

**MMS SEMESTER- III**  
**(Core Papers All Specialisations)**

**International Business - 15 Sessions of 3 Hours 100 Marks Sem III Core  
(University Assessment)**

<b>SL. No.</b>	<b>Particulars</b>	<b>No. of Sessions</b>
01	<p><b>Introduction to International Business</b></p> <p>a) Objective, Scope, Importance and Current Trends  b) Domestic Business v/s International Business  c) Reasons For International Business ± For Corporates and Country  d) Modes of Entry and Operation</p>	<b>2 Sessions of 3 Hours</b>
02	<p><b>PEST Factors and Impact on International Business</b></p> <p>a) Risk Analysis  b) Decisions to overcome or managing risks ± a live current case</p>	<b>1 Session of 3 Hours</b>
03	<p><b>Investment Management in International Business</b></p> <p>a) Foreign Direct Investment  b) Offshore Banking  c) Foreign Exchange Dealings and numericals in business  d) Resource Mobilization through portfolio/GDR/ADR  e) Other options of funding in ventures and case discussions</p>	<b>1 Session of 3 Hours</b>
04	<p><b>Multinational Corporations</b></p> <p>a) Structure, system and operation  b) Advantages and Disadvantages ± Case discussion  c) Current Opportunities of Indian MNCs and Case discussion  d) Issues in foreign investments, technology transfer, pricing and regulations; International collaborative arrangements and strategic alliances.</p>	<b>1 Session of 3 Hours</b>
05	<p><b>Globalization</b></p> <p>a) Concept and Practice <b>IA: - Internal Assessment</b>  b) Role of Global Organisation and Global Managers  c) Stages of building Global companies and competitiveness  d) Global competitive advantages of India - Sectors and Industries ± Case study</p>	<b>2 Sessions of 3 Hours</b>
06	<p><b>International Organisations and their role in international business</b></p> <p>a) WTO  b) World Bank  c) ADB  d) IMF and others Case study</p>	<b>1 Session of 3 Hours</b>

07	<b>Regional Trade Agreements and Free Trade Agreements (RTA and FTA)</b>  a) NAFTA b) EC c) ASEAN d) COMESA e) LAC f) Others ± Case Study	<b>1 Session of 3 Hours</b>
08	<b>Trade Theories and relevance in International Business</b>  a) Absolute advantage b) Comparative advantage c) Competitive advantages d) Purchasing power points e) PLC theory f) Others ± Case study	<b>1 Session of 3 Hours</b>
09	<b>International Logistics and Supply Chain</b>  a) Concepts and Practice b) Components of logistics and impact on trade c) Others ± Case Study	<b>1 Session of 3 Hours</b>
10	<b>International HR Strategies</b>  a) Unique Characteristics of Global HR b) HR ± Challenges c) Ethical Issues d) Regulator, Aspects of HR e) Others - Case Study	<b>1 Session of 3 Hours</b>
11	Emerging Developments and Other Issues: Growing concern for ecology; Counter trade; IT and international business.	<b>1 Session of 3 Hours</b>
12	<b>Case Studies and Presentations</b>	<b>2 Sessions of 3 Hours</b>

### Reference Text

1. International Business - Daniels and Radebough
2. International Business - Sundaram and Black
3. International Business - Roebuck and Simon
4. International Business - Charles Hill
5. International Business - Subba Rao
6. International Business - Alan Sitkin & Nick Bowen - Oxford Publications
7. International Business: - Concept, Environment & Strategy - Vyuptakesh Sharan - Pearson Publications

