

1	Introduction to Compensation Management <ul style="list-style-type: none">• Introduction• Theories Related to Compensation Management
2	Job Analysis <ul style="list-style-type: none">• Defining job, task, and duty• Job description and job specification• Various procedures of job analysis• Parameters for judging Job analysis
3-5	Job Evaluation <ul style="list-style-type: none">• Process of Job evaluation• Methods of job evaluation<ol style="list-style-type: none">1. Non-quantitative methods2. Quantitative methods3. Computer - based method
6-8	Performance related pay <ul style="list-style-type: none">• Individual performance related pay<ul style="list-style-type: none">▪ Specific short term pay▪ Individual incentives▪ Advantages and Disadvantages of Individualized Incentive Plans• Team performance related pay<ul style="list-style-type: none">▪ Gain sharing▪ Profit sharing▪ Employee stock option plan
9	Mid Term Examination
10	Person-based compensation <ul style="list-style-type: none">• Skill based pay<ul style="list-style-type: none">▪ Difference between job-based and skill-based pay▪ Strategy for Implementing Skill-Based Pay▪ Steps in administering skill based pay

	<ul style="list-style-type: none"> • Competency based pay <ul style="list-style-type: none"> ▪ Designing the competency based pay structure ▪ Broad banded ▪ Job family
11	<p>Wage differentials</p> <ul style="list-style-type: none"> • Types of wage differentials <ul style="list-style-type: none"> • Occupational wage differentials • Skill wage differentials • Inter-firm wage differentials • Inter-industry differentials • Regional wage differentials • Sector differentials • Gender differentials
12-13	<p>Wage fixation</p> <ul style="list-style-type: none"> • Collective Bargaining • Statutory wage fixation • Pay Commissions
14-15	<p>Pay design and pay structure</p> <ul style="list-style-type: none"> • Designing pay structure <ul style="list-style-type: none"> ▪ Specifying the employer's competitive pay policy - ▪ Defining the purpose of the survey ▪ Selecting jobs for inclusion in the survey ▪ Designing the survey - ▪ Interpreting survey results - ▪ Constructing a pay policy line that reflects external pay policy ▪ Balancing competitiveness with internal alignment • Components of pay structure in India
16	<p>Compensation management : Strategic perspective</p> <ul style="list-style-type: none"> • The structure of compensation strategy • Developing compensation strategy • Policies those are strategically relevant

	<ul style="list-style-type: none"> • Company examples
17-19	Case study analysis
20-22	Students' project presentation

Pedagogy:

The classroom activities will consist of lectures, case discussions and presentations and writing term papers. Case studies and group discussions and exercises will also be administered while the course is in progress.

Evaluation pattern :

1. Internal assessment – 30%
 - Term Paper report and viva voce - 15%
 - Class exercises and case study presentations – 15%
2. Mid term examination- 30%
3. End term examination – 40%

Text Book:

Compensation Management. Mousumi S. Bhattacharya & Nilanjan Sengupta, Excel Books. 2009.

Reference Books:

1. Mickovich, G. T. & Newman, J. M. (2005). Compensation. TMH.
2. Henderson, R. (2006) Compensation management in a knowledge-based world. PHI.
3. Sharma, A. M. (2004). Understanding wage system. Himalaya Publishers.

HRE502: Performance Management in international context

No. of credits: 03

Course Objective:

This course aims to give students an understanding of the performance management practices followed in global companies. It familiarizes them with the methods adopted and problems faced by international organizations in the sphere of performance management.

Course Structure:

Module	Description
1	<ul style="list-style-type: none"> • Conceptual Approach to Performance Management. Definition Need Scope Concerns Determinants of job performance
2-3	<ul style="list-style-type: none"> • Performance Assessment and Management. Functions of Performance Assessment Criteria for Performance Assessment
4-5	<ul style="list-style-type: none"> • Personality and job performance Role of Personality factors in job performance Personality dimensions for a competitive environment
6-8	<ul style="list-style-type: none"> • Performance Management Processes Performance Management Cycle Methods of Setting Standards Methods of Performance Appraisals Performance and Development Reviews Coaching and Counselling
9-10	<ul style="list-style-type: none"> • Application of performance Assessment Development Decisions HR Decisions

11	Mid Term
12-13	<ul style="list-style-type: none"> • Performance Management for multicultural teams Conditions for high performing multicultural teams
14-15	<ul style="list-style-type: none"> • Diversity Training Concept Clements model a)The object b)The act c)The process d)The trainers
16-17	<ul style="list-style-type: none"> • Performance assessment in an international context Criteria for satisfactory international appraisals Appraisal of HCN, PCN, & TCN employees Model of expatriate performance management Issues and challenges in international performance management
18-22	Project and presentation

Reference Book:

Performance Management, Michael Armstrong & Angela Baron
 International Organisational Behaviour, Nancy J Adler
 The Diversity Training Hand Book, Phil Clements & John Jones

Evaluation pattern:

Project - 20
 Mid Term - 20

Case study - 20
End Term - 40

HRE504: International Organizational Behavior

Sessions: 22

Credits: 3.0

Course Objectives:

To familiarize the students about the concepts, theories and dynamics that operates in an organizational setting with regard to the behavior of people and groups within it in the context of international business environment.

