

14. Make- up

A student can give make-up examination in any or all Mid-term examinations, quizzes, case studies and Semester Final examination at the convenience of the course teacher after paying required make-up examination fees.

15. Withdrawal

Withdrawal from the program for a definite period of time may be considered if permission is sought from the MPHRM Program Committee keeping his/her earlier semester grades intact.

16. Adoption of Unfair Means

Students adopting unfair means in examinations shall be treated according to the University rules.

15. Fee Structure

As per decision of the University, the following fees are charged for the MPHRM Program:

Item	Amount
Registration fee (One time, non-refundable)	Tk. 10,000
Semester fees (per semester)	Tk. 8,000
Tuition fee (per credit)	Tk. 4,000
Computer Lab Fee (One time , non-refundable)	Tk. 5,000
Transcript/Testimonial fee	Tk. 800
Mid-term Make up fee for each test	Tk. 2000
Final examination make up	Tk. 4000
Late registration fees foe course (Max. 10 days)	Tk. 200 per day
Course exemption fees	50% of the course fees
ID card and Library card fees	Tk. 500 each
Residential Hall charge	Tk. 500
Student advising fees (per semester)	Tk. 500
Waiver application fees (per course)	Tk. 300
University registration fees	Tk. 1,300

MPHRM SYLLABUS

FIRST SEMESTER	
Course Code	Course Tile
MPHRM - 611	Fundamentals of Management
MPHRM - 612	Fundamentals of Human Resource Management
MPHRM – 613	Organizational Behavior
MPHRM – 614	Managerial Communication
SECOND SEMESTER	
MPHRM – 621	Human Resource Planning
MPHRM – 622	Labour Laws and Compliance Management
MPHRM – 623	Performance Management
MPHRM – 624	Compensation Management
THIRD SEMESTER	

MPHRM – 631	Human Resource Development
MPHRM – 632	Negotiation and Conflict Management
MPHRM – 633	Industrial Relations
MPHRM – 634	Contemporary Issues in Human Resource Management
MPHRM – 635	Human Resource Management Practices in Bangladesh
MPHRM – 636	Global Human Resource Management
MPHRM – 637	Human Resource Information Systems
MPHRM – 638	Labour Economics
MPHRM – 639	Innovation and Knowledge Management
MPHRM – 640	Total Quality Management
FOURTH SEMESTER	
MPHRM – 641	Strategic Human Resource Management
MPHRM – 642	Career Planning and Development
MPHRM – 643	Organization Development
MPHRM – 644	Research Methodology in Human Resource Management
	Dissertation

4.5 DESCRIPTION OF COURSES

FIRST SEMESTER

MPHRM- 611: Fundamentals of Management

Course Objectives:

This course is intended to provide basic knowledge of concepts and techniques of managing of an organisation efficiently and effectively to make an organisation successful in market and ensure its sustainability.

Course Contents

1. **Introduction:** Definition, functions, Process, Objectives-Importance- principles, Skills, Levels, Roles of management, Universality of management- Management as a Profession-Management as a Science and Art-Efficiency and Effectiveness in Management-Ethics and Social Responsibility of Management.
2. **Theories of Management:** Classical, neo-classical and modern theories.
3. **Environments of Management:** Concept-Types and Components of Environment: Internal & External- Managing the Environment.

4. **Planning:** Definition-Nature-Types-Steps in Planning-Tools and Techniques for Planning.
5. **Objectives:** Nature-Needs-Characteristics-Management By Objectives (MBO): Concept, Process, Benefits & Weaknesses.
6. **Decision Making Process:** Importance-Limitations-Process of Decision Making-Decision Making Styles.
7. **Organizing:** Concept-Departmentation-Span of Control/Supervision-Organization Structure: Line and Staff Organizations, Matrix Organization-Staffing (HRM)-Delegation of Authority-Centralization and Decentralization of Authority-Committee: Concept, Reasons, Disadvantages, Considerations for Successful Operation of Committee-Coordination-Mistakes in Organizing and their Solutions.
8. **Leading:** Concept-Principles-Human Factors in Managing-Motivation: Concept, Importance, Theories, Financial and Non-financial Motivations-Leadership: Definition, Ingredients, Styles, Approaches/Theories of Leadership.
9. **Controlling:** Concept-Importance-Types, Qualities of /Requirements for Effective Control System-Steps/Process of Controlling-Techniques of Controlling.
10. **Case studies in each aspect.**

