistant Professor

Dr. M.L. Vasita M.Com., Ph.D., PGDLL, MBA

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**MASTER OF HUMAN RESOURCE MANAGEMENT
(MHRM)**

GENERAL INFORMATION FOR STUDENTS

Objective:

The business scenario is ever changing in terms of practice and knowledge generation and these have a tremendous impact on management education worldwide. The objective of this course is therefore to provide a thorough knowledge and impart relevant skills in the broad areas of Human Resource Management.

Eligibility for Admission:

Post graduates or graduates of a recognized University from any discipline having minimum 50% marks in aggregate in either of the degrees are eligible for admission.

Admission Procedure:

Admission will be based strictly on Merit. There will be a Group Discussion (GD) of 25 marks followed by Personal Interview of 25 marks to be conducted by the Head of the Department of Business Administration. Marks obtained in GD and Interview will be added in the per cent marks obtained in post graduate or graduate examination, whichever is advantageous to the candidate, so as to determine the final merit for admission.

Nature of the Program:

The post graduate program of 'Master of Human Resource Management' (MHRM) will be of two years, duration comprising of four semesters. It will be a full-time and Regular Self-financing post graduate program of the University. There shall be separate courses of studies for each semester and there shall be separate examinations for each semester. The courses of studies and examination in relation thereto shall comprise of theory papers, seminar, viva-voce and training report, as indicated in the scheme of examination.

Medium of Instruction:

The language medium of instructions and examination in each course shall be English.

Course Fee:

The course fee for the entire post graduate program shall be Rs 40000/- which will have to be paid by demand draft in two installments of Rs.

20,000/- each at the time of admission in Previous and Final year. Besides, faculty and examination fees will have to be deposited separately as per University Rules. No refund of fee is admissible.

Intake:

The program will have minimum intake of 25 students and maximum intake of 60 students. This will include reserved seats as per University rules, provided they qualify the eligibility.

Attendance and other Rules:

In order to be eligible to take examination each candidate shall have to fulfill minimum attendance requirement, rules and regulations prescribed by the University from time to time. Candidates shall not be allowed to seek part-time or full-time employment during the tenure of two years of the program.

Minimum Pass Marks:

The minimum pass marks in respect of each examination shall be 40% in individual paper and 50% marks in the aggregate in respect of all the examinations in a relevant semester. Grace marks will be awarded as per University Rules.

Award of Division:

The division shall be awarded to a candidate on the basis of marks of all the examinations in respect of all the semesters on the following basis:

<i>Division</i>	<i>Percentage of marks</i>
First with Honors	70 and above
First	60 and above but less than 70
Second	50 and above but less than 60

Deficiency:

If a candidate fails in one or two examinations he or she will be permitted to make up the deficiency. Such candidates will be promoted to the next semester and may be permitted to make up the deficiency at subsequent but regular and scheduled examination only. Subsequent examination will be treated as main examination. Further, a candidate appearing at an examination to make up the deficiency shall have to appear at such an examination based on the course of studies in force at the time, unless the paper itself no longer forms that part of the course of studies. In such eventuality

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the course of study soon before the deletion shall be deemed to be relevant. However, the department shall have no responsibility of organizing and imparting teaching in the paper in which the candidate has got deficiency. Those candidates who appeared at the subsequent examination for clearing the deficiency and passed shall be awarded the actual marks obtained. But, in no case it will be more than 60% of the maximum marks in the concerned paper, irrespective of the marks secured by them at the subsequent examination. However, students are advised to be hardworking and sincere so as to avoid any such deficiency.

Award of the Post graduate Degree:

After the fourth semester examinations are over and the results are declared, the degree of 'Master of Human Resource Management' will be awarded when a candidate passes all the examinations in respect of all the four semesters including those papers for which deficiency, if any, is to be made up.

Structure, Teaching and Examination Scheme:

There shall be six theory papers / courses for written examination plus a seminar/training report and viva-voce of 50 marks each for every semester. Thus, each semester shall be of 400 marks (50 × 8). The written examination for the theory papers shall be of 3 hours duration for each paper. The Examination Question Papers shall contain eight questions of Ten marks each and the candidates shall be required to answer any Five question of them. Also, candidates will be required to submit a written training report in the IV Semester (Course No. 407). For the purpose, they will be required to undergo a four- week summer training to be received in a chosen business organization and the report thereof will be teacher-supervised which will be evaluated by the Head of the Department and the concerned supervisor in each case. Students shall be required to go for such training immediately after the examinations of second Semester are over. Seminar on contemporary issues to be presented by every student in each semester shall be conducted and evaluated by a teacher of the department nominated by Head of the department for the purpose. For conduct of Viva-voce, there shall be two examiners - one internal and one external. Revaluation of Examination Answerbooks shall be allowed as per University Rules. *The details of scheme are as follows:*

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TEACHING AND EXAMINATION SCHEME

Semester I

Course No.	Course	Lecture per week	Maximum Marks
101	Management Process and Principles	6	50
102	Human Resource Management	6	50
103	Business Environment	6	50
104	Industrial Relations	6	50
105	Labour and Industrial Law	6	50
106	Economics for Managers	6	50
107	Seminar on Contemporary Issues	---	50
108	Viva-Voce	---	50
Total		36	400

Semester II

Course No.	Course	Lecture per week	Maximum Marks
201	Human Resource Development	6	50
202	Organizational Psychology and Employees Counselling	6	50
203	Organizational Behaviour	6	50
204	Labour Welfare and Social Security	6	50
205	Computer Applications in Management	6	50
206	Accounting for Managers	6	50
207	Seminar on Contemporary Issues	---	50
208	Viva-Voce	---	50
Total		36	400

Semester III

Course No.	Course	Lecture per week	Maximum Marks
301	Global Human Resource Management	6	50
302	Corporate Governance, Ethics and Social Responsibility	6	50
303	Business Communication	6	50
304	Compensation Management: Theory and Practice	6	50
305	Fundamentals of Management Research	6	50
306	Statistics for Management Research	6	50
307	Seminar on Contemporary Issues	---	50
308	Viva-Voce	---	50
Total		36	400

Semester IV

Course No.	Course	Lecture per week	Maximum Marks
401	Strategic Human Resource Management	6	50
402	Managerial Leadership	6	50
403	Performance Management	6	50
404	Labour Economics: Theory and Practice	6	50
405	Organizational Development and Change Management	6	50
406	Cross Cultural and Diversity Management	6	50
407	Training Report	---	50
408	Viva-Voce	---	50
	Total	36	400

COURSES**101- MANAGEMENT PROCESS AND PRINCIPLES****Objective:**

The objective of this course is to develop an understanding of the processes of management related to the basic functions and management challenges in the emerging perspective.