**Strategic Management 100 marks (15 Sessions of 3 Hours Each) Sem III  
Core**

SL.No	Particulars	Sessions
1	Introduction to Strategic Management	<b>1 Session of 3 Hours Each</b>
2	Strategic Management Process : Vision, Mission, Goal, Philosophy, Policies of an Organisation	<b>1 Session of 3 Hours Each</b>
3	Strategy, Strategy as planned action, its importance, Process and advantages of planning Strategic v/s Operational Planning	<b>1 Session of 3 Hours Each</b>
4	<b>Strategy Choices</b> Hierarchy of Strategies Types of Strategies, Porter's Generic Strategies Competitive Strategies and Strategies for different industries and company situations Strategy Development for Non-profit, Non-business oriented organizations Mckinsey's 7 S Model: Strategy, Style, Structure, Systems, Staff, Skills and Shared values Staff, Skills and Shared values.	<b>2 Sessions of 3 Hours Each</b>
5	<b>External and Industry Analysis</b> General Environment Industry / Competitive Environment Identifying industry's dominant features Porter's Five Forces of Competitive Analysis Analytic Tools: EFE Matrix and CPM	<b>1 Session of 3 Hours Each</b>
6	<b>Internal Analysis</b> Assessment of Company Performance Management & Business Functions Framework Other Frameworks for Organisational and Internal Analysis Analytical Tool: IFE Matrix	<b>1 Session of 3 Hours Each</b>
7	<b>Strategy Analysis and Formulation Tools</b> SWOT Matrix SPACE Matrix BCG Matrix IE Matrix GE ± McKinsey Matrix Grand Strategy Matrix Strategy Mapping and the Balanced Scorecard	<b>1 Session of 3 Hours Each</b>
8	Growth Accelerators: Business Web, Market Power, Learning based.  Management Control, Elements, Components of Management Information Systems	<b>1 Session of 3 Hours Each</b>

9	<b>Strategy Evaluation and Control</b> Performance Measurement and Monitoring	<b>1 Session of 3 Hours Each</b>
10	Financial Projections and Financial Impact of Strategies	<b>1 Session of 3 Hours Each</b>
11	<b>Miscellaneous Management Topics</b> Social Responsibility Environmental Sustainability Value Chain Analysis Economic Value Added (EVA) Market Value Added (MVA) Strategic Issues in a Global Environment	<b>2 Sessions of 3 Hours Each</b>
12	Case Studies and Presentations	<b>2 Sessions of 3 Hours Each</b>

### Reference Text

1. Strategic Management - Thompson & Strickland McGraw Hill Irwin
2. Competitive advantage - Michael Porter
3. Competitive strategy - Michael Porter
4. Strategic Management - N Chandrasekaran & P.S Ananthanarayanan - Oxford Publications
5. Understanding Strategic Management - Anthony Henry - Oxford Publications
6. Concepts in Strategic Management & Business Policy - Toward Global Sustainability - Thomas L Wheelen, J David Hunger - Pearson Publications

**MMS SEMESTER - III HUMAN  
RESOURCES MAJORS**

**Organizational Theories, Structure & Design University Assessment 100  
Marks 15 Sessions of 3 Hours Sem III Major**

SL. No	Particulars	Sessions
1.	<b>Organizations and Organization Theory</b> <ul style="list-style-type: none"> <li>a. Organization theory in action.</li> <li>b. What is an organization?</li> <li>c. Perspectives on organizations: open systems and organizational configuration.</li> <li>d. Dimensions of organization design: structural and conceptual.</li> <li>e. The evolution of organization theory and design.</li> </ul>	<b>2 Sessions of 3 Hours</b>
2.	<b>Strategy, Organization Design, and Effectiveness</b> <ul style="list-style-type: none"> <li>a. The role of strategic direction on organization design.</li> <li>b. Organization purpose.</li> <li>c. A framework for selecting strategy and design/structure.</li> <li>d. Assessing organizational effectiveness.</li> <li>e. Contingency effectiveness approach, resource based approach, and internal process approach.</li> <li>f. An integrated effectiveness model.</li> </ul>	<b>2 Sessions of 3 Hours</b>
3.	<b>Fundamental of Organization Structure</b> <ul style="list-style-type: none"> <li>a. Organization structure</li> <li>b. Information processing perspective in organization structure</li> <li>c. Organization design alternatives</li> <li>d. Functional, divisional, and geographical designs</li> <li>e. Matrix structure</li> <li>f. Horizontal structure</li> <li>g. Modular structure</li> <li>h. Hybrid structure</li> </ul>	<b>2 Sessions of 3 Hours</b>
4.	<b>Open Systems Design Elements</b> <ul style="list-style-type: none"> <li>a. The external environment.</li> <li>b. Inter-organizational Relationships.</li> <li>c. Organization size and life cycle and design/structure.</li> <li>d. Comparative management.</li> </ul>	<b>2 Sessions of 3 Hours</b>

