

ST. JOSEPH'S COLLEGE OF COMMERCE

(Autonomous)

163, Brigade Road, Bangalore – 560 025

Accredited with 'A++' Grade (4th Cycle) by the
National Assessment and Accreditation Council (NAAC)

Recognized by the UGC as
“COLLEGE WITH POTENTIAL FOR EXCELLENCE”



**Post Graduate Diploma
(Human Resource Management)**

Semester I & II

Academic year 2023-24

ST. JOSEPH'S COLLEGE OF COMMERCE

(Autonomous)

Affiliated to Bengaluru City University

St. Joseph's College of Commerce (SJCC) was formerly a part of St. Joseph's College, established in the year 1882. The Commerce Department was established in the year 1949 and it became an independent college with its own building in Brigade Road in the year 1972.

The college has in its Vision a model for higher education which encourages individuals to dream of a socially just world and in its Mission a strategy to empower individuals in realizing that dream.

With an objective of imparting quality education in the field of Commerce and Management the college has been innovating in all aspects of higher education over a long period of time. These innovations were further bolstered with the granting of autonomous status to the college by UGC in September 2005. From then on, the college has taken a lead in reforming curriculum and syllabus, examination and evaluation pattern and teaching and learning methods through the Board of Studies, the Academic Council and the Governing Council comprising of eminent academicians, industry representatives and notable alumni.

The college has undergone four cycles of NAAC accreditation starting from the year 2000 in which it secured 'five stars', next in the year 2007 an 'A' grade, in the year 2012 again an 'A' grade and recently in February 2021 an 'A++'. It is one of the very few institutions in the country to have secured A++ grade in the fourth cycle under the Revised Accreditation Framework (RAF) and the first college in Karnataka to do so. The college was declared as a 'College with Potential for Excellence' in the year 2010. In 2011 SJCC was recognized as a Research Centre by Bangalore University. The college has been ranked 93rd in the National Institutional Ranking Framework (NIRF) ratings of Ministry of Education, Government of India, in 2022 and it has been the only institution from Karnataka to make it consistently to the top 100 in the country.

The College aims at the integral formation of its students, helping them to become men and women for others. Though it is a Christian minority institution, the college has been imparting liberal education to the students of all denominations without any discrimination. St. Joseph's College of Commerce is affiliated to Bangalore University and became autonomous in September 2005. The motto of the college is '*Fide et Labore*' or 'Faith and Toil' and the college attempts to inculcate the motto in every student through its various courses and programmes.

The College is committed to providing quality education to its students. It offers Bachelor of Commerce and Bachelor of Business Administration, a three year Degree under graduate programme, and Master of Commerce, Master of Commerce (International Business) and Master of Commerce (Financial Analysis), a two year Post Graduate programme. Highly qualified staff members, excellent infrastructure of the college like spacious classrooms, good library and computer lab facilities helps to promote academic excellence.

OBJECTIVES

- Designed to expose learners with knowledge, skills and integrated perception of various functions of management to sustain the growing momentum of the industry and help achieve higher levels
- To provide an opportunity to students, wishing to change disciplines
- To upgrade knowledge within a discipline.
- Preparation for entry to a Master's course.

I. ELIGIBILITY FOR ADMISSION:

Candidates who have completed Graduate Programme of any recognized university and have secured passed with at least 50% of mark in the aggregate of all core papers/courses studied in the qualifying examinations are eligible for admission into this programme.

Admission will be based at the discretion of the Admission Committee.

II. DURATION OF THE PROGRAMME:

The programme of the study is One (1) year of Two (2) semesters. A candidate shall complete his/her degree within Two (2) academic years from the date of his/her admission to the first semester.

III. MEDIUM OF INSTRUCTION:

The medium of instruction shall be English.

IV. ATTENDANCE:

A student shall be considered to have satisfied the requirement of attendance for the semester, if he/she has attended not less than 75% in aggregate of the number of working periods in each of the courses compulsorily. A student who fails to complete the PROGRAMME in the manner stated above shall not be permitted to take the end semester examination.

V. TEACHING AND EVALUATION:

M.Com/MBA/MFA/MBS/Ph.D graduates with B.Com/BBA/BBS as basic degree from a recognized university with a relevant industry experience are only eligible to teach and evaluate the courses.