Contents:

Management: Concept, Nature, Process and Significance of Management. Managerial Roles (Mintzberg). An Overview of Functional areas of Management-Marketing, Finance, Production, HRM, IT, R&D. Development of Management Thought Classical, Neo-classical System and Contingency Approaches.

Planning and Control: Concept, Process and Types. Decision making concept and process. Bounded rationality. Management by objectives. Corporate Planning: Environment analysis and Diagnosis. Strategy Formulations.

Managerial Control: Concept and process, Designing an Effective Control System. Techniques: Traditional and Modern (PERT and CPM)

Organising: Concept, nature, process and significance, Authority and Responsibility relationships. Delegation, Decentralisation, Departmentation basis and formats (Project and Matrix) Formal and Informal Organisation. Changing patterns in Organisation Structure in the knowledge economy.

Directing: Motivating and Leading people at work basic concepts. Communication: nature, process, networks and barriers, Effective Communication.

International Management Practices: A comparative study of management practices in India, Japan, USA and China with particular reference to Planning, Organising, Directing and Controlling Recent developments in the field of Management in a global perspective.

SUGGESTED READINGS:

Werhirsch, Heing and Koontz, Harold, Management: A Global Prospective, Mac-Graw Hill, New Delhi, 1997.

Stoner, James, A. F., Freeman. A.E. and Gilbert (Jr.) D.A.: Management, Prentice Hall of India P. Ltd., 6th ed., 2000.

Drucker, Peter, F.: The Practice of Management.

Robert Y. Durand: Business Organization: Management and Responsibilities.

Louis, A. Allen: Management and Organization.

Kreitner, Robert.: Management, AITBS Publishers, New Delhi, 7th ed., 1990.

Singh, B.P. and Chhabra, T. N.: Management Concepts and Practices, Dhanpat Rai, New Delhi, 1998.

Dwivedi, R.S.: Management- An integrated approach.

102- HUMAN RESOURCE MANAGEMENT**Objective:**

The objective of this course is to sensitize students to the various facts and facets of managing people to create an understanding of the various policies and practices of human resource management.

Contents:

Human Resource Management : Concept, Scope, Importance and functions. Human Resource Management in changing Environment, Concept of TQM, Quality Circle, Empowerment.

Human Resource Planning : Meaning, objectives, significance and process ; career and succession planning, Job Analysis; Job Description and Specifications; Job Design Approaches, Job characteristic approach to Job Design.

Recruitment, Selection, Training and Development : Factors affecting recruitment, Sources of recruitment- Internal and external,

Basic Selection Model, Psychological tests for selection, Requirement of a good test for Selection, Interviewing, Placement and Induction, Training and Development.

Compensation Management and Performance Appraisal : Compensation Management- Concept and meaning of wages; factors affecting wage and salary administration; classification of wages such as bare minimum wages , Need based minimum wages, Statutory minimum wages, fair wages, standard of living wages. Performance Appraisal-concept and objectives, comparing actual Performance With Standards, Methods: Traditional and Modern.

IHRM and Ethical Issues in HRM : Concept, Importance, functions and Models of International Human Resource Management

Ethical issues in HR - Concept, Need, Challenges of HRM.

SUGGESTED READINGS:

Gomez-Meija, Luis R., D.B. Balkin and R.L. Cardy: Managing Human Resource, Prentice Hall, New Jersey, 1998

D'Enzo, David A. and Stephan P. Robbins: Human Resource Management, John Wiley and Sons, New Delhi, 2001

Saiyadain, Mirza S. : Human Resource Management, Dhanpat Rai and Co. Pvt. Ltd., New Delhi, 1999.

Chhabra T.N.: Human Resource Management, Dhanpat Rai and Co. Pvt. Ltd., New Delhi, 1999

Flippo, Edwin B. : Principles of Personnel Management, McGraw Hill, New York.

Dwivedi, R.S.: Managing Human Resources : Personnel Management in Indian Enterprises, Galgotia Publishing Company, New Delhi, 2000.

103- BUSINESS ENVIORNMENT

Objective:

The objective of this course is to develop an insight into the aspects related and relevant to business and understand the framework for business both global and domestic.

Contents:

Theoretical Framework of Business Environment : Concept, significance and nature of business environment, Elements of

environment internal and external, Changing dimensions of business environment :Techniques of environmental scanning and monitoring.

Economic Environment of Business : Significance and elements of economic environment, economic systems and business environment, economic planning in India Government policies - industrial policy, fiscal policy, monetary policy, EXIM policy, public sector and economic development, development banks and relevance to Indian business, economic reforms, liberalization and structural adjustment programmes.

Political and Legal Environment of Business : Critical elements of political environment, government and business, changing dimensions of legal environment in India, MRTP Act, FEMA and licensing policy, consumer protection act.

Socio-Cultural Environment : Critical elements of socio-cultural environment, social institutions and systems, social values and attitudes, social groups middle class, dualism in Indian society and problems of uneven income distribution, emerging rural sector in India, Indian business system, Social responsibility of business, consumerism in India.

International and Technological Environment : Multinational Corporations, Foreign collaborations and Indian business, non-resident Indians and corporate sector, International economics institutions - WTO World Bank, IMF and their importance to India, foreign trade policies, impact of rupee devaluation, technological environment in India, policy on research and development, patent laws, technology transfer.

SUGGESTED READINGS:

Aswathappa K. (2005): 'Essentials of Business Environment ', Himalaya Publishing House, Mumbai.

Cherunilam Francis, (2005): 'Business Environment: Text & Cases', Himalaya Publishing House, Mumbai.

Chopra, B.S., (1998): 'Business Environment In India', Pune: Symboisis Institute.

George A., Stenier and John F. Steiner, (2000) : 'Business Government and Society', McGraw - Hill.

Glos, R. and Others, (1980): 'Business its Nature and Environment', Ohio, South Western Publication Co.

104- INDUSTRIAL RELATIONS**Objective:**

Organisational Efficiency and performance are intricately interlinked with industrial relations. This course is an attempt to appreciate the conceptual and practical aspects of industrial relations at the macro and micro levels.