5.	<b>Organizational Culture</b> <ol style="list-style-type: none"> <li>a. Organizational culture.</li> <li>b. Organization design and culture.</li> <li>c. Culture and the learning organization.</li> <li>d. Ethical values in organizations.</li> <li>e. Leadership and culture and ethics.</li> </ol>	<b>2 Sessions of 3 Hours</b>
6.	<b>Innovation and Change and Organizational Design</b> <ol style="list-style-type: none"> <li>a. The strategic role of change.</li> <li>b. Elements of successful change.</li> <li>c. New products and services.</li> <li>d. Technology change.</li> <li>e. Strategy and structure change.</li> <li>f. Culture change.</li> <li>g. Strategies for implementing change.</li> </ol>	<b>1 Session of 3 Hours</b>
	<b>Decision-Making Process</b> <ol style="list-style-type: none"> <li>a. Rational approach.</li> <li>b. Bounded rationality perspective.</li> <li>c. Organizational decision-making.</li> <li>d. The learning organization.</li> <li>e. Contingency decision-making perspective.</li> <li>f. Special decision circumstances.</li> </ol>	<b>1 Session of 3 Hours</b>
	<b>Conflict, Power, and Politics</b> <ol style="list-style-type: none"> <li>f. Intergroup conflict in organizations.</li> <li>g. Power and organizations.</li> <li>h. Political processes in organizations.</li> <li>i. Using power, politics, and collaboration.</li> </ol>	<b>1 Session of 3 Hours</b>
7.	Case Studies and Presentations	<b>2 Sessions of 3 Hours</b>

**Reference Text:**

- Daft, R. L. Organization Theory and Design, Current Edition. Thomson Southwestern
- Robins Khandwalla, P. N. Organizational design for excellence, New Delhi, Tata McGraw Hill, 1992.



## Competency Based HRM 15 Sessions of 3 Hours 100 Marks Sem III Major

S.No	Particulars	No of Sessions
1	<p><b>Competency at work</b></p> <ul style="list-style-type: none"> <li>• New business realities and impact of HR professionals</li> <li>• The competency model for the New HR Professional</li> <li>• Strategic Contribution</li> <li>• Personal Credibility</li> <li>• HR Delivery</li> <li>• Business Knowledge</li> <li>• HR Technology</li> <li>• Concepts of competency, competency at work</li> <li>• Types of competencies ± behavioural and technical</li> <li>• Competency description</li> <li>• Competency levels</li> <li>• Designing competencies dictionary</li> <li>• Measuring of mapping competencies</li> <li>• BEI</li> <li>• Assessment centre</li> <li>• Conducting and operating assessment centre</li> <li>• Role of assessors in an assessment centre</li> <li>• Designing tools in an assessment centre</li> <li>• Feedback mechanism</li> </ul>	<p><b>6 Sessions Of 3 hours</b></p>
2	<p><b>Competency Mapping</b></p> <p>01. Competency Method in Human Resource Management:</p> <ol style="list-style-type: none"> <li>a. Features of Competency Methods</li> <li>b. Historical Development</li> <li>c. Definitions</li> <li>d. Approaches to Mapping</li> <li>e. Case Studies in Competency Mapping.</li> </ol>	<p><b>7 Sessions Of 3 hours</b></p>

	<p>02. Competency Mapping Procedures and Steps:</p> <ul style="list-style-type: none"> <li>a. Business Strategies</li> <li>b. Performance Criteria</li> <li>c. Criteria Sampling</li> <li>d. Tools for Data Collection</li> <li>e. Data Analysis</li> <li>f. Validating the Competency Models</li> <li>g. Short Cut Method</li> <li>h. Mapping Future Jobs</li> <li>i. Single Incumbent Jobs</li> <li>j. Using Competency Profiles in HR Decisions</li> </ul> <p>03. Methods of Data Collection for Mapping:</p> <ul style="list-style-type: none"> <li>a. Observation</li> <li>b. Repertory Grid</li> <li>c. Critical Incidence Technique</li> <li>d. Expert Panels</li> <li>e. Surveys</li> <li>f. Automated Expert System</li> <li>g. Job Task Analysis</li> <li>h. Behavioral Event Interview</li> </ul> <p>04. Developing Competency Models from Raw Data:</p> <ul style="list-style-type: none"> <li>a. Data Recording</li> <li>b. Analyzing The Data</li> <li>c. Content Analysis of Verbal Expression</li> <li>d. Validating the Competency Models</li> </ul>	
3	Case study and presentation	<b>2 Sessions of 3 Hours</b>

