

HRE604: INDUSTRIAL RELATIONS

No. of credits: 03

Course objective:

The course intends to expose students to industrial relations in a changing socio-economic environment. It discusses the administrative and developmental issues related to management of human resources. It enables the students to understand the role of Trade Union, to increase the competency to sustain the stress in managing IR issues and to resolve the industrial dispute.

COURSE OUTLINE:

Session	Topic
MODULE 1 : Introduction to Industrial Relation	
2	Industrial Relation:- Origin and Growth-Objectives and Significance in the changing Scenario-Effect of Social, political, Economic and Legal changes.
MODULE 2 : Trade Unions	
3	Trade Union:- Function of Trade union, Type and structure of Trade Union, Impact of globalization on Trade Union Movement Trade Unions Act. 1926
MODULE 3 : Industrial Dispute	
2	Industrial Dispute:- Meaning, causes. Industrial Disputes Act, 1947.
MOUDLE 4 :Instruments of Economic Coercion	
3	Strikes, Lockout- Regulation, Sanctions and Criminal Proceedings, justification of strike and lockout, wages for strike and lockout period.

	Lay-off, Retrenchment, Transfer and closure of the undertaking
MODULE 5 : Industrial Relation Machinery to solve Industrial Dispute	
4	Industrial Relation Machinery to solve Industrial Dispute:- a) Negotiation b) Mediator c) Arbitration- Work committees, Conciliation, Board of Conciliation Court of enquiry, labour court, Industrial Tribunal, National Tribunal Role of judiciary and its impact on industrial relation.
MODULE 6 : Collective Bargaining	
4	Collective Bargaining-Meaning, Characteristics, Need, Importance, Essential conditions for success of collective Bargaining, Options in case of collective Bargaining. Causes for failure of collective Bargaining.
MODULE 7 : Workers Participation in Management	
2	Workers Participation in management-concept, Prerequisites, Levels of Participation, Benefits of Participation.
MODULE 8 : Discipline in Industrial Relations	
2	Discipline:- Meaning, Definition, Aims and objectives, Discipline Maintenance System, causes of Disciplinary Violations, Disciplinary Action, Code of Discipline in Industry.

Pedagogy: The Classroom activities will consist of lectures, case law discussions and critical incidents in the life of Human Resource Manager in the corporate world in dealing with the Industrial relations incidents. Issues in public domain will be taken up in the class relevant to the industrial relations field.

Books Recommended:

1. Labour Management Relations in India- K.M. Subramanian.
2. Management Industrial Relations- Pramod Verma.
3. Industrial Relations- Arun Monappa.
4. Industrial and Labour Law- S.P. Jain Dhanpat rai and Co.
5. Personnel Management and Industrial Relations- P.C. Shejwalkar amd S.B. Malegaonkar.

Evaluation Pattern:

Mid Term Exam	20 %
Home Assignment	15 %
Viva,presentation	15 %
Attendance	10 %
End Term Exam	40 %

Total	100 %
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HRE603: Managing Change for global competitiveness

Credits: 3

Course Objective:

To facilitate understanding of the change management processes within organizations. Theoretical inputs along with cases would be used to facilitate understanding of the change management processes within organizational contexts.

Session plan:

<u>Session</u>	<u>Topics</u>
1-2	Module 1: Introduction to Managing change - Meaning, Definition and process of change, resistance to change, planned vs. unplanned change- the on- going controversy
3-4	Module 2: Structure and Management of change- structural arrangements, forms affecting organizational change process.
5-6	Module 3: HRM and Managing change- HRM functions and processes affecting organizational change management process.
7-8	Module 4: Culture and Management of change- role of culture, models of cultural change within organizations.
9-10	Module 5: Strategic Alliances and Management of change- different forms of alliances (mergers, acquisitions, etc) and change management process to tackle them in international context.
11	Mid term examination
12-13	Module 7: Customer-orientation and Managing change- customer driven initiatives for managing change.
14-15	Module 8: Contingency approaches to managing change- experiences of Indian companies to manage change in international context.