Contents:

Industrial Relations perspectives; Industrial Relations and the Emerging socio-economic scenario ; conditions of good Industrial Relations, Actors in Industrial Relations- The workers, Management, Government and their importance in maintaining Industrial Relations.

Trade Union - Definition structure, Features, functions of Trade Union, Labour movement and Trade Union Development in India, Multiplicity of Trade Unions, problems of Trade Unions.

Discipline- Concept and importance, code of Discipline and Code of conduct, Disciplinary procedure Action, Enquiry proceedings, Judicial approach to discipline. Industrial dispute : Meaning, various causes of disputes.

Collective Bargaining : Meaning, importance, Issues, features and process.

Employees' Grievance : Meaning, causes, grievance redressal procedures.

Workers education Scheme: Objectives, workers education in different countries and approaches. Industrial Democracy and worker's participation in Management.

SUGGESTED READINGS:

C.S. Venkata Ratnam (2001), Industrial Relations : Test and Cases Oxford University Press Delhi.

Singh B.P. and T.N. Chhabra, Personnel Management & Industrial Relations. Dhanpat Rai and Co. Pvt. Ltd. Delhi, 2000.

Dwivedi. R.S., Managing Human Resources : Industrial Relations in Indian Enterprises. Gaigotia Publishing Company, New Delhi 2000.

Paul Edwards (Ed) (1997), Labour Adjudication in India. ILO. New Delhi.

E.A. Ramaswamy (1994), The Rayon Spinners - Strategic

Management of Industrial Relations, Oxford University Press. Delhi.

Debi S. Saini (1994) Redressal of Labour grievances, Claims and Disputes, Oxford & IBH, New Delhi.

Verma. Promod, Management of Industrial Relations, New Delhi, Oxford & IBH.1990

Bagchi. Amiya Kumar (Ed), New Technology and the Workers Response, New Delhi, Sage. 1995.

105-LABOUR AND INDUSTRIAL LAW**Objective:**

Understanding of the legal framework is important for the efficient decision making relating to man management and Industrial relations. The course aims to provide an understanding, application and interpretation of the various labour laws and their implications for industrial relations and labour issues.

Contents:

Emergence and objectives of labour laws and their socio-economic environment. Evaluation of labour legislations in India. Need and principles of labour legislation. Factories Act 1948 : Provisions regarding health, welfare and security. Industrial Disputes Act, 1947 : Provisions regarding Strikes, Lokouts, Retrenchment and Layoff. Payment of Wages Act, 1936, Minimum Wages Act,1948.

Workers Compensation Act, 1923, Employee's State Insurance Act, 1948, Employees Provident Fund and miscellaneous provisions Act,1952

Trade Union Act, 1926, Contract Labour Act (Abolition & Regulation Act), 1970, Maternity Benefit Act, 1961, Payment of Gratuity Act1972

SUGGESTED READINGS:

Misra, S.N., (2005): Labour and Industrial Laws, Central Law Publications, Allahabad.

Malik, P.N. (2004): Industrial Law (Vol. 1 and 2), Eastern Book Depot, New Delhi.

Grag, A (1998): Labour Laws : One should know, New Delhi : NABHI Publications.

Raza, M.A. and Anderson, A.J. (1996): Labour Relations and the Law, Prentice Hall Inc, London.

Grag,A. (1995): Nabhi's Lanour Laws: one should know, New Delhi : Nabhi's Publications.

Saini, D.S. (1995): Cases on labour law : minimum conditions of employment, Oxford, New Delhi.

Srivastava, S.C. (1994): Industrial Relations and Labour Laws, New Delhi : Vikas Publishing House.

Monga, M.I. (1983): Industrial Relations and Labour Laws in India, Deep and Deep Publications Pvt. Ltd, Delhi.

106-ECONOMICS FOR MANAGERS

Objective:

The course develops managerial perspective to economic fundamentals as aids to decision making under given environmental constraints.

Contents:

Nature and Scope of Managerial Economics : Objectives of a firm; Economic theory; Managerial economist's role and responsibility , Fundamental economic concepts, incremental principle, opportunity cost principle, discounting principle, equip-marginal principle .

Demand Analysis :Individual and marketing demand functions; Law of demand determinants of demand; Elasticity of demand, its meaning and importance; price elasticity and cross elasticity , Using elasticity in managerial decision.

Theory of consumer Choice : Cardinal Utility approach, indifference approach, revealed preference and theory of consumer choice under risk, Demand estimation for major consumer, durable and non-durable products.

Production Theory :Production functions-production with one and two variable inputs; Stages of production : Economics of scale; Estimation of production function, cost theory and estimation, Economic value analysis, Short and long run cost functions-their nature, shape and inter-relationship. Law of variable proportions, Law of returns to scale.

Price Determination under Different Market Conditions Characteristics of different market structures ; Price determination of firms equilibrium in short-run and long-run under perfect competition, monopolistic, oligopoly and monopoly

Price Practices : Methods of price determination in practice, Pricing discrimination, International price discrimination and dumping, Transfer pricing.

Business Cycles : Nature and phase of business cycle :Theories of business cycle, monetary, innovation Samuelson and Hicks theories.

SUGGESTED READINGS:

Baumol William J. : Economic Theory and Operations Analysis , Prentice Hall, London

Baya, Micheal R. : Managerial Economics and Business Strategy, McGraw Hill Inc, New York

Chopra O.P. : Managerial Economics, Tata McGraw Hill, Delhi

Dean, Joel : Managerial Economics, Prentice Hall, Delhi

Dholkia, R.H. and A.L. Oza : Micro Economics for Management Students, Oxford University Press, New Delhi.

Eaton , B. Curtis and Diane Faton : Micro Economics, Prentice Hall, New Jersey

Cough J. and S. Hills : Fundamentals of Managerial Economics, MacMillan, London

Hayness W.W., V.L. Mote and S. Paul : Managerial Economic analysis and Cases, Prentice Hall India, Delhi.

Dwivedi D.N. : Managerial Economics, Vikas Publishing House, New Delhi.

Adhikary, M. : Business Economics, Excel Books, New Delhi.

201- HUMAN RESOURCE DEVELOPMENT

Objective:

The aim of this course is to impart knowledge for developing human resources in an organization.

Contents:

Introduction: Human Resource Development (HRD) : Concept, An Overview of HRD Trends and Practices.

HRD and Management: Attitude of Top Management towards HRD, Motivational Aspects of HRD, Development Supervision, Career Development, Organisational Climate.

