

PANJAB UNIVERSITY, CHANDIGARH -160014 (INDIA)  
(Estd. under the Panjab University Act VII of 1947 enacted by the Govt. of India)

FACULTY OF BUSINESS MANAGEMENT AND COMMERCE

SYLLABI FOR MASTER OF BUSINESS ADMINISTRATION (HUMAN  
RESOURCE) (MBA-HR) FOR THE EXAMINATION OF 2015-2016

Note:

1. Examination in each subject will be of 3 hours duration.
2. Maximum Marks for external/written examination is 50 marks and internal

MBAHR6210	WORKSHOP ON QUALITATIVE RESEARCH METHODS	50
MBAHR6211	WORKSHOP ON BUSINESS COMMUNICATION	50
	TOTAL	<u>800</u>

THIRD SEMESTER

FIRST SEMESTER

MBAHR6101: ECONOMICS FOR HUMAN RESOURCES

Objective:

## MBAHR6102: BUSINESS ENVIRONMENT

Objective: Judicious decision making in a business organization requires the proper knowledge of the environment in which it has to function. This course aims at orienting the students with all the external environmental forces which affect the decision making process of an organization.

### UNIT I

Concept of business environment: its significance and nature, interaction of different,

## MBAHR6103: HUMAN RESOURCE MANAGEMENT

Objective: The course is designed to give understanding of the various aspects of the management of human resources, their interaction in the ~~effect~~ managerial functions and facilitating learning of various concepts and skills required ~~utilization~~ and development of ~~theseresources~~ for organizational functions.

### UNIT I

Human resource management functions, scope and models, HRM environment and environmental scanning, human resource planning, job analysis and job designing, recruitment, selection, induction and placement, training ~~and~~ development, job evaluation

### UNIT II

Managing performance, potential management, fringe benefits and incentives, compensation management, promotion, demotion, transfer, separation and right sizing.

### UNIT III

Team management, empowerment management, ~~ivte~~ and decision making management, organisational learning and knowledge management, culture management, change management, managing ethical issues in human resource management. ~~HRDent~~.

### UNIT IV

e-HRM/HRIS, measuring intellectual capital, impact ~~HRM~~ practices on organisational performance, contemporary issues in human resource management, ~~HR~~ practices.

### References

1. Aswathappa, Human Resource Management, Tata McGraw Hill.
2. Bratton, J. and Gold, J., Human Resource Management: Theory and Practice, Palgrave.
3. Dessler, G., Human Resource Management, Prentice Hall.
4. Flippo, E., Human Resource Management, McGraw Hill.
5. Gomez Mejjia et al., Managing Human Resources, Pearson Education.
6. Ivantsevich, Human Resource Management, Tata McGraw Hill.
7. Kandula, S.R, Human resource Management in Practice, Prentice Hall of India Pvt. Ltd.



# MBAHR6105: ORGANISATIONAL BEHAVIOUR

Objective: This course emphasizes the importance of human capital in the organizations of today. It gives an insight to the students regarding individual and group behavior in any organization.

## UNIT I

Introduction to OB concepts, foundations, contributing disciplines to OB, role of OB in management practices, challenges and opportunities for OB, OB in the context of globalization, scientific management, human relations schools, Hawthorne experiments, introduction to human behavior, perception, attitudes and job satisfaction.

## UNIT II

Personality meaning, determinants, theories, Myers-Briggs type indicator (MBIT) and big five model, Leadership theories, determinants, styles and challenges to leadership in India, Motivation and morale Concept and applications, Communication interpersonal communication listening, feedback, counseling, organizational communication.

## UNIT III

Group processes group and intergroup behavior, group decision making, Team management Types of teams, teams in modern workplace, team vs. group, Power Concept, bases of power, distinction between power and authority, power distribution in organization, Organisational politics-Concept, consequences, reasons and generation of political behaviour, Work stress Causes, organizational and extra organizational stressor, individual and group stressor, effect of stress, stress coping strategies.

## UNIT IV

Conflict and intergroup behavioursources of conflict, types of conflict, functional and dysfunctional aspects of conflict, approaches to conflict management, Organisational culture Functions creating and sustaining of OC, development and implications of OC, Organisational effectiveness Concept and approaches to OE, factors in OE, effectiveness through adaptive coping cycle, organizational health development, emotional intelligence.

## References

1. Brooks, I, Organizational Behaviour Individuals, Groups and Organisation Pearson Education Ltd.
2. Luthans, F. Organizational Behaviour McGraw-Hill Inc.
3. Newstrom, J.W. & Davis, K., Organizational Behaviour Human Behavior at work The McGraw Hill Companies.
4. Pareek, U.,





## MBAHR6108: WORKSHOP ON BUSINESSRESEARCH

Objective: To expose the students to the basic concepts of research methodology and application through practical exercises in the area of commerce and management.