Books Recommended:

1. Wehrich ,Heinz and Koontz ,Harold; **Management: A Global Perspective**, (Latest edition), McGraw-Hill Book Co. New York.
2. Robbins ,Stephen P. and Coulter ,Mary; **Management**, Prentice-Hall of India (Pvt.) Ltd.
3. Griffin ,Ricky W.; **Management**, (Latest edition), A.I.T.B.S. Publishers and Distributors, New Delhi.
1. Kreitner, Robert,; **Management**, (10/e), Houghton Mifflin company, Boston

MPHRM- 612 : Fundamentals of Human Resource Management

Course Objectives:

This course will enrich students with primary knowledge about human resource management with its concepts, functions, and other operational techniques to orient them towards how to make an organisation humane and socially desirable place to work.

Course Contents

1. **Introduction:** Definition, Nature, Functions, Reasons for growing importance of HRM, Principles, Importance of HRM to all managers, Status of HRM managers, Contemporary challenges in HRM.
2. **Human resources planning:** Concept, Purposes, Process, Descriptions of the factors of the process.
3. **Job analysis or work study :** Concept, Definition of the terminologies, Importance , Information required for the work study, Steps, Methods, Writing Job Description and Specification : contents, drafting. Guidelines for drafting Job Description and Specification, Job analysis in a jobless world and reasons thereof, Techniques used to foster the change.
4. **Recruitment and Selection: Recruitment:** Concept, factors considered, Sources and their merits and demerits, Innovative sources of recruitment, Recruitment process and its discussion, **Selection :** Concept, process and its discussion, Standard selection conditions, Reliability and validity selection.
5. **Career Transition: Orientation of employee:** Concept, Reasons ,

Characteristics of an orientation programme, orientation schedule, problems and its improvement avenues. **Transfer** : Concept, Reasons, Types, Impacts, **Promotion** : Concept, rationale, Types, Bases, Objectives, Involved decisions, Devices used in making promotion decision. **Demotion** : Definition, Reasons, Impact, Techniques for removing negative impact. **Separation** : Discharge : Concept, Forms, Effects, How to overcome the negative effects. Resignation : Concepts, Handling avenues, Retirement : Concept, Dos of HR manager. **Layoff** : Concept, purpose, problems, Way out. **Managing Career changes** : Shock, Minimizing ways of shock.

6. **Skill Training**: Concept, Steps/process, Methods, Effectiveness evaluation, Principles of learning theory.
7. **Management Development/Developing Managers**: Concept, Importance, Changing nature, Factors considered in designing a program, Key factors for success, Methods, Evaluating techniques.
8. **Performance Appraisal /Evaluation** : Concept, Importance, Purposes, Factors for designing a program, Process, methods, Who should do performance appraisal, Choosing the appraisal methods, Who should do it, Distortion factors/ pitfalls, Suggestions for overcoming pitfalls, Should appraisal be abolished. APPRAISAL INTERVIEW: Purposes, Procedure, How to conduct, How to handle a defensive subordinates, How to criticize a subordinate, How to handle a formal written warning to be given to poor employee.
9. **Wage and Salary Administration**: Concept, goals, considerations, Process, Job evaluation: concept, Steps, Methods, and Current Issues.
10. **Employee Benefits**: Concept, Process of determination, Goals, Importance, Types, Benefits Management.
11. **Employee Safety and Health**: Concept of safety and health, factors to be considered in designing the program, Elements of a sound safety and health program, Role of supervisors, Accident : causes, prevention, Health : Hazards, managerial remedial actions.