HRD Activities : Organisation of HRD Activities Communication of HRD efforts. Determination of HRD needs. Design of HRD Strategies. HRD for Workers and Executives. HRD Culture, Appraisal of HRD efforts.

HRD Experiences : HRD in Manufacturing and Service industry, HRD in Government and Public Systems, HRD in Education, Health and other sectors. Comparative HRD - International Experiences.

Emerging Issues in HRD : Creating awareness and commitment to HRD. Industrial Relations and HRD . Utilisation of HRD efforts. Emerging trends and perspectives, Future of HRD.

SUGGESTED READINGS:

Dayal Ishwar: Designing HRD Systems, New Delhi Concept. 1993

Kohil. Uddesh & Sinha, Dharmi P.: HRD- Global Challenges & Strategies in 2000 A.D. New Delhi, ISTD, 1995

Maheshwari, B.L. & Sinha , Dhami P.: Management of Change Through HRD New Delhi, Tata McGraw Hill, 1991.

Pareek. U.etc.: Managing Transitions : The HRD Response, New Delhi, Tata McGraw Hill, 1992

Rao, T.V. etc. : Alternative Approaches & Strategies of Human Resource Development, Jaipur, Rawat, 1988.

Silvera, D.N.: HRD: The Indian Experience, Delhi, New, India, 1991.

202- ORGANISATIONAL PSYCHOLOGY AND EMPLOYEES COUNSELLING

Objectives

The objective of this course is to expose students with theories and techniques of general counseling and to train them in the specific counseling task that arise in the organizational context.

Contents:

Counseling Defined, Types of Counseling, Theories of counseling, Initiating Counseling Process, Trust and Empathy Building, Communication Techniques for Counseling Work, Crakhaff Model, Neuro-linguistic Programming. Counseling with special groups at work like handicapped, aged and women.

Psychodynamic Theory, Trait and Factor Theory, Holland's Theory of Careers, Social Learning Theory. Life Span and Life Space Approach, Sociological Perspectives on Work, Career Development Theory.

Application: Career Counseling, Career Choice, Career Decision Making, Career Development, Performance Counseling, Monitoring, Issue related Counseling, Boss-Subordinate conflicts and Grievances, Justice and Equity Issues, Alcoholism, Indebtedness, Absenteeism, Stress, Family Counseling.

Organisational Psychology and Learning : History and development in the field of work psychology, major problems of organizational psychology. Learning : Learning process, Learning curve, Principles of learning, Classical and Instrumental Conditioning, Motivational factors in learning, Individual and Situational differences in behaviour.

SUGGESTED READINGS:

Carkhuff. Helping Relations Vol. - I and II

Cantor A. (1945), Employee counseling Mc. Graw Hill, New York.

Dawna Markova, (1991), The Art of the possible Conari Press.

Dickson W.J. Roethlisberger (1961) : Counselling in organization, Graduate School of Business Administration.

Duance Brown, (1990): Linda Brooks it all Career Choice and Development Jossey - Bass Publishers, Oxford.

Joseph O' Connar and John Seymour (1990): Introductory Neuro-linguistic Programming, Mendala.

Williamson E.G. (1940): Trait and Factor Theory and Individual Differences in B.Stefflove and W.H. Grant (Ed.) Theories of Counseling Mc. Graw Hill, New York.

Jucius J. Michael : Personnel Management Richard D Irwin Inc: Hlinots

Ghisellt. Edwin E. and Brown C.W.: Personnel and Instruct Psychology, McGraw Hill Book Co. Inc. New York.

203- ORGANIZATIONAL BEHAVIOUR**Objective:**

The objective of this course is to understand the basic framework of organizational behavior and the factors affecting motives, drives and needs in the context of work organization. To develop an appreciation of interpersonal sensitivity affecting the work and to understand individual, group, and organizational processes.

Contents:

Theoretical framework and conceptual aspects of Organizational Behaviour

Individual Processes: Perception, Attribution, Learning & Reinforcement, Motivation, Goal-setting & Reward System.

Group & Interpersonal processes : Group & Team behaviour, Power & Political Behaviour.

Conflict & Negotiation, Leadership, Interpersonal Communication.

Organizational Processes : Decision-making in Organization, Job Design alternatives, Quality and Work Life initiatives, Organizational Transformation and Change process.

SUGGESTED READINGS

Cooper, Cary L (2002): Fundamentals of Organizational Behaviour, Sage Publication, New Delhi.

Greenberg, J. & Baron, Robert A. (2003): Behaviour in Organizations, Prentice-Hall India, New Delhi.

Hellreigel, D., Slocum Jr, J.W. & Woodman, R.W. (2003): Organizational Behaviour, Thomson Learning Inc. South Western College Publishing.

Pareek, U. (2004): Understanding Organizational Behaviour, Oxford University Press, New Delhi.

Sekaranm U. (1996): Organizational Behaviour : Text and Cases, Tata Mc-Graw-Hill Publishing Company Ltd. New Delhi.

Tyson, S & Jackson, T. (2003): The Essence of Organizational Behaviour, Prentice - Hall, India, New Delhi.

204- LABOUR WELFARE AND SOCIAL SECURITY**Objective:**

The objective of this course is to develop an understanding of essential aspects of labour welfare and social security practices across the globe in general and India in particular including occupational health and safety priorities at workplace.

Contents:

Welfare Capitalism - Concept and approaches

Welfare, State and Society.

Theoretical framework of Welfare.

Decent Work - A Global Challenge.

Contemporary and Comparative Welfare and benefits practices.

Functional aspects of Welfare and benefits - Quality of Work life, Canteen, Co-operatives, Creche, Workers' Education and Training, Human Rights. Social Security frame work in India.

The Concept of Occupational health; traditional and emerging concepts.

History of Occupational health practices; Origin and development.

Preventive and Curative Approaches in Occupational health management; work-at-the centre and technical economic issues of occupational health.

Occupational Disease: types and diagnosis. Pre-employment medical records and periodic check up. Model Occupational health services. Setting up data bank for Occupational health and hygiene.

Respiratory and non-respiratory testing laboratories for prevention of Occupational health hazards. Notifiable Occupational diseases.

SUGGESTED READINGS:

Anton Thomas J. (1989): "Occupational Safety and Health Management", McGraw-Hill Book company, Singapore.

Bhatnagar, D. (1984): "Labour Welfare and Security legislation in India", Deep and Deep Publications, New Delhi.

Blake, Roland P. (1963): "Industrial Safety", Prentice-Hill, Inc. Englewood Cliffs.