VI. EVALUATION SYSTEM:

Evaluation for PG programme consists of two components, viz. Continuous Internal Assessment (CIA) and End Semester Examination (ESE) with the weightage of 50% and 50% respectively.

Continuous Internal Assessment (CIA) includes 10 Marks from attendance and 40 Marks from the exercises administered by the teacher such as Surprise test / quiz / business case analysis/ Assignment / Presentation/ Research Project/ Research article/ Seminar etc. The 10 Marks for Attendance will be calculated in the following manner - 90 – 100% = 10 Marks; 81–89% = 8 Marks; 75–80% = 5 Marks; 65-74% = 3 Marks. Each teaching faculty is required to maintain a record of the Continuous Internal Assessment (CIA). Under the PGD programme, a student must score a minimum of 40% (i.e., 20 Marks out of 50 Marks), in the CIA, besides 75% attendance, to be eligible for End Semester Examination 12 marks through CIA.

The End Semester Examination will be conducted at the end of each semester. The duration and maximum marks for the End Semester Examination is 3 hours and for 100 marks.

VII. MINIMUM FOR A PASS:

A PGD student has to get a minimum of 40% marks in the ESE (40 on 100) and 50% aggregate in CIA & ESE (50 on 100) for a pass in each course.

VIII. PATTERN OF QUESTION PAPER:

Question Paper Pattern: (3 Hours duration, Max. Marks: 100)

Section A	Analytical questions	5 Marks x 7 Questions	35 Marks
Section B	Essay questions	15 Marks x 3 Questions	45 Marks
Section C	Compulsory questions / Case Study	20 Marks x 1 Question	20 Marks
Total Marks			100 Marks

COURSE STRUCTURE – PGD COURSE (2022-23)

I SEMESTER

Paper No.	Title of the Paper	Marks		Total Marks	Credits
		CIA	ESE		
P321101	Management Process	50	50	100	4
P314102	Human Resources Management and Organizational Behaviour	50	50	100	4
P321103	Business Ethics and Corporate Governance	50	50	100	4
P321104	Marketing Management	50	50	100	4

P321 101: MANAGEMENT PROCESS

COURSE OBJECTIVES:

- 1. To expose the students on an overview of the management process.*
- 2. To develop skills in the students in handling each element in the management process.*

Module 1:

Introduction to Management - The concept of management – The evolution of management thought - The process of management: Planning – Organizing, Staffing, Directing – Controlling: Systems approach to management.

Module 2:

Planning and Decision Making - Planning: The nature and purpose of planning, types of plans: objectives – policies, procedures, and types, methods, forecasting and planning, steps in planning, Decision making, MBO. **Difference between MBO & MBE - Appraising managers against verifiable objectives.**

Module 3:

Strategic Planning -Strategic Planning – Introduction –SWOT & TOWS matrix – Mission, Vision and Values – Need Prioritization – Risk Identification - Business portfolio matrix – Designing Plan including Budgets – Process Design and Action guidelines – Plan revision and updation.

Module 4:

Organizing - Organizing: Nature and purpose of internal organization of a business enterprise – Principles of Organization – Span of management – levels of management – Departmentation – De-Centralization of authority and responsibility – delegation of authority – committees. Spread of span of management by using IT tools.

Module 5:

Leadership - Leadership – challenges. Styles, vision, interpersonal relationship, managerial communication.

Module 6:

Controlling - Controlling: Management control – types of control – modern control techniques – Controlling time and cost in projects - basics of PERT/CPM (theory only) - management audit – management in the future – human resource factor – influence of changing value systems.

BOOKS FOR REFERENCE:

1. *Koontz and O'Donnel, Principles of Management, McGraw Hill.*
2. *George Terry and Franklin, Principles of Management, All India Traveller Book Seller, Delhi.*
3. *W. Haynes, Principles and practice of management, New Central Book Agency.*
4. *Louie Allen, Management of Tomorrow, New York, Megraw Hill.*
5. *Dale, Management Theory and practice, New York, Megraw Hill.*
6. *Peter F Drucker, Tasks, Responsibilities and Practice.*
7. *Dr. Tripathi, P. C & Dr. Reddy P.N, Principles of Management, THM, New Delhi.*
8. *Stoner. James A.F, Management. Prentice Hall. India.*
9. *Rustom S. Daver, The management process: Bombay, Progressive Corporation.*

P314102: HUMAN RESOURCES MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

OBJECTIVES:

1. *To expose the students to the principles and practices of human resources management.*
2. *To make the students internalize good HR practices.*

Module 1:

Basics of HRM, nature and scope of human resource management (HRM) objectives of HRM, HRM functions, organization of HRM department, Qualities of HR manager, Personnel policies and principles, new challenges of HRM model.