Recommended Texts :

1. French, Wendell, **Human Resource Management**, Houghton Mifflin Co., Boston.
2. Dessler, Gary, **Human Resource Management**, Prentice Hall, New Delhi.
3. DeCenzo and Robbins, **Personnel/Human Resource Management**, Prentice-Hall, New Delhi.
4. Werther, William B. and Davis, Keith **Human Resource Management**, Irwin-McGraw Hill Co. Boston.
5. Rahman, M. A. and Associates, **Human Resource Management**, University Press, Dhaka

MPHRM- 613: Organizational Behavior

Course Objectives:

This course will provide individual and group behavioural insights to the students to have a clear knowledge and concurrent expertise to understand the behaviour of a person and a group to make them motivated and committed to the job and to the organisation.

Course Contents

1. **Introduction**: Behaviour-Concept, Causal sequence in behaviour, Factors affecting behaviour; Organizational Behaviour-Meaning, elements, goals, importance, forces; Nature of man, Organization-Concept of organization and its nature,

Management- definition, elements, functions, roles, skills and characteristics of effective and successful managers.

2. **Perception, attitude, frustration** : Concepts, characteristics, factors, functions, impacts on performance.
3. **Models of Organizational Behaviour** : Systems concept, organizational behavioural system, elements of the system, models of OB.
4. **Group Behaviour**: Definition, nature, formation, types of group; formal and informal group, Team-nature, types, implementing team in organization, characteristics of effective team, making a team effective, Implication on organization. Morale: Meaning and Significance-Causes of Low and High morale-Morale and productivity-Morale components-Group more-maintaining morale-Measurement of morale-Diagnosis of morale.
5. **Power and Politics**: Power- concepts, bases, dependency, tactics, power in workplace; Politics- definition, nature, implications.
6. **Leadership**: Nature, qualities of a leader, formal and informal leader, Power of leader- definition, sources of power; approaches to leadership, making leadership effective.
7. **Interpersonal Behaviour**: Conflict in organization: Nature, levels, types, sources, effects/outcome, and resolution of conflict.
8. **Job Satisfaction**: Concept, factors, effects on employee effectiveness.
9. **Personality, Emotions and Values**: Value-concept, components, types, sources; Emotions- concepts, dimensions, constraints and implications, Personality-nature, dimensions, types, and theories.
10. **Motivation**: Concept, characteristics, theories, organizational implication
11. **Organizational Culture**: Concept of culture, dimensions, significance of understanding, types of culture; Concept of organizational culture, characteristics, techniques of instilling, models of organizational culture.
12. **Stress and Counseling**: Stress-concept, causes, approaches to stress management; Counseling- concept, need, types approaches to counseling.

Recommended Texts:

1. Davis, K. and Newstrom, John W., Organizational **Behaviour** : *Human Behavior at Work*, McGraw-Hill, New York.
2. Robbins, S. P., *Organizational Behavior*, Prentice-Hall of India, New Delhi.
4. Moorhead Gregory, and Griffin, Ricky W. **Organizational Behaviour: Managing People and Organizations**,
5. Kreitner Robert and Kinicki, Angelo , **Organizational Behaviour** , IRWIN McGraw - Hill, Boston.

MPHRM- 614: Managerial Communication

Course Objectives:

This course is intended to make students most outstanding and successful communicator to convince and motivate people with excellent eloquence. It will provide conceptual knowledge of business communication and orient students with the communication problems that managers face in the organization. It will also inform about communication styles and techniques to make communication successful and to develop the writing ability to deal with various internal and external communication