Bulchandani, K.R., (1980): "Labour Welfare", Himalaya Publishing, Bombay.

Chauhan, SS. (1993): "Labour Welfare Administration in India", Deep and Deep Publications, New Delhi.

De Reamer, Rusell, (1985): "Modern Safety Practices" John Wiley and Sons. Inc., New York.

Vaid, K.N., (1970): "Labour Welfare in India", Shri Ram Centre, New Delhi.

205- COMPUTER APPLICATIONS IN MANAGEMENT

Objective:

To familiarize the students with basic computer concepts so that they can take effective decision by utilizing the different computer resources

Contents:

Data Processing : Elements of Data Processing. Types of Computer. Components of Computer System, Generation of Computers. Types of Computer Files.

Software : Meaning. Types. Programming language hierarchy. Operating System and its functions, concept of Multitasking, Multiprogramming, Virtual Memory and Multiprocessing, Introduction to compilers. Interpreters and Assembler. Brief Survey of P.C. Softwares.

Database Management System : Introduction, Advantage and problems in DBMS.

Client-Server System : Traditional Model, Characteristic of Client-Server System, Benefit, Security Issues and Risks.

E-Commerce & EDI : E-commerce definition, benefits. General classes of E-Commerce.

EDI Introduction, How it works.

SUGGESTED READINGS:

Rajaraman: Fundamentals of Computer.

Manual of MS Office covering MS Excel and MS Access

Database Systems C.J. Data.

Babota: The Complete Idiot's Guide to Microsoft Word PHI. New Delhi.

Burch, John and Grudnitski Gary: Information system : Theory and

Practice, 5th Ed., New York, John Wiley, 1989.

Eliason, Al: On line business Computer Applications, 2nd Ed., Chicago, Science Research Associates, 1987.

Summer, M.: Computer concept and uses, 2nd Ed., Englewood Cliffs, New Jersey, Prentice Hall Inc., 1988.

206-ACCOUNTING FOR MANAGERS

Objective:

The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and utilization of financial and accounting information for planning, decision-making and control.

Contents:

Financial Accounting - Concept, Importance and Scope, Generally Accepted Accounting Principles, Preparation of Financial Statements with special reference to analysis of a Balance Sheet and Measurement of Business Income, Inventory Valuation and Depreciation, Financial Statement Analysis.

Management Accounting - Concept, Need, Importance and Scope, Funds Flow Analysis, The Statement of Cash Flows.

Cost Accounting - Records and Processes, Cost Ledger and Control Accounts, Reconciliation and Integration between Financial and Cost Accounts; Overhead Cost and Control, Job and Process Costing, Budget and Budgetary Control, Performance Budgeting, Zero-Base Budgeting, Relevant Costing and Costing for Decision-Making, Standard Costing and Variance Analysis, Marginal Costing and Absorption Costing.

SUGGESTED READINGS

Anthony R.N. and Reece J.S.: Accounting Principles, 6th ed., Homewood, Illinois, Richard d. Irwin 1995

Bhattacharya S.K. and Dearden J.: Accounting for Management, Text and Cases New Delhi, Vikas, 1996.

Horngren, Charles etc.: Principles of Financial and Management Accounting, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.

Needles, Belverd, etc.: Financial and Managerial Accounting,

Boston, Houghton Mifflin Company, 1994.

Vij, Mdhu: Financial and Management Accounting, New Delhi, Anmol Publications, 1997.

301- GLOBAL HUMAN RESORUCE MANAGEMENT

Objective:

Learning about the mega trends in the global business environment that are impacting the HRM practice and also to learn the major approaches MNCs adopt to staffing, training, managing performance, designing compensation strategies etc. of their international staff.

Contents:

Core Concepts in Globally Managing Human Resources; The growth of international business and global corporate evolution; Consequences of global economic integration and its implications for Global Managers generally and HR Managers specifically ; Theories, Models and Strategic issues in Globally Managing HR.

Global Staffing and Staff Flow Practices : Recruitment for overseas assignments; Global staffing practices in the selected countries like Japan, US UK and china; International Transfer; Expatriation and Repatriation issues.

Global Organization Design : Factors affecting organization design of MNCs; Types of Org. structure than can be adopted by MNCs; Strategies for global organization structure.

Training and Development of International Staff : Preparatory training for foreign assignments; Design of training for overseas assignment, Training in cultural diversity; Benchmarking Training and Development Practices.

Performance Management in MNCs : Criteria for Performance Management of expatriates; Performance Management of MNC employees, Global Compensation and Benefits : Key Components and Approaches; compensation for expatriates. International Practices in Industrial Relations: MNCS and Industrial Relations Trends.

SUGGESTED READINGS:

Bartlett, CA, & Ghoshal, S. (1989): *Managing Across Borders; The Transnational Solution*. Boston : Havard Business School Press. Black.

J.S., Gregersen, H., & Mendenhall, M. (1992): *Global Assignment ; Successfully Expatriating and Repatriating Global Manager*. San Francisco: Jossey-Bass Publishers.

Mendenhall, M.E., & McNett, J. (2004): *The Handbook of Global Management: A guide to Managing Complexity*. Oxford: Blackwell Publishing.

Macharzina, K. & Stasehle, W.H. (Eds.) (1986): *European Approaches to International Management*. Berlin: Walter de Gruyter.

Mendenhall, M. & Oddou, G. (1991): *Reading and Cases in International Human Resource Management*, Boston: PWS-Kent.

Ronen, S. (1986): *Comparative and Multinational Management*, New York, Wiley.

302- CORPORATE GOVERNANCE, ETHICS AND SOCIAL RESPONSIBILITY

Objective:

The course has been designed to introduce to the students the fundamentals of corporate governance and to acquaint them with the basic functioning of corporate boards and also to give exposure regarding the power of corporations, rise of ethics, moralities, and the corporate social responsibility.

Contents:

Concepts and Evolution of Modern Corporation in Society :

Concept of Corporate Governance : The basic Model; Principle Agent Theory: Separation of Ownership and Control.

Dispersion of Capital : Shareholder capitalism, transaction cost economics and structure of Corporate Governance.

Evolving Societal Demands on Corporations : Rise of Ethics, Stakeholder Theory; Beyond maximizing shareholder value; Globalisation and Concentration of Capital.

Business Regulations: Rise of Transnational Corporations (TNCs)

and its regulation to Global Codes of Conduct and International Human Rights Perspectives on Corporate Codes. Role of International Institutions and stakeholder's active vision.