Nature and scope of organizational behaviour, why study OB, and organizational behaviour model. Organizational and global economy, Multinational Corporation, international challenges, understanding our own culture, behavior across cultures.

Module 2:

Human Resource Planning:

- Human resource planning, factors affecting planning, planning objective, planning process, evaluation of planning.
- Job analysis and design – need for and process of job analysis and design.

Recruitment & Selection:

- Employee hiring: hiring, recruitment, importance, nature and international recruiting, selection, importance, process, recruitment and selection practices in India.

Training and Development:

- Nature, importance, training, inputs, training process, recent trends in training, training practices in India.

Employee Compensation:

- Job evaluation, nature, objectives, and process of evaluation, employee compensation, wage concepts and principles, factors affecting compensation plans, incentives – group and individual plans, wage and salary policies in India.

Attrition Management:

- Challenge for employee retention, strategies adopted by companies for employee retention. Reasons of attrition.

Human Resource Audit: Audit of corporate strategy, audit of human resource function, audit of managerial compliance, audit of employee satisfaction.

IHRM:

International human resource management, language training, cross-cultural training, expat selection, culture shock, expat failure, repatriation, reverse culture shock.

Module 3:

Organizational Culture:

- Organization structure, internal structure-Behavioural implications, informal organizations.
- Organizational culture, cultural dimensions, culture creation, culture sustenance, changes in culture.
- Organizational change and development, levels of change, resistance to change, managing changes, change implementation, planned change

Performance and appraisal: Nature, importance, process of evaluation, challenges. Types of appraisal. 360* appraisal Employee promotions, basis of promotion, transfer, reason for transfer, separation.

Motivation: Importance, theories, leadership, theories styles.

Communication: Interpersonal, organizational. Barriers and ways of overcoming barriers. Participative management, scope and way of participation, importance, requires, limitation, practices.

Labour welfare & Retention: Nature, types, approaches, practices. Empowerment – nature. Need and practices, industrial relations, causes for industrial disputes, ways of resolving disputes, preventive and curative a measure. Ergonomics, Role of ergonomics in employee retention.

Module 4:

Individual Behavior, Group Behavior & Conflict:

- Foundation of individual behavior, environmental factors, personal factors, psychological factors.
- Foundation of group behaviour, usefulness of groups, determinants of group behavior, group dynamics, group task, group types, group cohesiveness, group norms.
- Leadership theories, leadership styles.
- Power and politics, power indicators bases of power, acquisition of power, ethics of power and politics.
- Communication, interpersonal, organizational, barrier and ways of overcoming barriers.
- Personality, shaping of personality, determinants of personality, personality types.
- Conflict changing views of conflict process, conflicts levels conflict resolution. Management of organization conflicts

Module 5:

Employee Remuneration:

Components of remuneration – devising a remuneration plan – theories of remuneration – factors influencing remuneration – challenges of remuneration – wage concepts – wage policies – incentives – benefits and services – executive remuneration

Module 6:

Project / dissertation or detailed assignment on any aspect of HRM.

Project / dissertation or detailed assignment on any aspect of OB.

BOOKS FOR REFERENCE:

1. *William B Werther & Keith Davis: Human Resource & personnel management, McGraw Hill.*
2. *Terry L Leap & Michael D Crino: Personnel, Human Resource management, Maxwell Macmillan.*
3. *H John Bernardin and Joyce E A. Russel: Human Resource management and experimental approach, McGraw Hill.*
4. *David A Decco and Stephen P Robbins: Personnel/ Human Resource management, PHI*
5. *Micheal Armstrong: A handbook of personnel management, NP, Kogan Page.*
6. *Gary Dessler: Personnel management, Prentice Hall of India.*
7. *Edwin D Flippo: Personnel management, McGraw Hill Co.*
8. *Aswathappa K: Human Resource & personnel management, Tata McGraw Hill.*
9. *Wyne F Cascio and Clias N Awad: Human Resource management*

