

**Business Administration - I**  
**Human Resource Function**

**Semester III**

**Subject Code: C31608**

**Lectures: 60**

**Objectives:**

- To help students gain knowledge and practical exposition of important areas/ practices dealing with people and their problems in the work environment
- To help students identify areas of HRM that they would like to subsequently take up for intensive study and application
- To lay a strong foundation for pursuing goals of becoming HR strategists and catalyst of change in organisations

**Unit 1: Human Resource and Human Resource Planning**

**16**

- Human Resource Function:
  - Meaning, Nature , Scope and Functions
  - Distinction between Human Resource Management and Personnel Management
  - Distinction between Human Resource Management and Human Resource Development
  - Introduction to International HRM
  - Evaluating HRM Effectiveness
  - Challenges before HRM :
    - Developing Cross Cultural Sensitivity
    - Technology and HRM
    - Managing Ethical Issues in HRM
- Human Resource Planning:
  - Meaning, Need and Process
  - Factors effecting HR Planning
  - Process of HR Planning
- Recruitment:
  - Meaning
  - Methods / Sources
- Factors affecting Recruitment
- Selection of Employees:
  - Procedure
  - Types of Interviews
- Trends in Recruitment and Selection

**Unit 2: Training, Appraisal and Development**

**12**

- Training and Development:
  - Meaning
  - Objectives



- Methods of Training and Development of Employees
- Training Process and Evaluation
- Management Development Methods
- Career Planning:
  - Career Counselling
- Performance Appraisal:
  - Meaning
  - Objectives
  - Methods: Traditional and Modern
  - Limitations
- A Case Study

**Unit 3: Employee Remuneration and Morale**

12

- Employee Remuneration:
  - Factors Determining Level of Remuneration
  - Methods of Employee Remuneration
  - Changing Scenario in Remuneration
  - Components of Salary/ Salary Slip
- Employee Morale:
  - Meaning
  - Importance
  - Ways / Means of Improving Employee Morale
  - Grievance Redressal Mechanism
  - Practices in Participative Management
  - Employee Morale and Retention: Strategies and Challenges

**Unit 4: Trends in HRM**

08

- Employee Counselling:
  - Definition
  - Importance
- Succession Planning
- Bench Marking:
  - Concept
  - Process
- Personal Branding
- HR Audit
- E-HRM
- Changing Role of Women in the Workforce
- Trends in Talent Management
- Human Resource Accounting



Case Studies	12
Assignments	
Role Plays	
Library Hours	

**Reference Books:**

- ✦ 1. Mamoria C.B. and Gankar S.V. (2004). "Personnel Management – Text & Cases" 24<sup>th</sup> Ed, Mumbai, Himalaya Publishing House.
2. Dr. Ghanekar Anjali. (2008). "Human Resource Management – Managing Personnel - the HRB Way" 12<sup>th</sup> Ed, Everest Publishing House, Pune.
3. Aswathappa K. (1997). "Human Resource and Personnel Management" 1<sup>st</sup> Ed, New Delhi, Tata McGraw - Hill Publishing Company Limited.
4. Mathur B.L. (2002). "Human Resource Management" 1<sup>st</sup> Ed, New Delhi, Mohit Publications.
5. Kulkarni M.V. (2000). "Human Resource Management and Industrial Relations" 1<sup>st</sup> Millenium Ed, Pune, Everest Publishing House.
6. Kossek Ellen Ernst, Lobel Sharon A. (2001). "Human Resource Management- (Transforming the Workplace)" New Delhi, Infinity Publishing.