The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations by Seema Sanghi Sage Publications Pvt. Ltd;

Competency Mapping by R K Sahu, Publisher : Excel

ASTD Competency Study: Mapping the Future by Paul R. Bernthal, Publisher: ASTD Press (June 6, 2004)

**Employee Relations & Labour Laws 15 Sessions of 3 Hours 100 Marks Sem III Major**

<b>SL. No</b>	<b>Particulars</b>	<b>Sessions</b>
1.	Growth & development of IR History & development of IR <ul style="list-style-type: none"> <li>• Pre independence</li> <li>• Post independence.</li> <li>• Post Liberalization.</li> </ul>	<b>1 Session of 3 Hours</b>
2.	IR issues in Organizations <ul style="list-style-type: none"> <li>• IR Definitions</li> <li>• Different approaches to IR <ul style="list-style-type: none"> <li>➤ Functional approach</li> <li>➤ Systems approach &amp; Dunlop's Contribution._</li> <li>➤ Oxford Model.</li> <li>➤ HR approach.</li> <li>➤ Comprehensive IR model of internalist &amp; externalist approach.</li> </ul> </li> </ul>	<b>2 Sessions of 3 Hours</b>
3.	Management of Conflicts as related to IR and different methods of resolving Conflicts. <ul style="list-style-type: none"> <li>• Union recognition.</li> <li>• Conditions for effective Collective Bargaining and process of CB .</li> <li>• Adjudicating and proceedings under ID act and the role of Govt.</li> </ul>	<b>2 Sessions of 3 Hours</b>
4.	Workers Participation in Management. <ul style="list-style-type: none"> <li>• Experiences of Germany, France &amp; Britain.</li> <li>• Indian experience.</li> <li>• Workers Participation &amp; Collective Bargaining</li> <li>• Suggestion schemes.</li> <li>• Kaizen, Quality circles, TQM.</li> <li>• ISO</li> </ul>	<b>2 Sessions of 3 Hours</b>
5	<ul style="list-style-type: none"> <li>• <b>Labour Laws:</b></li> </ul> <p>Industrial Disputes Act Trade Unions Act Shops and Establishments Act Standing Orders Act Factories Act Workmen's Compensation Act</p>	<b>2 Sessions of 3 Hours</b>

6	Payment of Wages Act Minimum Wages Act ESI Act Gratuity Act Provident Fund Act	<b>2 Sessions of 3 Hours</b>
7	Structure of Labour Courts and appropriate authorities Case Law Collective Bargaining and management of Trade Unions Productivity linked union agreements	<b>2 Sessions of 3 Hours</b>
8	Case Studies and Presentations	<b>2 Sessions of 3 Hours</b>

**Reference Text:**

- Mamoria, C. B. & Mamoria, S. Dynamics of Industrial Relations in India. Himalaya Publishing House
- Sharma, A. M. Industrial Relations: Conceptual & Legal Framework. Himalaya Publishing House
- Mamoria, C. B., Mamoria, S. & S. V. Gankar. Dynamics of Industrial Relations in India. Himalaya Publishing House
- Venkata Ratnam, C. S. Industrial Relations. Oxford University Press
- Industrial Relations ± Late C.S Venkata Ratnam - Oxford Publications
- Industrial Relations, Trade Unions and Labour Legislation - P.R.N Sinha, Indu Bala Sinha, Seema Priyadarshini Shekhar ± Pearson Publications