### UNIT -I

Introduction to business research: definition, characteristics, types, Research process overview, Review of literature Its role and significance in the stages of research process, theory building, ethical issues in business research, formulation of the research problem and research proposal, Hypothesis Definition, formulation and types , Research design Definition, types, Secondary data Definition, types, sources, evaluation and searches, Primary data collection methods Surveys, observation and experiments, measurement and scaling concepts, measurement scales

### UNIT -II

Select stages of the Research Process Preparation of data collection instruments, questionnaire (instrument) design, sampling design and sampling procedures, sample size estimation fieldwork, processing of data, Data analysis Basic data analysis hypothesis testing t test, chi square test, test of proportion, bivariate analysis of differences and

## SECOND SEMESTER

### MBAHR6201: LABOUR LEGISLATION -I

Objective: The objective of this course is to enhance the participants understanding of an environment relating to industrial relations. Emphasis would be given to provisions and case laws of various acts.

#### UNIT I

## MBAHR6 202 INDUSTRIAL RELATIONS AND LABOUR POLICY

Objective: The course aims at familiarizing the participants with the industrial relation scene in India with special reference to the industrial conflict and their prevention and resolution, and significance and impact of labour policy on industrial relations in India.

### UNIT I

Industrial relations concepts, origin, scope, determinants and theories, System approach Actors, context, web of rules and ideology, trade unions and industrial relations, human resource management and industrial relations, socio-economic, technical and political factors affecting IR in changing environment.

### UNIT II

Voluntary and statutory efforts on prevention and settlement of industrial disputes, industrial relations and rationalization, modernization and automation, industrial conflict Theories, forms, causes, right to strike, Consultative bodies Bipartite and tripartite, and IR strategies.

### UNIT III

State and labour theoretical aspects, framework, evolution and dimensions of labour policy in India, labour policy specially in the context of rates and conditions of employment





## MBAHR6208: SEMINAR ON MANAGEMENT OF CHANGE

Objective: The course develops an analytical and operational approach to bringing planned change in rapidly changing environment. Organizations need to be prepared for bringing these changes.

### UNIT I

## MBAHR6209: SEMINAR ON HUMAN RESOURCE PLANNING

Objective: The course aims at imparting relevant skills required to perform the functions of human resource planning in an organization.

### UNIT I

Nature of HR policy, formulating, implementing and testing HR policies, human resource planning Need, process and responsibility, factors affecting HRP, job, role, skills and competence analysis, determining qualitative and quantitative manpower requirements.

### UNIT II

Assessment of HR planning, requisites for successful HR planning, role of HRP professionals, link between human resource planning and strategic planning, HRP problem areas, impact of technology on HRP.

### References

1. Amjad, R., Human Resource Planning: thesis An E5(u)-32.9245KG0T BT 3 esHn



## MBAHR6210: WORKSHOP ON QUALITATIVE RESEARCH METHODS

Objective: To develop in the students the skills necessary to conduct research using specialized techniques of qualitative research.

### UNIT I

Introduction to qualitative research Characteristics of qualitative research, comparing qualitative and quantitative research, Classification of qualitative research techniques sampling in qualitative research, Specific qualitative research techniques Focus group interviews, indepth interviews, Laddering

### UNIT II





## MBAHR7102: STRATEGIC HUMAN RESOURCE MANAGEMENT

Objective: The course is aimed at understanding the strategic approach to human resources as distinguished from the traditional functional approach, understanding the relationship of HR strategy with overall corporate strategy, strategic role of specific HR systems and appreciating SHRM in the context of changing form of organizations in the global environment

### UNIT I





# MBAHR7105: WORKSHOP ON TRAINING AND DEVELOPMENT

## MBAHR7106: WORKSHOP ON NEGOTIATING SKILLS AND PARTICIPATIVE DECISION MAKING

Objective: The objective of this course is to create awareness among students about the significance of enhancing negotiating skills in collective bargaining and apprise them of participative decision making so that they could adjust the conflicting interests and promotion of common interests of workers and management. The course is with particular reference to India.

### UNIT I

Collective bargaining: Conceptual issues, meaning, characteristics, need, objectives and importance, Types of bargaining: Plant level, industry level and national level, advantages of collective bargaining.



MBAHR7107: SEMINAR ON SOCIAL SECURITY AND LABOUR

#### FOURTH SEMESTER

#### MBAHR7201: HUMAN RESOURCE INFORMATION SYSTEM

Objective: The course gives an insight into the application of human resource information systems in organizations to support organizational strategy, improve efficiency and flexibility, increase productivity and performance. The focus is on merging computer technology with a strategic human resource management perspective.







MBAHR7207: SEMINAR ON INTERPERSONAL SKILLS AND  
TRANSACTIONAL ANALYSIS

Objective: The mai

## MBAHR7211: WORKSHOP ON HUMAN RESOURCE VALUATION

Objective: The course aims at providing knowledge of relevant aspects concerning human resource valuation.

### UNIT I

Finance function: An overview, objective of finance function, interface of finance function with human resource management. Principles of valuation: Estimation of future cash flows, discounting process, net present value and internal rate of return, concepts of market value added and shareholder value added.

