

Course of Studies CBCS,2017

M.Phil in Industrial Relations and Personnel Management

CC - I: Research Methodology and Quantitative Techniques

Unit-I Introduction

Meaning and importance of Social Science Research, Methods of Social Science Research, Social Phenomenon and the Limitations for research on Social Phenomena..

Unit-II Research Design

Identification of Research Problem, Meaning of Hypothesis, Formulation of Hypothesis, Null Hypothesis and its utility in Social Science Research.

Data collection, Sources of Data collection, Techniques of Data collection Schedule, Questionnaire, Interview, Observation and Report Writing.

Unit-III Quantitative Techniques

Graphical Representation of data; Standard Deviation; Coefficient of Correlation, Rank Correlation, Chi-square, Regression Analysis.

Unit-IV Application of Information and Communication Technology(ICT)

Fundamental of computers and operating systems, Excel , Worksheet , Cell , Range , Tool bars Formatting , Copying , Using formulae & functions, Charts.

CC—II Advanced Level Course on the subject concerned- 04 Credits.

I. **Strategic HRM:** Evolution of the concept of Strategic HRM.

II. **Theoretical Perspectives for Strategic HRM:**

i. Strategy-driven Perspectives :

1. The Resource-based Theory
2. The Behavioural Perspective
3. The Cybernetics Model
4. The Agency/Transaction Cost Theory

ii. **Non-Strategic Perspectives**

1. Resource-driven and Power Model
2. Institutional Theory
3. Integration of business strategy.
 1. Stages in the evolution of Business and HR Planning Integration
 2. Determinants of integration between Business and HR Planning
 3. Conditions under which Business and HR Planning may not be appropriate
 4. Business Strategy Planning Problems and Implications for Human Resource Managers.

IV. Implementation of Human Resource Strategy:

1. Workforce Utilization and Employment Practices

Cross-Training and Flexibility in assigning work, Using Work Teams, Operating on a non-union basis for efficient utilization of Human Resources.

2. Dealing with Employee Shortages

Strategic Recruiting, Special Recruiting for Minorities and Females, Flexible Recruitment as a source of Labour, Managing Vendors of Outsourced Functions

3. Selection of Employees

Reliability and Validity, Job Analysis, Interviews, Behavioural Interviews, Testing, Assessment Centres.

4 Dealing with Employee Surpluses

Redeployment and Retraining, Early Retirement, Downsizing and Lay-offs, Termination Strategies.

5. Special Implementation Challenges

Career Paths for Technical Professionals, Dual-career Couples.

6. Use of Reward and Development Systems

a. Strategically-oriented Performance Measurements

MBO, Graphic Rating Scales, Narratives, Behaviourally Anchored Rating Scales, Behavioural Observation Scales, 360 Degree Feedback.

b. Strategically-oriented Compensation System

Traditional Compensation Systems, Skill-based Pay, Broadbanding, Team-based Pay, Variable Compensation.

c. Employee Development

Training Programmes, Training Methods, Management Development

CC –III Seminar Presentation -04 Credits

(Presentation with a review report based on Review of 05 Importance Research Papers published in reputed Journals)

CE - 4:. KNOWLEDGE MANAGEMNT (Elective Course) – 04 Credits

Total Marks: 100 (End Semester 80 and Mid Semester 20)

Unit-I

Knowledge Organization: & Management: Concept, objectives, types of knowledge, Future preparation for knowledge organization, understanding Knowledge Management in HR context.

Unit-II

Knowledge at the environmental and organizational level; Building knowledge organization: Issues and challenges for knowledge organization; Strategies for knowledge organization.

Unit-III

Enabling organization into knowledge enterprise; Implementation of knowledge management at organization /enterprise level. Structuring the new age HR organization.

Unit-IV

The value of knowledge drives and human asset valuation. Concept of Intellectual Capital, HR learning focus.