## Training & Development 15 Sessions of 3 Hours 100 Marks Sem III Major

SL. No	Particulars	Sessions
1.	Introduction to human resource development	<b>1 Session of 3 Hours</b>
2.	Overview of Training in Organizations <ul style="list-style-type: none"> <li>• Role of training</li> <li>• structure of training</li> </ul> Planning for Training and Development <ul style="list-style-type: none"> <li>• Management of Training function</li> <li>• Need assessment</li> <li>• Evaluation</li> <li>• Organization of Training</li> </ul>	<b>1 Session of 3 Hours</b>
3.	Learning organization	<b>1 Session of 3 Hours</b>
4.	<ul style="list-style-type: none"> <li>• Principles of Adult Learning</li> <li>• Learning Styles</li> <li>• Self Generated Learning</li> <li>• Experiential Learning</li> <li>• Motivation &amp; Performance</li> </ul>	<b>1 Session of 3 Hours</b>
5.	Training Administration. <ul style="list-style-type: none"> <li>• training budget ,</li> <li>• budget training programmes,</li> <li>• design training calendar /schedules)</li> </ul> Designing and executing Training inputs <ul style="list-style-type: none"> <li>• Establishing Learning Objectives</li> <li>• Developing Training Modules</li> <li>• Role of 'Active Training'</li> </ul>	<b>1 Session of 3 Hours</b>
6.	Training Need assessment	<b>1 Session of 3 Hours</b>
7.	Competency modeling and mapping	<b>1 Session of 3 Hours</b>
8.	Designing Training Modules	<b>1 Session of 3 Hours</b>
9.	Implementation of Training	<b>1 Session of 3 Hours</b>
10.	<ul style="list-style-type: none"> <li>• Traditional training methods</li> <li>• E-learning and use of technology in training Computer Based Training</li> </ul> Satellite Based Training Outbound Training Fusion Methodology: Theatre, Art, Music as methodologies The World as a Classroom	<b>1 Session of 3 Hours</b>

11	Training evaluation, Cost Benefit Analysis and ROI	<b>1 Session of 3 Hours</b>
12	Management Development.	<b>1 Session of 3 Hours</b>
13	Planning & Organizing conferences, seminar etc Training Audit.	<b>1 Session of 3 Hours</b>
14	Case Studies , Presentations and Training Administration	<b>2 Sessions of 3 Hours</b>

### **Reference Text**

- Effective Training Systems, Strategies and Practices
- P. Nick Blanchard, James W Thacker second edition Pearson Education
- Employee Training and Development by Raymond A Noe, 3ed. McGraw Hill Publication (International Edition)

**MMS SEMESTER - III HUMAN  
RESOURCES ELECTIVES**

## Global HRM 15 Sessions of 3 Hours 100 Marks Sem III Elective

SL. No	Particulars	Sessions
1.	<p><b>Introduction and Overview of Domestic HRM and IHRM</b></p> <ul style="list-style-type: none"> <li>a. The professionalism of HRM</li> <li>b. International trends in the labour force</li> <li>c. The impact of the environment, competition and the dynamics of the labour force on HRM</li> </ul>	<b>1 Session of 3 Hours</b>
2.	<p><b>Selecting and Managing International Workforce</b></p> <ul style="list-style-type: none"> <li>a. The influences of cross cultural issues on organisations</li> <li>b. Selection, evaluation and coaching of international employees</li> <li>c. Developing Planning, Communications and Intercultural skills to manage a cross cultural workforce</li> <li>d. Global training and appraisal systems for a cross cultural workforce</li> <li>e. Compensation and performance measure: an international perspective</li> </ul>	<b>2 Sessions of 3 Hours</b>
3.	<p><b>International Organisations and Industrial Relations</b></p> <ul style="list-style-type: none"> <li>a. Corporate Culture and change</li> <li>b. Policies and practices of multinational companies</li> <li>c. Employment and Labour Laws: an international perspective</li> <li>d. The influence of Trade Unions</li> <li>e. Equal Opportunities</li> <li>f. Employment relations</li> </ul>	<b>2 Sessions of 3 Hours</b>
4.	<p><b>International Compensation and Benefits</b></p> <ul style="list-style-type: none"> <li>a. Theory of Employee Development</li> <li>b. Objectives of International Compensation</li> <li>c. Benchmarking global practices</li> <li>d. Motivation and Reward systems</li> <li>e. Problems with global compensation</li> </ul>	<b>1 Session of 3 Hours</b>
5.	<p><b>Expatriation and Repatriation</b></p> <ul style="list-style-type: none"> <li>a. Characteristics of effective expatriate managers</li> <li>b. The role of family</li> <li>c. Dealing with culture shock</li> <li>d. Successful repatriation practices</li> </ul>	<b>2 Sessions of 3 Hours</b>



6.	<b>Legislation and the international workforce</b> a. Legislation and the international workforce b. Employment Law c. Trade Unions and negotiations	<b>1 Session of 3 Hours</b>
7	<b>European Social Policy and Industrial Relations</b> a. Social Cohesion b. Working Terms and Conditions c. Equal Opportunities	<b>1 Session of 3 Hours</b>
8	Global Unions, Regional Integration and Framework Agreements	<b>1 Session of 3 Hours</b>
9	Emerging Trends in Employee Relations and Employee Involvement	<b>1 Session of 3 Hours</b>
10	International Labour Standards	<b>1 Session of 3 Hours</b>
11	Case Studies and Presentations	<b>2 Sessions of 3 Hours</b>

International Human Resource Management by Peter j Dowling, Devise E Welch, 4<sup>th</sup> Edition.