**Business Administration I  
Organisational Behavior**

**Semester IV**

**Subject Code: C41608**

**Lectures: 60**

**Objectives:**

- To help students gain a basic understanding of behaviour in work organisations from a psychological and sociological view
- To help apply the knowledge so gained to understand and interpret people-organization relationships
- To help them understand the importance of Organisational Behaviour in impacting the overall management of an organization

**Unit 1: Organisational Behaviour**

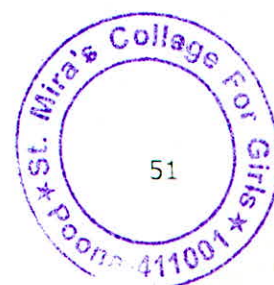
**12**

- Organisational Behaviour:
  - Definitions, Nature , Scope and Importance
- Disciplines contributing to Organizational Behaviour
- Models of Organisational Behaviour
- Trends in Organisational Behaviour:
  - Psychological Capital Development
  - Happiness Well-Being
  - Emotional Intelligence
  - Spirituality and Organisational Culture

**Unit 2: Perception & Learning**

**12**

- Perceptual Process:
  - Characteristics of Perception
  - Perceptual Selectivity:
    - Factors affecting Perceptual Selectivity
  - Perceptual Organisation:
    - Principles of Perceptual Organisation
  - Social Perception:
    - Factors affecting Social Perception
    - Impression Management
  - Individual Decision Making
- Learning:
  - Concept and Principles
  - Application of Learning in Organisational Behaviour:
    - Behavioural Management



**Unit 3: Personality & Attitudes**

12

- Personality:
  - Meaning
  - Determinants of Personality
  - Personality Structure:
    - Big Five Model of Personality
    - Myers-Briggs Type Indicator
    - Other Personality Traits
  - Global Implication of Personality and Values
- Attitudes:
  - Work related Attitudes:
    - Job Satisfaction: Model- Determinants and Consequences
    - Organisational Commitment: Types
    - Organisational Involvement

**Unit 4: Group Behaviour and Team Development**

12

- Groups:
  - Meaning
  - Why do people join groups?
  - Types
- Group Dynamics:
  - Meaning
  - Determinants of Group Behaviour
  - Formal Organisation and Informal Groups and their Interaction
- Teams :
  - Meaning and Importance
  - Formation of Teams
  - Team Work
  - Challenges in Team Development
    - Turning Individuals into Team Players
  - A Case Study

Case Studies, Assignments, Role Plays, Library Hours Workshop on Personality Development	12
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**Reference Books:**

1. Stephen Robbins(2013). "Organizational Behaviour" 15<sup>th</sup> Ed, New Delhi, Prentice – Hall of India Private Limited.
2. Newstrom John.W. and Davis Keith(1998). "Human Behaviour at work" 10<sup>th</sup> Ed, New Delhi, Tata McGraw - Hill Publishing Company Limited.
3. Sekaran Uma (2006). "Organizational Behaviour -Text and Cases" 2<sup>nd</sup> Ed, New



- Delhi, Tata McGraw - Hill Publishing Company Limited.
4. Luthans Fred. (2011). "Organizational Behaviour" 12<sup>th</sup> Ed, Singapore, McGraw – Hill Book Co.
  5. Aswathappa K. (2013). "Organizational Behaviour" 11<sup>th</sup> Revised Ed, Mumbai, Himalaya Publishing House.
  6. Dwivedi R. S. (2001). "Human Relations and Organizational Behaviour" 5<sup>th</sup> Ed, New Delhi, Macmillan India Ltd.
  7. McShane Steven .L, Glinow Mary Ann Von, Sharma Radha R. (2008). "Organizational Behaviour" 4<sup>th</sup> Ed, New Delhi, Tata McGraw - Hill Publishing Company Limited.
  8. Greenberg J. and Baron R.A. (2005). "Behaviour in Organizations" New Delhi, Pearson Edu.
  9. Luthans F. (2013). "Organizational behaviour: An Evidence – based Approach" 12<sup>th</sup> Ed. New Delhi, McGraw-Hill Edu. (India) Pvt. Ltd.
  10. Ivancevich J.M., Konsopaske R. & Matteson M.T. (2005). "Organizational Behaviour and Management" New Delhi : Tata McGraw-Hill
  11. Robbins S.P., Judge T.A., & Sanghi A. (2009). "Organizational Behaviour", New Delhi: Pearson Prentice Hall.
  12. Sinha J.B.P. (2008) "Culture & Organization Behaviour" New Delhi: Sage Texts