Course Contents

- 1. Introduction to Business Communication:** Meaning of communication and business communication -Importance-Objectives-Functions-Process-Principles-Models-Characteristics of Effective Communication- Barriers to Effective Communication- Measures to Remove Barriers-Difference of Communication Styles between Men and Women- Guidelines for Improving Communication between Sexes-Interdependence of Management and Communication.
- 2. Types of Communication:** Verbal Communication: Written & Oral, Vertical & Horizontal, Downward & Upward- Non-verbal Communication–Mass Communication: Mass Communication in the Business Enterprises of Bangladesh and its Importance, Media of Mass Communication.
- 3. Media of Communication:** Written Communication: Office Memo, Notice, Circular, Report, Agenda & Minutes of Meeting, News, Messages, Vote of Thanks and their writing styles
- 4. Media Communication: Business Report and letter Writing: Business Report-** Definition, characteristics, objectives, importance, qualities, Types of Report: Letter Report, Short Report, Memorandum Report, Analytical Report, Informal Report, Informative Report- concepts-features- writing pattern, **Documentation and bibliography writing, Market Report and its writing** - Characteristics- Importance – Types and writing patterns, Press Release, **Research Proposal writing, Letter Writing:** Definition, Layout of a Letter, Types of Letter, Writing Letters of Enquiry, Order, Purchase, Complaints, Regret, Apology, Adjustment Request, Favourable Reply, Unfavorable Reply, Acknowledgement, and Dunning letter.
- 5. Media of Communication: Oral Communication:** Speech, Face-to-Face Conversation, Telephone -Presentation-Interview-Meeting-Talking-Listening.
- 6. Interpersonal Communication:** Definition, styles of Interpersonal Communication, Small Group Communication- group communication network, Formal & Informal Communication: concept, functions, importance, network patterns, difference between formal and informal communication-External & Internal Communication.
- 7. Employment Communications:** Preparing a CV/Resume-Writing a Covering Letter/ Job Application Letter- Layout of a Job Application Letter- Job Offer Letter- Letter of Job Acceptance/Refusal-Joining letter, Resignation Letter.

Books Recommended:.

1. Mohiuddin, Muhammad, **Business Communication**, New Age Publications, Dhaka.
2. Lesiker, Raymond V. , Pettit, John D. and Flatley, Marie E, **Business Communication**, IRWIN, Chicago.

SECOND SEMESTER

MPHRM- 621: Human Resource Planning

Course Objectives:

This course will enrich the students with concepts and techniques of human resource planning to deal successfully with ascertaining human resource needs, deficit and surplus management, and succession management in various situations to maintain a competent,

worthy, talented and dynamic workforce in the organization to make it competitive and sustainable in the economy.

Course Contents

1. **Introduction:** Overview of human resource management, micro-macro perspectives of human resource planning, environmental scanning, methods, sources of human resource information, and challenges .
2. **Human resource planning:** Concept, importance, process, barriers and remedial actions.
3. **Job analysis:** Concept, reasons, process, techniques, approaches, job data collection methods, outcomes, problems and solutions.
4. **Human resource demand analysis:** Concept, necessities, factors affecting demand, quantitative and qualitative demand forecasting techniques, practical problem solving.
5. **Human resource supply analysis:** Concept, sources, comparative merits and demerits of various sources, quantitative and qualitative methods for ascertaining supply, practical problem solution.
6. **Succession Management:** Concept, reasons, options, sources of succession, succession management process, challenges, mistakes and their remedies.
7. **Downsizing:** concepts, reasons, types/approaches, planning phases, issues, consequences, actions to make effective.
8. **Restructuring:** concepts, reasons, types/approaches, planning phases, issues, consequences, actions to make effective.
9. **Merger:** concepts, reasons, types/approaches, planning phases, issues, consequences, actions to make effective.
10. **Acquisition:** concepts, reasons, types/approaches, planning phases, issues, consequences, actions to make effective.
11. **Outsourcing:** concepts, reasons, types/approaches, planning phases, issues, consequences, actions to make effective.

Texts

- McBey, Kenneth J. and Belcourt, Monica , **Strategic Human Resource Planning** , Thomson Nelson, Canada.
- Philips ,Jean and Gully, Stanley , **Strategic Staffing** , Pearson Education Inc,

MPHRM – 622 : Labour Laws and Compliance Management

Course Objectives:

This course is intended to provide a sound legal knowledge to deal with human related situations in the organisation ethically and legally and to keep the organization free from all sorts of legal suit as well as to maintain a fair humane environment in the organisation.

Course Contents

1. Introduction: Concept of law, origin, sources of law.
1. Provisions of Bangladesh Labour Code 2006
2. Provisions of EPZ Workers Association and Industrial Relations Act 2004
3. Constitutions provisions relating to civil and natural rights .
4. Universal Fundamental Human Rights.
5. ILO provisions.
6. Compliance management – Concept, codes, implementation and controlling mechanism.