International Human Resource Management by Hilary Harris, Chris Brewster and Paul Sparrow, VMP Publishers and Distributors

International Human Resource Management by K Aswathappa and Sadhna Dash , TMGH

**Employee Reward Management 15 Sessions of 3 Hours 100 Marks Sem III  
Elective**

<b>SL. No</b>	<b>Particulars</b>	<b>Sessions</b>
1.	<b>Reward Management:</b> Definition, Aims of reward management, achieving the aims, reward system, elements of reward system, factors affecting reward system, policy and practice, impact of environment, internal & external	<b>3 Sessions of 3 Hours</b>
2.	<b>Grade and pay structures:</b> Types of grades and pay structures, Developing grade and pay structures, individual pay, team pay, paying for organizational performance	<b>3 Sessions of 3 Hours</b>
3.	<b>Reward management for special groups:</b> Rewarding directors and senior executives, international reward, rewarding sales and customer service staff, rewarding knowledge workers, shop floor pay	<b>3 Sessions of 3 Hours</b>
4.	<b>Union role in Reward Management:</b> Impact of Trade Union on reward determination, unions and alternative reward system, Govt. and legal issues in reward system, reward system in India, National wage policy	<b>2 Sessions of 3 Hours</b>
5	<b>Desk Research/Field Work:</b> Faculty to invite minimum 4 experts from manufacturing/service/NGO/Govt. Organizations to expose the students to reward management system practiced by those organizations	<b>2 Sessions of 3 Hours</b>
6		<b>2 Sessions of 3 Hours</b>
	Case Study	

**Reference Books**

Dynamics of Personnel Management by Prof M N Rudrabasavraj Himalaya publishing

A Handbook of Employee Reward Management and Practice by Michel Armstrong  
Personnel and Human Resource Management by George T Milkovich and John W Boudream, Published by All India Traveller Bookseller

**Human Resource Audit 100 marks (15 Sessions of 3 Hours Each) Sem III  
Elective**

S. No.	Particulars	Sessions
1	<p><b>Introduction</b></p> <ul style="list-style-type: none"> <li>a. HR as assets</li> <li>b. Definition of Human resource accounting</li> <li>c. HRA ± concepts, methods and applications</li> <li>d. Human Resource accounting vs. Other Accounting</li> </ul>	<p><b>1 Session of 3 Hours</b></p>
2	<p><b>Human Resource Costs / Investments</b></p> <ul style="list-style-type: none"> <li>a. Human Resource Costs ± the Monetary Value Approach, Non-Monetary value Based Approaches</li> <li>b. Investment in employees -- Human resource Development</li> </ul>	<p><b>2 Sessions of 3 Hours</b></p>
3	<p><b>Return on Investments</b></p> <ul style="list-style-type: none"> <li>a. Development of HR ROI into through High Performance Employees</li> <li>b. Measurement of Group Value ± The Likert and Bowers Model, Hermanson's unpurchased goodwill model goodwill model</li> </ul>	<p><b>2 Sessions of 3 Hours</b></p>
4	<p><b>Human Resource Accounting System</b></p> <ul style="list-style-type: none"> <li>a. Developing Human Resource Accounting System</li> <li>b. Implementation of Human resource Accounting system</li> <li>c. Integration with other accounting system</li> </ul>	<p><b>2 Sessions of 3 Hours</b></p>
5	<p><b>Human Resource Score Card</b></p> <ul style="list-style-type: none"> <li>a. HR Score Card, constituents of HR Scorecard</li> <li>b. HR score card as an instrument in HR Audit</li> </ul>	<p><b>1 Session of 3 Hours</b></p>