### UNIT II

Concept and importance of human capital and its application at micro level. Human resource accounting: Concept and historical perspective, Cost based approaches: Historical cost, replacement cost, opportunity cost and total cost, Employee reporting: Factors influencing disclosure, accounting and collective bargaining.

### UNIT III

Value-based approaches: The Lev and Schwartz model, the Flamholtz model and the Jaggi and Lau model, comparative analysis of the cost and value based approaches

### UNIT IV

Assessing the effectiveness of human resource valuation practices, implementation of human resource accounting systems: Issues and implications, designing of accounting based control system for different aspects of human resource management: Impact of inclusion of HRA data on decision making.

### References

1. Aldiset, L.M., Valuing people: How Human Capital can be your Strong Asset, Dearborn Trade PubChicago.
2. Cascio, W.F., Costing Human Resources: The Financial Impact of Behaviour in Organisation, PWSKent Pub., Boston.
3. Flamholtz, E.G., Human Resource Accounting: Advances in Concepts, Methods and Applications Springer.
4. Janice, M. and Ahmed, R., Human Resource Valuation: A Guide to Strategies and Techniques, Quorum Books: Westport, Connecticut, London.
5. Rao, P.D., Human Resource Accounting, New India Publications.





elements of ISO 9001-2000, six sigma history, structure, application, key to success and failure.

#### References

1. Arora, K.C., TQM and ISO 14000. S.K. Kataria & Sons, New Delhi.
2. Evans, J.R. The Management and concept of Quality. Pitman.
3. Evans, J.R.,

# MBAHR7214: DESIGNING ORGANISATIONS FOR UNCERTAIN ENVIRONMENT

Objective:

## MBAHR7215: DYNAMICS OF TRADE UNIONS

Objective: The course aims at analyzing the different issues involved in the trade unionism such as their emergencies, functions, organization, structure and leadership. Trade unionism shall be studied in the context of developing economies with special reference to India.

### UNIT I

Emergence and development of labour movements, theories of trade unions, union management relations perspective, public policies and union management relations, social responsibility of trade unions, union structure and communication.

### UNIT II

Trade union development and function, trade union organization, functions, peculiarities and leadership, white collar and managerial trade unions, management and employers association, union free organization.

### UNIT III

Trade unionism in India-Its origin, growth and transformation, trade union and politics and role of outsiders, Problems of trade union Finance, recognition, multiplicity of unions, trade unions attitude towards technology, trade union and new economic policy.

### UNIT IV

Working of national level trade unionsAITUC, INTUC, CITU, BMS and UTUC role of unionism in a developing economyILO and trade unionism, major events and international issues, impact of globalization on trade union movement, selected case studies in trade union organization management and strategies.

### References

1. Arya, P.P., Growth and Recognition of Trade Unions, Deep & Deep Publications.
2. Flanders, A., Management and Union, Faber & Faber, London.
3. Karnik, V.B., Indian Trade Unions, Allied Publishers Pvt. Ltd., Bombay.
4. Mac-Donald, D.F.,

## MBAHR7216: EMOTIONAL INTELLIGENCE AND MANAGERIAL EFFECTIVENESS

Objective: The course aims at making students understand concept and importance of emotional intelligence for organizations today and how they can build emotionally intelligent organizations.

### UNIT I

Definition, importance, types of emotions, definition of emotional intelligence, emotional quotient vs. intelligence quotient (IQ) at work.

MBAHR7217:

## MBAHR7218: MANAGERIAL COMPETENCIES AND CAREER DEVELOPMENT

Objective: The course is designed to appreciate the importance of career strategies in a rapidly changing environment. The aim is to develop an awareness of various career orientations, individual career planning, and

## MBAHR7219: WORKSHOP ON BUILDING LEARNING ORGANIZATIONS

Objective: This course helps in understanding concept and importance of learning

## MBAHR7220: INDUSTRIAL ENGINEERING

Objective: This course introduces the major topics of operations research and their application in solving problems common in business. A main topic is optimization. i.e.



## MBAHR7221: WORKSHOP ON SECRETARIAL PRACTICE

Objective: The course aims at providing the students, through discussions with professionals, and plant visits, practical orientation in designing forms, maintenance of records and registers, filing of returns under various labour laws and drawing up of rules and procedures for training and welfare activities.

### Unit I

Personnel department staff responsibilities and staff functions. Assistance to line managers in personnel functions Administration of procurement, Training and Development, evaluation, compensation, counseling, promotion and separation, Designing of forms, maintenance of records and registers in each of above functions. Preparing a proper information system regarding personnel.

### Unit II

Administration of personnel functions mentioned in unit-1 above, and of employee benefit programmes like health and accident, insurance, welfare, social security, retirement, gratuity, rec.07148(ec)145(g 0 16(an)6.053.1964(r)..3841( )-5.etc.1964(.)] TJ ET BT 11.2586 0 0 157.68 361( ) T