P321 103: BUSINESS ETHICS & CORPORATE GOVERNANCE

OBJECTIVES:

1. *To make the students conscious about ethical values in real life and in business.*
2. *To make students internalize ethical values and practices.*

Module 1:

Introduction To Business Ethics - Ethics in Business – Definition of business ethics – A model of ethics; ethical performances in business, managerial values and attitudes, ethical congruence; managerial philosophy; types of ethics; codes of ethics; importance of ethics in business – **Kohlberg’s Moral Development model.**

Module 2:

Ethical Theories - Ethical theories and corporate social responsibility – Cognitivism and Non – Cognitivism; consequentialism Vs non-consequentialism – Utilitarianism; Religion and ethics; Kantianism Vs Utilitarianism; Business and religion; Ethics and social responsibility; Corporate social responsibility; changing expectations; diagnostics model of social responsiveness; four faces of social responsibility – ethical climate in companies.

Module 3:

Marketing Ethics - Ethics in marketing – ethical dilemmas in marketing – unethical marketing practices – ethical and social issues in advertising – common deceptive marketing practices role of – consumerism

Module 4:

Ethics in HRM and IT - Ethics in human resource management: Human resource system – psychological expectancy model- human resource management practice and ethical implications- individualism Vs Collectivism in Human resource management practices.

Ethics and information technology: Ethical issues relating to computer applications; security threats – computer crime – computer viruses – software piracy – hacking – computer crime prevention – ethical prevention – ethical dilemmas and consideration.

Module 5:

Ethics In Finance And Accounts - Ethical issues in Finance and Accounts – Importance of Financial Statements, Importance of Transparency in Disclosure, Ethics in banking, insurance and share market, Insider trading, Money Laundering. Banking Ombudsman Scheme. Right to Information, Whistle blowing.

Module 6:

Corporate Governance And Corporate Social Responsibility - Corporate Governance: Principle of Corporate Governance- Issues- Strategies and Techniques to Sound Corporate

Governance- Indian Model. Obligation: investors, employees, customers, Managerial. Legislative changes.

Corporate Social Responsibility: Importance – Scope – Advantages – Steps- Theoretical Justification for CSR.CSR as a Business strategy for sustainable Development- Indian perspective- Ethics and CSR of business.

BOOKS FOR REFERENCE:

1. *V S Mahesh: Thresholds of motivation, Tata Mc Graw Hill.*
2. *Beanchamp Tom L: Ethical Theory and Business, Prentice Hall.*
3. *Bowie. Norman E: Business Ethics, Prentice Hall.*
4. *Donald Thomas: Ethical Issues in Business, Prentice Hall.*
5. *Manual G. Velasquez – Business ethics.*

P321 104: MARKETING MANAGEMENT

COURSE OBJECTIVES:

- 1. To provide conceptual skills in marketing management.*
- 2. To make students apply the conceptual skills in marketing decisions.*

Module 1:

An Introduction - Modern Concepts of marketing. Nature and scope of marketing -Needs, wants and demand – Maslow’s hierarchy of needs – different marketing offers - Marketing management - scope – Different philosophies/orientations of marketers - marketing v/s selling concepts - systems concept in marketing - marketing mix strategy. Understanding the marketing environment (PESTEL).

Module 2:

Consumer Behavior - Consumer behavior - Meaning, nature and importance –factors influencing behavior - buying motives, consumer buying decision process, Howard Sheth model of buyer behavior, Industrial buyer behavior and buying decision process - market segmentation strategy (STP process) – Consumerism.

Module 3:

Product and Pricing - Product Decisions: Product mix decisions - levels of product-classification of consumer and business products - new product development strategy, product life cycle concept, product positioning strategy, branding, packaging and labeling decisions- Pricing: objectives, methods and strategies, new product pricing strategies.

Module 4:

Promotion and Distribution - Distribution decisions - Channel functions – channel types/levels - factors affecting the choice of channel, channel design decisions, objectives and constraints, channel management decisions, channel power and conflicts and their resolution – retail/wholesale channels, Marketing systems.

Promotional strategies - IMC and promotional mix- advertising budgeting , DAGMAR-media planning and evaluation, sales promotion types, tools and techniques - personal selling and its steps.

Module 5:

Marketing Control - Marketing control - Marketing planning, annual plans, - steps in planning. BCG Matrix - Marketing audit, meaning and features – components of marketing audit.