Corporate Social Responsibility and Accountability: Market failure; Corporate Grid and Rationale for Regulation. Environment; Labour Standards and Conflicts of Interest.

Business codes and Conduct in a Global Political Economy.

SUGGESTED READINGS:

Blair, M. (1995): Ownership and control. Rethinking corporate governance for the twenty-first century. Washington: The Brookings Institutions, pp. 28-44.

Braithwaite, J. & P. Drahos (2000): Global Business Regulation, Cambridge, Cambridge University Press.

Cadbury, A. (2002): Corporate governance and chairmanship: a personal view, Oxford: Oxford University Press.

Howard Gospel and Andrew Pendleton, (2005): 'Corporate governance and Labour Management', An International Comparison, Oxford University Press.

Joel Bankan, (2004): 'The Corporation', The Pathological Pursuit of Profit and Power, Free Press, New York.

Porter, Michael E., Kramer, Mark R. (Issue 12th Dec.,2002): 'The Competitive Advantage of Corporate Philanthropy', Harvard Business Review, Vol. 80.

303- BUSINESS COMMUNICATION

Objective:

To provide exposure to communication concepts relevant to management situations and to improve skills in written and oral communication so as to ensure organizational excellence.

Contents:

Communication in Organization - Concept, Models for diagnosis, Communication Barriers.

Communication within Organization structure.

External Communication - Environmental Scanning, Interpretation and Management of External Information.

Person-to-Person Communication- Symbols, Media and Information Technology. Non-verbal Communication.

Intrapersonal processes and Communication.

Interpersonal Behaviour in Organizations.

Communication in Groups.

Communication for Organizational effectiveness- Managing Conflict Communication, Influence through Communication, Counseling, Listening and Feedback, Interviewing for Organizational effectiveness.

Effective Oral presentation.

SUGGESTED READINGS

Baird, J.W. Stull J.B., (1983): "Business Communication", McGraw-Hill Book, New York.

Bill Scott: "Skills of Communicating", Jaico Publishing House, Mumbai.

Bowman, J.P., Bran chaw, B.P., (1977): "Understanding and Using Communication in Business", Harper & Row, New York.

Chappell, R.T. Read, W.L., (1969): "Text Book of Business Communication", Macdonald & Evans, London.

Fisher, Dalmer, (2003): "Communication in Organizations", Jaico Publishing House, Mumbai.

304- COMPENSATION MANAGEMENT : THEORY AND PRACTICE

Objective:

The main objective of this course is to give exposure to the students about variety of compensation practices by linking these with economics and social psychology and to enable them in designing compensation packages. Also, acquainting students with the various components of award systems including non-monetary benefits.

Contents:

Defining Rewards, Compensation and Pay.

Economic Contract and Psychological Contract in the Internal Labour Market

The Role of Pay : From, Welfare to Strategic Approach.

Employment as a Social relation : Motivation; Intrinsic and

Extrinsic Motivation, Social comparisons; Distributive and Procedure Justice; Reciprocity and Gift Exchange.

Financial & Non-financial Rewards.

Job Based to Person Based Pay; Skill Based Pay and Competency Based Rewards Pay and Wage Structures : Grades and Broad-banding.

Pay for Performance : Base Pay; Variable Pay and other Wage Components.

Incentives at Work: Agency Theory and its applications at firm level.

SUGGESTED READINGS:

Edward E. Lawler III, (1990): 'Strategic Pay: Aligning Organisational Strategies and Pay Systems', Jossey-Bass Publishers, San Francisco, California

George T. Milkovich Jerry M. Newman, (1999): 'Compensation', Management & Organisation Series, Sixth Edition, Irwin McGraw-Hill.

Joseph J. Martocchio, (2001): 'Strategic compensation : A Human Resource Management Approach', Second Edition Pearson Education, Prentice Hall Business Publishing, New Jersey

Richard I. Henderson, (2000): 'Compensation Management in a Knowledge-based World', Eighth Edition, Prentice Hall, New Jersey.

305- FUNDAMENTALS OF MANAGEMENT RESEARCH

Objective:

The objective of this course is to impart basic and conceptual skills to conducting management research especially in the organizational context.

Contents:

The meaning of Research, Research Process,

Research and the Managerial Process,

Management Research and the Social Science,

Approaches to Research.

Dealing on the appropriate form of Research,

The Research Programme,

Determining research needs,

Planning research,

Levels of research.

Criteria for choice,

Basic approaches to research methods

Methods of data collection

The financial component of research

The Managerial component of research.

A framework of research utilization

Barriers to using research

Factors in which research can be used

Disseminating research finding.

The competent researcher

Identifying the components of research and research training needs

Approaches to developing researches

Writing the research report

Careers in research.

SUGGESTED READINGS:

Rogert Bennet : Management Research, ILO Publication

Rummel, J.F. and Ballaine, W.C. : Research Methodology in Business, Harper and Row, New York.

Kerlinger. F.N. : Foundations of Behavioural Research

Hughes, J.: The Philosophy of Social Research, Longman, London

Bailey, K.D. : Methods of Social Research, Free Press, New York.

Kothari, C.R. : Research Methodology : Methods and Techniques Wiley Eastern Ltd., New Delhi.

Campbell : Form and Style in Thesis Writing (William Gileo)

306- STATISTICS FOR MANAGEMENT RESEARCH***Objective:***

The objective of this course is to introduce students about the basic tools of statistics necessary for practicing managers for making crucial organizational decisions.

Contents:

Introduction : Introduction to Statistics. Frequency Distribution. Measures of Central Tendency, Dispersion and Skewness. Sampling Design : Sampling and Non-Sampling Errors. Introduction to Simple Random Sampling, Systematic Sampling, Sampling with Probability, Proportion of Size stratified Sampling, Cluster Sampling and Multi stage Sampling.

Probability : Probability-Classical, Objective and Subjective, Addition and Multiplication Theorems. Generalisation and Extensions. Baye's Theorem. Probability Distributions. Discrete and Continuous. Random Variable Empirical. Binomial and

Normal Distribution. Estimation - Point estimators of Population Mean and Proportion and their Properties Interval Estimation for Population Means and Proportions.

Tests of Significance : Tests of Significance : Type I and Type II Errors. Power of the Tests. Tests using Normal t, Chi-square and Distributions.

Techniques of Analysing Data : Simple Correlation and Regression, Rank Correlation: Introduction to Multi and Partial Correlation, Index Number.