6	<p><b>Human Resource Audit</b></p> <p>a. Role of Human resource audit in business environment</p> <p>b. HR Audit Objectives, Concepts, Components, Need, Benefits, Importance</p> <p>c. Methodology and instruments of HR Audit</p> <p>d. The audit process and Issues in HR Audit</p>	<b>1 Session of 3 Hours</b>
7	<p><b>Human Resource Audit Report</b></p> <p>a. HR Audit Report ± purpose</p> <p>b. Report Design ± Preparation of report</p> <p>c. Use of HR Audit report for business improvement</p>	<b>2 Sessions of 3 Hours</b>
8	Recent Advancements in Human Resource Audit and Accounting	<b>2 Sessions of 3 Hours</b>
11	Case Studies and Presentation.	<b>2 Sessions of 3 Hours</b>

### Reference Text

- Personnel & Human Resource Management - P. Subba Rao.
- Human Resource and Audit - T.V.Rao
- Human Resource System - T.V.Rao & Udai Pareek

**Performance Management Systems 100 marks (15 Sessions of 3 Hours Each) Sem III Elective**

SL · No	Particulars	Sessions
1.	<p><b>Introduction</b></p> <ul style="list-style-type: none"> <li>a. Definition of Performance Management</li> <li>b. The Performance Management Contribution</li> <li>c. Dangers of Poorly Implemented PM Systems</li> <li>d. Aims and Role of PM Systems</li> <li>e. Characteristics of an Ideal PM System</li> <li>f. Performance Management Process</li> <li>g. Performance Management and Strategic Planning</li> </ul>	2 Sessions of 3 Hours
2.	<p><b>Performance Appraisal System Implementation:</b></p> <ul style="list-style-type: none"> <li>a. Defining Performance</li> <li>b. Determinants of Performance</li> <li>c. Performance Dimensions</li> <li>d. Approaches to Measuring Performance</li> <li>e. Diagnosing The Causes of Poor Performance</li> <li>f. Differentiating Task from Contextual Performance</li> <li>g. Choosing a Performance Measurement Approach.</li> <li>h. Measuring Results and Behaviors</li> <li>i. Gathering Performance Information</li> <li>j. Implementing Performance Management System</li> </ul>	2 Sessions of 3 Hours
3.	<p><b>Performance Management and Employee Development:</b></p> <ul style="list-style-type: none"> <li>a. Personal Development Plans</li> <li>b. 360 Degree Feed Back as a Developmental Tool</li> <li>c. Performance Management and Reward System</li> <li>d. Performance Linked Remuneration System</li> <li>e. Performance Linked Career Planning and Promotion Policy</li> </ul>	2 Sessions of 3 Hours
4.	<p><b>Conducting Staff Appraisals</b></p> <ul style="list-style-type: none"> <li>a. Introduction &amp; Need</li> <li>b. Skills Required</li> <li>c. The Role of The Appraiser</li> <li>d. Job Description and Job Specification</li> <li>e. Appraisal Methods</li> <li>f. Raters Errors</li> <li>g. Data Collection</li> <li>h. Conducting an Appraisal Interview</li> <li>i. Follow Up and Validation</li> </ul>	2 Sessions of 3 Hours
5.	<p><b>Performance Consulting:</b></p> <ul style="list-style-type: none"> <li>a. Concept</li> <li>b. The Need for Performance Consulting</li> <li>c. Role of The Performance Consulting</li> <li>d. Designing and Using Performance Relationship Maps</li> <li>e. Contracting for Performance Consulting Services</li> <li>f. Organizing Performance Improvement Department</li> </ul>	2 Sessions of 3 Hours

6	<p><b>Reward for Performance:</b></p> <p>Reward System, Components of Reward System, Objective of Reward System, Linkage of performance management to reward and compensation System Performance Management Pitfalls and Remedies, Recognizing the problems and Pitfalls, Limitations, Shortcoming or efficiencies of performance appraisal, Guideline for performance appraisal and good practices</p>	<p><b>2 Sessions of 3 Hours</b></p>
7	<p><b>Ethics in Performance Management:</b></p> <p>Ethical Performance Management Defined, Objectives and Significance of Ethics in performance Management, Ethical issues and dilemmas in Performance Management, Ethical Strategies in Performance management, Performance Management in Multinational Corporations</p>	<p><b>1 Session of 3 Hours</b></p>
8	<p>Case Studies and Presentations</p>	<p><b>2 Sessions of 3 Hours</b></p>

**Reference Text:**

- Performance Management by Julie Freeman.
- Bringing out the best in people by Daniels.
- Effective Performance Appraisal by James Neil.

# **Summer Internship Project (All Specialisations) 100 Marks**