16-19	Case study analysis
20-22	Students presentation

Methodology:

A variety of methods would be used for delivering the course:
Lectures, Case analysis and discussions, Quiz, and Carry home assignments

Evaluation:

Assignments 30%
Class participation (case discussions and case presentations) - 10%
Mid-term examination 20%
Final examination 40%

Text book:

Managing Change in Organizations. N. Sengupta, M. S. Bhattacharya & R, N. Sengupta. Prentice- Hall of India, 2006.

Reference Books

1. Organization Development and Change, T.G. Cummings & C.G. Worley, Thompson South Western College Publication, 2005 (Indian reprint).
2. Change management excellence, Hillary & Coldicott, Kogan Page India Pvt. Ltd., New Delhi, 2005.
3. Change management by Chakiris, Quality publishers, N.Y., 1993.
4. World class in India, by Sumantra Ghoshal, Gita Piramal, Sudeep Bhudhiraja., Penguin Books, 1993.

HRE602: Strategic Human Resource Management

Credits: 3

Course Overview:

The major thrust of this course is to emphasis HR as an important driver of building and sustaining competitive advantage of business enterprises by aligning HR strategy with the business strategy vertically. It will highlight the horizontal aligning of HR process and practices as bundle approach in a consistent manner to maximise target achievements. This course will enable us to understand how HR professionals can function strategically as business partner, expert, employee champion and change agent.

Session plan:

Session	Topics
1-2	Challenges in strategic HRM
3-4	Evolving role of HRM
5-6	A model of SHRM
7-8	Human resource planning
9-10	Design and redesign of work systems
11	Mid term test
12-13	Staffing functions
14-15	Training and development
16-17	Performance management and Compensation
18	Employee separation & Global HRM
19-22	Students' presentations

Methodology:

A variety of methods will be used for delivering the course such as case study discussions, presentations and written assignments. Cases will be discussed from the books mentioned below.

Evaluation:

Class participation (including case analysis and discussion, written assignments)
- 40%
Mid-term examination -20%
Final examination - 40%

Text Book

Jeffrey A, Mello. (2002) Strategic Human Resource Management, 2nd Edition, Thompson Learning, New Delhi, India

Reference books:

Kandula, S. R. (2004). Strategic Human Resource Development. PHI.
Dougherty, S. (2005). Human Resource Strategy. Tata McGRaw-Hill.
Greer, C. R. (2001) Strategic Human Resource Management. Pearson Education.

HRE601: Talent Management

No. of credits: 03

Session	Modules
	Module 1: Talent Management - the conceptual

1-4	background <ul style="list-style-type: none"> • Definition • Concept • Service
5-8	Module 2: Attracting and retaining talent <p>Targeting the existing talent: Determining every employee potential Finding high potential talent throughout organization Locating the super keepers</p> <p>Targeting the potential talent: Finding and hiring fast track talent</p> <p>Using a TM model for selection</p>
9-12	Module 3: Developing and nurturing talent <p>A. Talent developing system:</p> Developing talent pipeline Creating a talent management system Four steps to create a talent management system <p>B. Competency management: Foundation of TM</p> <p>C. Role of HR in TM</p> <p>Mid term Examination</p>
13-16	Module 4: contemporary issues in Talent Management <p>Role of top management in TM Mentoring Using compensation to implement TM plan</p> <p>Using IT in TM</p>
18-22	Projects Viva & Class presentations

Methodology:

The classroom activities will consist of lectures, case discussions, and assignments and presentations. All students would compulsorily need to take come prepared for all class room activities. Attendance to all classroom activities is compulsory. And marks would be deducted

Evaluation Pattern

Class Participation & Presentations 10%

Assignments 30%

Mid Term Examination 20%

Final Examination 40%

Books and References:

1. Study material complied.
2. Talent Management Handbook. Berger and Berger, Tata McGraw hill, India