SUGGESTED READINGS

Levin Richard I.: Statistics for Management, Prentice Hill of India, New Delhi, 7th Ed. 2001.

Hooda R.P.: Statistics for Business and Economics, Macmillan India Ltd., New Delhi 2001.

Lapin, Lawrence: Statistics for Modern Business Decisions. Hart Court Brace Joranovich.

William Emory C.: Business Research Methods. Richard D. Irwin INC.

Kerlinger Fred N.: Foundations of Behavioural Sciences (Holt Rinchart and Winston INC), 1989.

Sekaram, Uma: Research Methods for Business, John Wiley and sons New Delhi, 2000.

Levine, D.M., Et al.: Business Statistics Addison Wesley, 2000.

Aczel, A.D.: Complete Business Statistics, McGraw Hill, 1999.

401- STRATEGIC HUMAN RESOURCE MANAGEMENT***Objective:***

The purpose of this course is to understand Strategic HRM, Aligning HR systems with business strategy, Strategy formulation, Strategies for performance and development with knowledge of global economy factors.

Contents:

Understanding Strategic HRM : Traditional Vs. strategic HR, Typology of HR activities, "best fit" approach Vs. "best practice" approach, HR strategy and the role of national context, sectoral context, and organizational context on HR strategy and practices, investment perspective of human resources.

Aligning HR systems with business strategy : Sustained competitive advantage how HR adds value to the firm HR as scarce resource non-substitutable resource, linking HRM practices to organizational outcomes assessing and reducing costs behavioral impact of HR practices marginal utility models auditing HR practices and department, linking strategy to HRM practices corporate HR philosophy and company wide HR standards HRM leading strategy formulation, alternative HR systems universalistic contingency configurational, congruence and integrated HR systems.

HR Strategy in work force utilization : Efficient utilization of human resource cross training and flexible work assignment work teams non unionization, strategies for employee shortages, strategies for employee surpluses. Strategies for performance and development : Typology of performance types marginal performers under achievers stars solid citizens, managing employee ability recruitment and selection strategy typology, incentive alignment, psychological contracting.

Evaluating HR Function : Overview of evaluation scope strategic impact level of analysis criteria level of constituents ethical

dimensions, approaches to evaluation audit approach analytical approach quantitative and qualitative measures outcome and process criteria, balanced score card perspective, bench marking, accounting for HRM - purpose of measuring cost and benefits of HRM approaches to HRM performances employee wastage and turn over rates cost of absenteeism measuring human resource cost.

SUGGESTED READINGS

Boxall. P. and Purcell. J (2003): Strategy and Human resource Management, Great Britain : Palgrave Macmillan

Sparrow, P. and Marchington, M (1998): Human Resource Management, The new Agenda Great Britain: Ptman Publishing

Mello., A. (2002): Strategic Human Resource Management, USA: South Western.

Walker , J.W. (1997): Human Resource Strategy, Intel edn., USA, McGraw- Hill.

Porter,M.(1985): Competitive Advantage, Free Press

Thompsonm A.A., Stickland, A.J. (1999): Strategic Management: Concepts and Cases, 11th edn.,Irwin.

402- MANAGERIAL LEADERSHIP

Objective:

Modern organizations seek Leader-Managers who can produce useful change and therefore leadership role of HR Manager has to be effective for the purpose. This course has been designed to prepare the students to become Leader-Managers in the practice of Human Resource Management.

Contents:

Leaders and Leadership; Leaders and Managers; Trait approach, skills approach, style approach and situational approach; Women as leaders.

Charismatic Leadership; Transformational Leadership, Authentic Leadership, Trust and Leadership, Ethics and Leadership, Contemporary Leadership Roles.

Substitutes for Leadership, Leadership across cultures, Leadership in the new environment, Project GLOBE and the future of International Leadership Studies.

Leadership and Power; The Distinction among power, authority and influence; The classifications of power, Contingency approaches to power, political implications of power, Global implications of power.

SUGGESTED READINGS:

Fred Luthans: Organizational Behaviour, Eleventh Edition (2008).

Stephen P. Robbins, Timothy A. Judge, and Seema Sanghi: Organizational Behaviour, Thirteenth Edition (2009), Person Prentice Hall.

Sampat P. Singh: Leading Lessons from Literature, Response Books, First Edition (2003).

Peter G. Northouse: Leadership: Theory and Practice, Response Books, Third Edition (2003)

Fred Luthans and Bruce Avolio: The High Impact Leader, Mc Graw-Hill,2006.

Paul Hersey and Kenneth H. Blenchard: Management of Organizational Behaviour: Utilizing Human Resource, Ninth Edition, Pearson Prentice Hall

Yukal, G.A.: Leadership in Organizations, Second Edition (1989), Pearson Prentice Hall.

403- PERFORMANCE MANAGEMENT

Objective:

To outline the underlying concepts of performance management and to examine the role of performance management in achievement of sustainable improvement in an organization's overall performance and also understanding in detail the aspects of managing performance, measuring performance and consequences of performance management.

Contents:

Performance Management : Philosophy, Conceptual framework, Different approaches to Performance Management, Significance of Performance Management in the fast changing environment.

Performance Management System and its linkages with other systems:Reward driven integration, development driven integration, goal setting and monitoring.

Designing Performance Management Systems : Challenges and obstacles to performance management, building performance oriented culture, designing, implementing a performance management strategy; factors influencing the use of performance management (External and Internal)

Tools and Approaches to Performance Measures : Measures of performance by behaviour, by result and by process, 360 feedbacks, balanced scorecard - concept and application, challenges in implementation.

Performance Management Initiatives : Causes on Performance Management System; benchmarking best practices.

SUGGESTED READINGS

Andrew E. Schwartz (1999): Performance Management, Barron's Educational Series.

Bacal, R. (1999): Performance Management, Mc Graw Hill Inc.

Chadha, P (2003): Performance Management, Macmillan India Ltd.

Daniel A.C. (2003): Performance Management: Changing behaviour that drives organization effectiveness, Atlanta performance management publications.

Holpp, Lawrence (1999): Managing Teams, Mc Graw Hill Companies Inc.

Joseph H. Boycott and Henry P. C. (1997) : Maximum Performance Management, Vanity Book International, New Delhi.

Kaplan, R.S. and Norton D.P. (1996): Balanced score card : Traslating strategy into action, Harvard Business School Press, Boston.

Kermally S. (1997): Managing Performance, Butterworth-Heinemann, Oxford.