Module 6:

Services Marketing And Recent Trends In Marketing - Services marketing – special characteristics – marketing mix: additional dimensions for services. Latest trends in marketing - Digital marketing, social media marketing, e-Commerce

BOOKS FOR REFERENCE:

1. *Phillip Kotler, Principles of Marketing, Prentice Hall of India.*
2. *William J Stanton etal, Fundamentals of Marketing, McGraw Hill.*
3. *Geoff Lancaster, Essentials of marketing, McGraw Hill.*
4. *Boyd & Westfall, Marketing research.*
5. *Cundiff W F & Still RR, Basic Marketing.*
6. *J C Gandhi, marketing: A managerial introduction.*
7. *S Neelamegham, Marketing Management & The Indian Economy, Vikas Publishing House.*
8. *Subash Mehta & Keshav Prasad, Marketing: Environment, Concept and cases, Tata McGraw Hill.*
9. *Britt & Boyal, Marketing Management and Administration.*
10. *E A Ramaswamy and Nama Kumari, Marketing Management – Text and cases, McMillan Publishing House.*

PROGRAMME STRUCTURE – PGDHRM

II SEMESTER

Paper No.	Title of the Paper	Marks		Total Marks	Credits
		CIA	ESE		
P323HR201	Strategic Human Resource Management and International Human Resource Management (Including Training and Development)	50	50	100	4
P323HR202	Compensation, Benefits and Labour Legislations	50	50	100	4
P314HR203	Organization Culture, Changes and Development	50	50	100	4
P323DSHR204	Data Science Applications – Human Resource Management	50	50	100	4

P321 HR 201: STRATEGIC HUMAN RESOURCE MANAGEMENT AND INTERNATIONAL HUMAN RESOURCE MANAGEMENT (INCLUDING TRAINING AND DEVELOPMENT)

COURSE OBJECTIVES:

Module 1: Introduction

Strategy, Nature Of Strategy, Concept Of Strategy, Formulation Of Strategy, Strategy Implementation, Evolution Of SHRM, SHRM Definition – Nature, Components, Objective, Need, role of SHRM, Traditional HRM versus SHRM, Difference Between SHRM and HR Strategies, Hard Vs. Soft HRM, Strategic Fit, Best Practice Vs. Best Fit Approach, SHRM Approaches, Theoretical Perspectives Of SHRM, Barriers to SHRM.

Module 2: Models of SHRM & IHRM

Theories of SHRM, Multilevel Model of SHRM, Designing Human Resource Systems for Sustained Competitive Advantage, SHRM Implications, SHRM and The Global Scenario, Dimensions Of SHRM, HRM in an International Context, Domestic HRM Vs. International HRM, Strategic IHRM, Issues In IHRM, International Staffing, International Recruitment and Selection, Training of Expatriates, International Performance Management, Compensation and Rewards, International Labour Environment, Logistics of International Assignments.

Module 3: HR Strategy: Development and Delivery

HR strategies – Nature, Purpose, Types, Criteria For An Effective HR Strategy, Business Model Innovation, High Performance Strategy, Human Capital Management, Corporate Social Responsibility, OD, Knowledge Management, Employee Resourcing, Talent Management, L&D, Rewards Strategy, ER, Strategy Formulation Propositions, Making The Impact: The Role Of HR

Module 4: Strategic HRM Components

Strategic HR Issues, Lifecycle Stages And HRM Strategy, Organizational Strategy, Role Of HR Function In The Overall Success Of The Business, Human Resource Strategy, Measures And Evidences – HR Score Card, HR Audit, HR Analytics, Employee Survey, HRIS, Usages And Implications Of Social Media Technologies

Module 5: Trends and Issues in SHRM

Challenges in HR, How HR Adds Value to the Firm - HR's Role in creating value, Alignment of HR Strategies, Impact on Business Performance, HR Metrics, Global Business Strategy - IHRM Strategy, IHRM Strategies and MNE Business Strategies, Expatriation Strategies, Repatriation Strategies

P323 HR 202: COMPENSATION, BENEFITS AND LABOUR LEGISLATIONS

OBJECTIVES:

1. *To provide understanding, application and interpretation of the various labour laws and their implications on industrial relations and labour issues.*
2. *To familiarize the students with the various issues that have their impact on compensation & benefits in organizations.*
3. *To enable the students apply the concepts and principles in given situations.*

Part-I: Labour legislation

Module 1: Introduction

History of Labour laws, Purpose of labour legislation, Evolution of Labour legislation in India, Types of Labour Legislation in India, Labour Legislation in India related to Industrial Relations, Women and Children, Social Security etc.