Recommended Texts

1. Bangladesh Labour Code 2016 as amended.
2. EPZ Workers Association and Industrial Relations Act 2004
3. ILO conventions
4. Compliance Management

MPHRM- 623 : Performance Management

Course Objectives:

This course will provide students with knowledge related to human resource performance management tools and techniques to best use their talents and to keep them on track to compete the job on time with right course. It will also enrich students with techniques to improve employee performance.

Course Contents

1. **Introduction:** Concept, significance, elements of performance management, challenges to performance management, essentials of sound performance management system.
2. **Approaches and processes of performance management.**
3. **Controlling mechanism of performance management**

Recommended Text :

- 1.
2. French, Wendell, **Human Resource Management**, Houghman Mifflin Company, USA.
3. Jerome, Paul J., **Evaluating Employee Performance**, Wheeler Publishing, New Delhi.

MPHRM- 624 : Compensation Management

Course Objectives:

This course is oriented to enrich students with concepts and techniques for designing and implementing most desirable compensation system for the employees of the organization so that they will be motivated to stay in the organisation for a long time with dedication and commitment. It will also teach how to achieve a fair and just pay for the people working in the organization keeping pace with the labour market wage rate and competition.

Course Contents

1. **Introduction:** Compensation concept, Objectives, Importance, Reward system, Compensation system, Dimensions of a compensation and non-compensation systems.
2. **The World of Pay and Compensation:** Components of Compensation program, Pay variation factors for similar and non-similar jobs, importance of difference of pay in global economy, Pay equity and pay ratios and their influence on employee performance.
3. **Legislation and Compensation:** Legal codes of the country and other countries.
4. **Microeconomic Compensation Concept-** Job Analysis, Job Description,- Job Evaluation, -Market Pay Survey and Compensation Practice, -Designing Base Pay Structure, -Team-based pay.
5. **Short-Term Incentives:** Concepts, necessities, Values, types, implementation mechanism.

6. **Long-Term Incentives and Wealth building:** Concept, types, process of implementation.
7. **Benefits and Services:** Concept, types, setting process, implementation strategies.
8. **Executive and International Compensation:** Concepts, types, factors, problems and solutions.
9. **Pay Delivery Administration:** Concept, process, factors, functions, problems and remedies.

Recommended Text :

1. Henderson; Richard I. , **Compensation Management in a Knowledge – Based World;** 8th edition; Prentice –Hall, New Jersey; 2000
2. French, Wendell, **Human Resource Management,** Houghman Mifflin Company, USA.
3. Jerome, Paul J., **Evaluating Employee Performance,** Wheeler Publishing, New Delhi.

THIRD SEMESTER

MPHRM- 631: Human Resource Development

Course Objectives:

The course is designed to provide an insight into the techniques used in training and development of the employees of an organization, to develop a practical knowledge about the execution of the training and development techniques and to provide conceptual and philosophical issues involved with development of training and development programmes for the working people in the organization.

Course Contents

1. **Introduction:** Definitions of training and development, General objectives of training and development, Needs from individual and organizational point of view.
2. **Learning Organization:** Concept of organization and learning organization, Characteristics of Learning organization, Reasons for the concept of learning organization, Components of Learning organization
3. **Learning Environment-** concept of learning, Principles of learning, Learning Theories, Reasons for resisting learning and Measures to handle it.
3. **Training and Management Development:** Training- Concept, Characteristics, Objectives / Roles, Training Process, Management Development- Concept, Reasons for management development, Key factors for the successful management development, Differences between training and development, Education and Training and Development.
4. **Model of Training and Management Development.**
4. **Need Assessment / Analysis**
5. **Designing of Training and Development Program**
6. **Training Methods**
7. **Training of Trainers**
8. **Implementation and Evaluation of Training Program**
9. **Management Development Methods**
10. **Execution and Evaluation of Management Development Program**
11. **Training and Development for International Businesses**

Recommended Texts

1. Blanchard, P. Nick and Thacker, James W. , **Effective Training**, Pearson-Prentice Hall .
2. International Labour Office, **Management Development**, Oxford and IBH Publishing Co. Pvt. Ltd. New Delhi.
3. Tracey, William R., **Training and Development**, AMA, New Delhi.
4. Noe, Raymond Andrew, **Employee Training and Development**, McGraw Hill, New Delhi.
5. Rahman, M. A., **Training and Development**, Zahin Publications, Dhaka.

