

**MBA SYLLABUS: SEMESTER IV  
HUMAN RESOURCE MANAGEMENT - SPECIALIZATION**

|              |                      |                |              |
|--------------|----------------------|----------------|--------------|
| Semester     | IV                   | Specialization | HRM          |
| Course Code  | 403HR                | Type           | Subject Core |
| Course Title | Employment Relations |                |              |

### Course Objectives:

|   |   |
|---|---|
| 1 | Give students insight into the IR scenario in India                     |
| 2 | Make students understand important laws governing IR                    |
| 3 | Create understanding about role of Govt., society and trade union in IR |

### Syllabus:

| Unit Number | Contents   | Number of Sessions |
|-------------|--|--------------------|
| 1           | <p><b>Conceptual Framework of ER :</b></p> <p>Concept, Philosophy, Approaches of ER - The Dunlop's Approach , The Social Action Approach, The Human Relations Approach, The Gandhian Approach, Evaluation of ER</p> <p>Constitutional &amp; Legal framework of Industrial Relations</p>  | 6 + 2              |
| 2           | <p><b>Industrial Relations Laws :</b></p> <p>2.1 <b>The Industrial Disputes Act 1947:</b> Sections # 2to 19 Provisions under Chapter V, VA, VC and chapter VI, VII.</p> <p>2.2 <b>Industrial Employment (Standing Orders) Act 1946:</b> Section # 2,3,5,6,7,9,10,11, 12,13,14</p> <p>2.3 The Contract Labour (Regulation and Abolition) Act 1970 Section# 2 and all provisions under Chapter III,IV,V,VI,and VII</p> | 6 + 2              |
| 3           | <p><b>Trade Union Act 1926 :</b> Section # 2,Chapter II,III and chapter V, The Maharashtra Recognition of Trade Unions and prevention of unfair labour practices Act 71, Section# 3 and the provisions under chapter II, III, IV, V, VI, VII, VIII, X</p>  | 8 + 2              |
| 4           | <p><b>Employee Relations Initiatives :</b></p> <p>4.1 Worker's Participation in Management, Concept, evolution, implementation, Challenges.</p> <p>4.2 Collective Bargaining, Concept, evolution and implementation. Study of best practices in IR: The students and faculty to identify organizations in the area and study their IR practices.</p>   | 6 + 2              |
| 5           | <p><b>Trends in Employment Relations :</b></p>   | 9 + 2              |

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|  | 5.1 Strategic Employee Relations – Emerging Trends |  |
|  | 5.2 Cultural Aspects of Employee Relations         |  |

### Learning Resources:

|   |                                |  |
|---|--------------------------------|--|
| 1 | Text Books                     | Employee Relations Management by P.N. Singh, Neeraj Kumar, Pearson Publication   |
| 2 | Reference Books                | Industrial Relations, Trade Unions & Labour Legislation by P.R.N.Sinha, Indu Bala Sinha, Pearson Publication<br><br>IR- Emerging Paradigms by B.D.Singh, Excel Books<br><br>IR in India Shifting Paradigms by Ratna Sen, Macmillan India                                   |
| 3 | Supplementary Reading Material | Industrial Relations by Arun Monappa Tata McGraw Hill Edition<br><br>Personnel Management and Industrial Relations by R.S.Davar Vikas Publishing<br><br>Industrial Relations by A.M.Sarma Himalaya Publishing House<br><br>APS Labour Digest                               |
| 4 | Websites                       | <a href="http://www.india-laws.com">www.india-laws.com</a><br><a href="http://www.Citehr.com">www.Citehr.com</a><br><a href="http://www.ilb.org">www.ilb.org</a><br><a href="http://www.hrmguide.net">www.hrmguide.net</a><br><a href="http://www.nipm.in">www.nipm.in</a> |
| 5 | Journals                       | Personnel Today<br><br>Industrial Journal of Industrial Relations<br><br>Indian Journal of Industrial Relations  |

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|--------------|-------------------------------------|----------------|--------------|
| Semester     | IV                                  | Specialization | HRM          |
| Course Code  | 404HR                               | Type           | Subject Core |
| Course Title | Strategic Human Resource Management |                |              |

### Course Objectives:

|   |  |
|---|--|
| 1 | To make students understand HR implications of organizational strategies |
| 2 | Understand the various terms used to define strategy & its process       |
| 3 | Understand HR strategies in Indian & global perspective                  |

### Syllabus:

| Unit Number | Contents  | Number of Sessions |
|-------------|---|--------------------|
| 1           | <p><b>Strategic Perspective :</b></p> <p>HR Strategies, Strategic role of top &amp; line management, Formulating HR strategies, Types of HR Strategies, HRD, Life cycle of organizations &amp; HRD, Impact of organizational Performance &amp; HRD</p>  | 3 + 1              |
| 2           | <p><b>Talent Management</b></p> <p>Career Planning and Succession Planning: Evolution of careers, career planning perspectives organization-centered career planning, Individual-centered career planning</p> <p>Succession Planning: Definition, Elements of Succession planning, Relation between career planning and succession planning, challenges of succession planning</p> <p>Competency and Potential Development: What are competencies, How do competencies differ from skills and knowledge, Integrated HR practices through competency development, benefits from competency-based on HR practices, Desired outcomes for organizations, competency based HR practices : outcomes for employees, developing a skill matrix , Retention strategies</p> | 7 + 2              |
| 3           | <p><b>Alignment of HR strategies for Improving Organizational Effectiveness :</b></p> <p>Cross Cultural Diversity, Cross Border Mergers &amp; Acquisitions, Learning organization, Employee Engagement Strategy, Strategic Responses of Indians Most valuable companies.</p>  | 7 + 2              |
| 4           | <p><b>SHRM Issues &amp; Challenges :</b></p> <p>Compensation Management &amp; Appraisal in MNC, Managing Diversity, Mergers &amp; Acquisitions, Attracting &amp; Retention of Talent, Competencies Mapping</p>  | 10 + 3             |

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|---|--|-------|
| 5 | <b>Global Dimensions :</b><br><br>International Context for HR strategy, Global Competitive Advantage, SHRM in International Context, Global Performance Management issues, Global T&D , Global Ethical Environment, Staffing for International Assignments, Leadership & Motivation in Global context | 8 + 2 |
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**Learning Resources:**

|   |                                |  |
|---|--------------------------------|--|
| 1 | Text Books                     | Strategic Human Resource Management by Jeffrey Mello, Cengage South Western  |
| 2 | Reference Books                | International HRM by Peter Dowling, Denice Welch, Cengage Learning, 4 <sup>th</sup> Edition.<br><br>HRM in Global Scenario by S.K. Bhatia, Deep & Deep Publications Pvt. Ltd, 2010     |
| 3 | Supplementary Reading Material | Creating Wealth through Strategic HR & Entrepreneurship<br><br>Gopalkrishnan by Upinder Dhar, Excel Books  |
| 4 | Websites                       | <a href="http://www.shrmindia.org">www.shrmindia.org</a><br><br><a href="http://www.shrm.org">www.shrm.org</a><br><br><a href="http://www.peoplematters.com">www.peoplematters.com</a> |
| 5 | Journals                       | Journal of Strategic Human Resource Management<br><br>International Journal of Human Resource Management<br><br>Human Resource Management Journal<br><br>Human Resource Management     |