Module 2: THE CODE ON WAGES, 2019

Laws relating to Minimum Wages, Payment of Wages, Payment of Bonus - Central Advisory Board and State Advisory Boards, Payment of Dues, Claims And Audit Inspector-Cum-Facilitator, Appointment of Inspector-Cum-Facilitators and Their Powers. Offences and Penalties, Miscellaneous.

Module 3: THE CODE ON SOCIAL SECURITY 2020

Social Security Organizations, Employees Provident Fund, Employees State Insurance Corporation, Gratuity, Maternity Benefit, Employee's Compensation, Authorities, Assessment, Compliance and Recovery, Employment Information And Monitoring, Miscellaneous.

Module 4: THE OCCUPATIONAL SAFETY, HEALTH AND WORKING CONDITIONS CODE, 2020

Registration, Duties of Employer and Employees etc., Health Safety and Working Conditions Hours of Work and Annual Leave with Wages, Maintenance of Registers (Records and Returns), Inspector cum Facilitators and Other Authority.

Module 5: THE INDUSTRIAL RELATIONS CODE, 2020 ("IR CODE")

Trade Unions, Standing Orders, Notice of Change, Voluntary Reference of Disputes to Arbitration, Strikes and Lock Outs, Lay Off Retrenchment and Closure, Special Provisions Relating To Lay Off Retrenchment and Closure In Certain Establishments, Worker Re-skilling Fund, Unfair Labour Practices, Offences and Penalties, Miscellaneous.

Part-II: Compensation and Benefits

Module 6: Introduction to Compensation, Job Analysis, Evaluation

Definition of Compensation, The Pay Model, Strategic Pay Policies, Strategic Perspectives of Pay, Strategic Pay Decisions, Best Practices vs. Best Fit Options, Definition of Internal Alignment, Internal Pay Structures, Strategic Choices In Internal Alignment Design, Which Internal Structure Fits Best? Why Perform Job Analysis?, Job Analysis Procedures, Job

Analysis Data Collection Process, Job Descriptions, Definition of Job Evaluation, Major Decisions In Job Evaluation, Job Evaluation Methods, Final Result – Pay Structure,

Module 7: Benefits Management

Competitiveness: Definition of Competitiveness, Pay Policy Alternatives, Wage Surveys, Interpreting Survey Results, Pay Policy Line, Pay Grades

Benefits: Benefits Determination Process, Value of Benefits, Legally Required Benefits, Retirement, Medical, & Other Benefits

Employee Contributions: Pay For Performance (PFP): Rewarding Desired Behaviours - Compensation Motivated Performance - Designing PFP Plans, Merit Pay/Variable Pay, Individual vs. Group Incentives, Long Term Incentives. Compensation of Special Groups: Special Groups - Compensation Strategies for Special Groups, Legal Issues, Pay Discrimination, Comparable Worth, Budgets and Administration.

Module 8: Global Compensation

Recognizing Variations, Social Contract, Culture & Pay, Strategic Choices In Global Compensation, Comparing Systems, Expatriate Pay, Practical Components

BOOKS FOR REFERENCE:

1. *Ghaive B R: laws and procedure of department enquiry in private and public sector, Lucknow, eastern law company.*
2. *Malhotra, O P., The law of industrial disputes, vol I and II, Bombay, N M.Tripathi.*
3. *Srivasta S C., Industrial Relations and Labour law, New Delhi, Vikas.*
4. *Seth DD, Industrial Disputes Act. 1947, vol I and II, Bombay, N M. Tripathi.*
5. *Raymend A Noel (et al): Human Resource Management - Gaining Competitive Advantage, Irwin McGraw Hill.*
6. *George Bohlander (etal), Managing Human Resource, Thomson, South Western.*
7. *Louis R. Gomez, Mejia (etal): Managing Human Resource, Person Education.*
8. *Ian Breadwell & Holden: Human Resource Management - A Contemporary Perspective.*
9. *Peter Ward: 360 Degree Feedback, Jaico Publishing House.*
10. *Paying for Performance: A Guide to Compensation Management by Peter T. Chingos*
11. *Global Compensation – Foundations and Perspectives. By:- Luis Gomez-Mejia and Steve Werner*
12. *Global Compensation and Benefits – Developing policies for local Nationals. By:- Roger Herod*
13. *1001 ways to reward employees.*

P314 HR 203: ORGANIZATION CULTURE, CHANGES AND DEVELOPMENT

OBJECTIVES:

To familiarize the students with the concepts of organizational culture, change and development.

