

# Syllabus

## **HUMAN RESOURCES MANAGEMENT ::**

**Manpower Planning, Recruitment, and Selection:** Strategic staffing-HR planning process, -Job analysis and description-competency mapping -procedures and steps, methods of data collection for mapping, developing competency models from raw data, online recruitment; employee referrals; recruitment process outsourcing, head hunting, testing for selection of employees, use of psychological test, selection process, interviewing skills, errors in selection. Employer branding

**Employee Relations:** Collective Bargaining-Recent Trends in Industrial Disputes-Lay off, Termination Retrenchment, closures, VRS, Trade Unions, Grievances and redressal mechanisms, Code of discipline in industries, .Standing orders, Settlements, Managing foreign nationals in Indian organizations: Industrial Acts -Industrial Disputes Act 1947, Payment of Gratuity Act 1982, ESI Act 1948. Role of Indian Labour Laws and International bodies such as ILO-Social Audit

**Human Resource Metrics and Analytics:** Understanding HR indicators, metrics and data, Data collection, tracking, entry, Assess IT requirements to meet HR needs, Relational databases and HR systems, Planning and implementing a new HRIS, Security and privacy considerations, Statistical analysis for HR (regression analysis, measures of central tendency) Graphs, tables, spreadsheets, data manipulation (using Excel), Benchmarking and best practices, Staffing, Supply and demand forecasting, Total compensation analyses, Cost justification–return on investment, Communicating recommendations.

**Compensation and Benefits Management:** Job evaluation approach to compensation management- Bonuses- concept & methods of calculation-Pay for performance, competency based pay, equity based rewards, team rewards-Reward strategy & psychological contract–Law relating to compensation- Executive compensation, Benefits administration, employee welfare and working conditions-statutory and voluntary measures.

**Performance Management Systems:** Reviewing & Managing Performance–Performance Management and strategic planning, Alternative models for Assessing Performance-Balance score card; EFQM Model; Outcome metrics–Economic Value Added (EVA); other economic measures. Building a High Performance culture-Performance Management & Employee Development, Performance Management and Rewards-Ethics in Performance Management.

**Team Dynamics at Work:** Team composition, formation, and development-Team Performance and Motivation-Team Conflict and Leadership-Team Decision Making , Discovering the interpersonal orientation through FIRO-B, Experiential learning methodologies-T- group sensitivity training, encounter groups, appreciative enquiry, Discovering facets of interpersonal trust through Johari window, communication skills, Negotiation skills and strategies for team building, , team morale, conflict resolution in teams, competitive vs collaborative behavior, developing collaboration.

**Strategic HRM:** Introduction to business and corporate strategies; Integrating HR strategies with business strategies, Analyzing HR Practices followed by different firms-Human Resource System-HR as a Strategic Partner: The Measurement Challenge-Implementation of SHRM: Process based approach. Human Resource Environment- Technology, structure; Workforce diversity; Demographic changes, Temporary & contract labour; Global environment, Recruitment & Retention strategies, training & development strategies: performance management strategies, reward & compensation strategies, retrenchment strategies and human aspects of strategy implementation.

**International HRM:** Approaches, Challenges in global labour market-Linking HR to International expansion strategies, Socio-cultural context, Culture and employee management issues , responding to diversity, challenges of localization, global integration, differentiation, Mastering expatriation, Institutional & Structural Context-Managing alliances and joint ventures ,HR challenges in crossborder integrations-Legal issues in global workforce management, Staffing in International context, appraisal of expatriate, third and host country employees, issues in international performance

management, international training , international compensation-approaches, composition, social security systems across countries, emerging issues , International Labour Relations , HRM practices in different countries.

***Cross Cultural Management:*** Dimensions of culture, the impact of culture on business practices, leadership across cultures, challenging role of Global Manager/Leader, need for cross-cultural management-The challenge of managing multicultural/cross-cultural workgroups and international teams, virtual and multi cultural teams ,cross-cultural communications and negotiation-Decisionmaking within diverse cultures -ethical dilemmas and social responsibility facing firms in different cultures, Building cultural intelligence and cultural competence

***Understanding Self-Indian Perspective:*** Awareness of personal values, beliefs and vision that motivates behavior, awareness of reciprocal relationship between thoughts, behaviors and emotions, Personal SWOT, critical reasoning and analysis of living situations, Understanding self & others through lessons from Indian scriptures, Interpersonal Trust: Openness, confidentiality, blind spot and unknown part of personality. Self-disclosure, seeking feedback, self-reflection and practicing new behaviors, Emotional intelligence, Stress and health relationship, Meditation and self-introspection.-Self-Management Lessons from Ancient Indian Education System- Indian Ethos and Personality Development.

***Organizational Change and Development:*** Dynamics of planned change, models and theories of planned change, triggers for change, strategies for implementing organizational change, Conceptual Framework of OD, OCTAPACE model of climate survey. Managing OD Process, Classification of OD interventions, team building Interventions, structural interventions, comprehensive OD interventions, Power and Politics in OD, Issues in Client Consultant Relationship, Interdisciplinary nature of OD.

***Leadership:*** Roles of a leader, Leadership theory paradigms, analysis of leadership theory; Leadership traits and ethics: Personality traits and leadership, Leadership attitudes, ethical leadership, Leadership behavior and motivation, contingency leadership, Team Leadership, Organizational Leadership, Strategic leadership, Leadership for Creating high performance culture, Leadership development through self-awareness and self-discipline, Development through education, experience and mentoring, Succession, Evaluation of leadership development efforts, Indian cases on leadership.

NOTE: THE ABOVE SYLLABUS IS INDICATIVE BUT NOT EXHAUSTIVE