Jossey Bass/Pfeiffer, A. Wiley Company, Zigon, J, (1999): Performance Management Series, Zigon Performance Group.

404- LABOUR ECONOMICS : THEORY AND PRACTICE

Objective:

To apprise the students of basic concepts related to labour, work and the labour market and to equip them with the fundamental economic theories underlying the demand and supply of labour and also to

familiarize the students with the intricacies of labour market formations, wage determination and institutional influences and acquainting them with the impact of globalization on labour processes.

Contents:

The Labour Market : Labour as a factor of production; Unique features of the labour market; Labour Market Process; Labour Market outcomes.

The Theory of Labour and Leisure Choice; Concept and Application of Backward Bending Supply Curve;

Labour Force Participation Demand for Labour : The pattern of Employment; The Marginal Productivity Theory; The Elasticity of Demand for Labour; Capital Labour Substitution; Technology and its impact on Labour Market.

Productivity and Demand for Labour Wage Determination : Wages in Competitive Markets; The Segmented Labour Market; Internal Labour Market.

The Theory of Human Capital : Concept of Human Capital and its measurement; Human Capital Earning Functions; Role of Human Capital in Huge Differences.

Labour Market Institutions : Role of Unions; Rigidity and Flexibility in Labour Market; Role of Labour Legislation.

Globalisation and Labour : International Division of Labour; Outsourcing Model and its impact on Labour Market; International Labour Standards.

Organised and Unorganised Labour Markets : Introduction to various features of different segments of Labour Markets in India including Agriculture Labour Market.

SUGGESTED READINGS:

Abraham, K.G. and R.B. Mckersie (eds) (1990): New Developments in Lazbour Market : Toward a New Institutional Paradigm. MIT Press, Cambridge, Massachusetts.

Bagchi, A.K., (ed) (1995): New Technology and the Workers' Response. Sage Publications, New Delhi.

Card David and Alan Krueger (1995): Myth and Measurement : The New Economics of the Minimum Wage. Princeton N.J. Princeton

University Press.

Debdas Banerjee (2005): 'Globalisation, Industrial Restructuring and Labour Standards : Where India Meets the Global Sage Publications, New Delhi.

Roy. J.Admas (eds) (1991): Comparative Industrial Relations, Harper Collins Academic, London.

405- ORGANISATIONAL DEVELOPMENT AND CHANGE MANAGEMENT

Objective:

Demonstrating a basic understanding of the concepts, principles, practices and language of organizational development and change. Also, developing an understanding of tools and techniques of diagnosing organisational situations and models, methods, processes, strategies and complexities in the practice of organisational development and change activities in organisations.

Contents:

The concept, scope and historical perspectives, values underlying of OD. External environment and OD.

Theoretical developments in the context of action research, survey feedback and socio-technical systems, Technological uncertainty and interdependence and OD.

Approaches to planned change, Organisational diagnosis, Evolutionary Change, Transformational Change, Turnaround Change. Human processual, technostructural, human resource and strategic interventions.

Understanding change : nature of change forces of change perspective on change : contingency perspective population ecology perspective - institutional perspective resource-dependence perspective.

Types of change : continuous change discontinuous change participative change directive change. Implementing change : assemble a change management team establish a new direction for change prepare the organization for change set up change teams to implement change align structure, systems and resources to support change identify and to remove road blocks to change absorb change into the culture of the organization.

SUGGESTED READINGS:

French, W.L. Bell, Jr., C.H and Zawacki, R.A. (1992): Organisation Development, Universal Book stall : New Delhi.

Huse, E.F. and Cummings, T.G. (1985): Organization Development and Change, West Publishing Co. : Minnesota.

Cummings, T.G. and Worley, C.G. (2001): Organization Development and Change, USA : South Western College Publishing

Beer, M. and Nitin, N. (2000): Breaking the Code of Change, USA : Harvard Business School Press.

Pettigrew. A. and Whipp, R. (2001): Change Management for Competitive Success, New Delhi : Infinity Books.

Schein, E. H. and Beckard, R (1999): Addison Wesley series on Organization development, USA : Addison Wesley Publishing Co.

406- CROSS CULTURAL AND DIVERSITY MANAGEMENT

Objective:

The objective of this course is to develop a diagnostic and conceptual understanding of the cultural and related behavioural variables in the management of global organisations. Identify helpful tools and strategies to obtain, retain, strengthen and fully utilize a diverse and high quality workforce.

Contents:

Human and Cultural Variables in Global Organisations; Cross Cultural Differences and Managerial Implications; Cross Cultural Research Methodologies and Hofstede's Hermes Study : Structural Evolution of Global Organisations; Cross Cultural Leadership and Decision Making; Cross Cultural Communication and Negotiation.

Core Concepts in Workforce Diversity : External environmental factors contributing to a diverse workforce; Definition, Dimensions and Models of Diversity Management; Strategic approaches to understand diversity management; Characteristics and limitations of Diversity Management.

The Global Context for Diversity Management : Diversity legislation in a global perspective; Equality and Fairness in Employment; The International Bill of Human Rights and Employment Rights; Diversity Related Employment Legislations.

Strategies for Boosting Workforce Diversity : Benefits of diversity; achieving diversity through moving from a non-diverse to a diverse workforce.

Strategies for Managing Diversity : Principles implied in "managing diversity" Approaches to manage diversity; Different phases in the overall process of managing diversity; Barriers to managing diversity; Managing diversity at different levels such as at the individual, interpersonal and Institutional levels.

SUGGESTED READINGS

Adler, N.J.: International Dimensions of Organizational Behaviour, Boston, Kent Publishing, 1991.

Barlett, C. and Ghoshal, S. : Translational Management : Text, Cases and Readings in Cross Border Management. Chicago, Irwin, 1995.

Dowling, P.J. etc.: International Dimensions of Human Resource Management, 2nd ed., California, Wadsworth, 1994.

Mead, R. : International Management : Cross Cultural Dimensions. Blackwell, Camb, Mass, 1994.

Carold Harvey (2004): Understanding and Managing Diversity, Prentice Hall.

Elsie Y. Cross: Managing Diversity, Sage publications.

Gill Kirton, Anne-Marie Greene (2000): The Dynamics of Managing Diversity: A Critical Approach, Sage Publications.

Norms Carr-Ruffino: Diversity Success Strategies, Sage publications.

Wilson, T. (1997):Diversity at Work, John Wiley & Sons, Etobicoke.