Module 1:

Nature of organization – why organization exist – organization design and structure – organizations for future.

Module 2:

Nature of culture – levels of culture – organizational culture – how culture is created how culture is sustained – culture and organizational effectiveness – managing organizational culture.

Module 3:

Multiculturalism – multicultural manager – implications of cross – cultural management – models to aid cross culture manager – (value orientation model and hofstede).

Cross culture communications – practical issues in cross culture business communications. Leadership across cultures. Motivation across cultures.

Module 4:

Nature of change – levels of change – type of change – reasons for change – resistance to change – model of change – change process. OD techniques.

Module 5:

Organization development – OD intervention – MBO. Grid Training, survey feedback, team building, T-group training – effectiveness of OD programmes what are the current OD practice.

Module 6:

Innovation – managing the innovation process – creating a culture for innovation. Building innovation as part of organization structure.

Module 7:

Project / dissertation on relevant aspect of Organizational Culture, Change & Development.

BOOKS FOR REFERENCE:

1. *Fred Luthans, Organisational Behaviour, McGraw – Hill.*
2. *Aswathappa K: Human Resource and Personnel Management, Tata McGraw Hill.*
3. *Gareth R Jones, Organisational Theory, Pearson Education.*
4. *John B Cullen, Multinational Management, South Western.*

P323 DSHR 204: DATA SCIENCE APPLICATIONS – HUMAN RESOURCE MANAGEMENT

COURSE OBJECTIVES:

COURSE OBJECTIVES:

The students should be able to

- 1. Explain the Role of Data science in HR.*
- 2. Design data analytics in HR*
- 3. Calculate various metrics used in HR as a function.*
- 4. Evaluate how effectively businesses use data in driving decisions in HR.*
- 5. Examine the extent to which data science is efficient and its application in HR function.*

Module 1: Data Science Application in HR 3 Hrs

Need for Data Science in HR - Analytics – Types of Analytics used in HR – Measuring benefit of data driven HR initiatives

Module 2: Data Types generated in HR 3 Hrs

Understand the various data generated by various departments in HR – HR data used by business to make decisions – Primary data & Secondary data in HR

Module 3: Types of HR Metrics 6 Hrs

Understand the strategic KPI used in HR – HR metrics: Recruitment – Learning & Development – Operations – Compensation & Benefits – Employee Engagement – Time tracking – Employee Performance & Rewards

Module 4: Attrition Analytics 6 Hrs

Understand the who, why when of Employee turnover – Voluntary attrition – Talent attrition – Retention rate

Module 5: Employee Engagement Analytics 6 Hrs

Measuring Employee engagement & satisfaction – Visualization using Python – Key drivers of Employee engagement – Diversity KPIs

Module 6: Workforce Analytics 6 Hrs

What are workforce analytics – Benefits of Workforce analytics – Implementing workforce analytics – Challenges of Workforce analytics – Elaborating on Skill-Gap Analysis.

BOOKS FOR REFERENCE:

- 1. Big Data Impacts on Human Resource Management. Using Multinational Enterprises as Example, Yi-Chuan Chen, Grin Publishing.*
- 2. Big Data in Organizations and the Role of Human Resource Management, Tobias M. Scholz, Peter Lang AG.*

3. *Application of fuzzy techniques to Human Resources Management*, Trinidad Casarus Estelles, LAP Lambert Academic Publishing.
4. *Excel 2019 for Human Resource Management Statistics*, Thomas J. Quirk, Springer Nature Switzerland AG.
5. *Human Resource Information Systems: Basics, Applications, And Future Directions*, Michael J Kavanagh, Mohan Thite, SAGE publications.
6. *Predictive Analytics in Human Resource Management*, Shivinder Nijjer, Taylor & Francis Ltd.
7. *Human Resource Analytics Theory and Application Techniques First Edition*, Swati Dhir, Cengage Learning India.