Session plan:

Session	Topics
1-2	Module 1: The management of international organizational behavior Case application & class exercises
3-4	Module 2: culture and organizational behavior Case application & class exercises
5-6	Module 3: Communication across cultures Case application & Class exercise
7-8	Module 4: Negotiation and conflict resolution in multicultural systems Case application and class exercise
9-10	Module 5: Groups and teams in international settings Case application & class exercise
11	Mid Term Examination
12-14	Module 6: Managing diversity Case application & class exercise
15-16	Module 7: Leadership in international context Case application & class exercise
17-18	Module 8: Organization structure

	Case application & class exercises
19	Module 9: Organizational change Case applications & class exercises
20-22	Students' presentations

Methodology:

A variety of methods will be used for delivering the course such as case study discussions, presentations and written assignments.

Evaluation:

Class participation (including case analysis and class discussion and written assignments) - 40 %

Mid-term examination -20%

Final examination - 40%

Faculty: Dr. Nilanjan Sengupta / Prof. Libby Simon.

Recommended text book:

International Organizational Behavior by Anne Marie Francesco & Barry Allen, Second Edition, Pearson Education.

Reference Books:

1. Fred Luthans, Organizational Behavior, McGraw-Hill Publication
2. S.L. McShane & M.V. Gilnow, Organizational Behavior, Tata Mc Graw-Hill
3. R.S. Dwivedi, Human Relations and Organizational Behavior – A Global Perspective, Macmillan Business Books.
4. Udai Pareek, Understanding Organizational Behavior-, Oxford University Press, New Delhi, 2004

Journals:

5. International Journal of organization behavior
6. Organization studies

General Guidelines:

- All assignments given to students must be submitted on the due date without fail. Late submissions will not be accepted.
- All students must come prepared to the class for activities marked as class participation.
- Part-II & part- III of the text book would be used for case discussions and class exercises, respectively as per schedule given by the instructor of the course.
- Journal articles from referred published sources would be distributed from time to time and would be part of assignment work.

HRE503: ORGANIZATION DEVELOPMENT

Sessions: 22

Credits: 3.0

Course Objectives: To familiarize students about Organization Development (OD) as a tool to improve organizations' functioning and performance and to initiate planned changes in the organizations. In this course the emphasis would be on to match the OD processes and to link the OD practice with current issues.

Course Outline

Session No.	Topics
1-4	<u>Organization Development and Managing Change</u> <ul style="list-style-type: none">• The nature of planned change• Role of OD practitioner <i>Case Applications</i>
5-8	<u>The Process of Organization Development</u> <ul style="list-style-type: none">• Entering and contracting• Diagnosing the organizations• Diagnosing groups and jobs• Collecting and analyzing diagnostic information• Feeding back diagnostic information• Designing interventions

	<ul style="list-style-type: none"> • Managing change • Evaluating an institutionalizing interventions <p><i>Case Applications</i></p>
9	Mid-Term Examination
10-12	<p><u>Types of OD Interventions</u></p> <p>a) <i>Human Process Interventions</i></p> <ul style="list-style-type: none"> - Interpersonal and group process approaches - Organization process approaches <p><i>Case Applications</i></p>
13-16	<p>b) <i>Techno-Structural Interventions</i></p> <ul style="list-style-type: none"> - Restructuring Organizations - Employee Involvement - Work Design <p><i>Case Applications</i></p>
17-19	<p>c) <i>Human Resource Management Interventions</i></p> <ul style="list-style-type: none"> -Performance Management - Developing and assisting members <p><i>Case Applications</i></p>
20-22	<p>d) <i>Strategic Interventions</i></p> <ul style="list-style-type: none"> - Organization and environment relationships - Organization Transformation <p><i>Case Applications</i></p>

Methodology:

A variety of methods would be used for delivering the course:

Lectures and case applications

Evaluation:

Class participation (including case writing and submissions- 40%

Mid-term examination 20%

Final examination 40%

RECOMMENDED TEXT

Organization Development and Change, T.G. Cummings & C.G. Worley,
Thompson South Western College Publication (Indian reprint)

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