MPHRM- 632 : Negotiation and Conflict Management

Course Objectives:

This course is oriented to provide students with concepts, tools and techniques of managing conflict amicably to maintain peace and harmony within interpersonal and intergroup relationships of employees. It will also enrich with knowledge related to intra-person and intra-group conflict to burn out all discontents to make the organisation a peaceful place to work.

Course Contents

1. **Introduction:** Definition of conflict, conflict versus competition, levels, classification, Sources, functional and dysfunctional effects of conflict, factors that make conflict difficult to manage, approaches to managing conflict, contributor from various disciplines to conflict., concept of organizational conflict, Views of organizational conflict. styles of handling interpersonal conflict.
2. **Conflict Management Design:** Elements and interpretation.
3. **Intra and Interpersonal Conflict:** Concepts, types, factors, strategies.
4. **Inter and Intra group Conflict:** Concepts, types, factors, strategies.
5. **Strategy and Tactics of Distributive Bargaining:** Concept, alternatives, settlement point, bargaining mix, fundamental strategies, tactical tasks, positions, commitment, typical hardball tactics and dealing styles.
6. **Strategy and Tactics of Integrative Negotiation:** Concept, process, key stages, factors and reasons.
7. **Negotiation Planning and Strategy:** Concept of strategy, types, model, managing process.
8. **Negotiation Breakdowns:** General conflict management situations, specific remedies, challenges and overcome techniques.
9. **Communication Processes:** Concept, process, models, key issues, operational phases.

10. **The Persuasion Process:** Issues and dealing strategies.
11. **The Social Structure of Negotiation:** Concept, types, situations – dyadic and multiparty negotiations and their managing issues.
12. **Power in Negotiation:** Definition of power, sources, application strategies.
13. **Individual Differences:** Personality and negotiation, gender and negotiation.
14. **Third Party Intervention:** Concept, importance, types, problems and remedial actions.
15. **Ethics in Negotiation:** Concept, reasons, classification of ethical questions, model of ethical decision making, factors for taking unethical tactics.
16. **International Negotiation:** Context, cross-border negotiation problems, node, critical factors, responsive strategies.

Recommended Text

1. Lewicki, Roy J., Litterer, Joseph A. , Minton, John W. and Saunders, David M. , **Conflict Management and Negotiation**, Boston, Irwin McGraw Hill Inc.
2. Rahim, M. Afzalur, **Managing Conflict in Organisation** , London, Quorum Books.

MPHRM- 633 : Industrial Relations

Course Objectives:

This course will enrich students with issues regulating industrial relations and the mechanism to deal with successfully to maintain a mutually benefiting relationships with all contended parties in order to keep uninterrupted production.

Course Contents

1. **Introduction:** Definition, objectives, models, functions, factors affecting industrial relations, actors in industrial relations.
2. **Concepts and Values of industrial relations.**
3. **Workers and their Union:** Concept of workers and their unions, evolution of trade union, theories of unions and their typologies, profile of Bangladeshi workers, evolution of workers in Bangladesh, , characteristics and problems of trade unionism in Bangladesh.
4. **Employers and their organizations:** Concept of employers and their organization, theories of employers association, styles profile of Bangladeshi employers, objectives and functions of employers association, chamber of commerce and industries of Bangladesh- nature and functions.
5. **Role of Government in industrial relations.**
6. **Industrial Conflict:** Nature, process, reasons, institutional methods of resolution, factors affecting resolution.
7. **Collective Bargaining;** Concept, process, scope, prerequisites for successful collective bargaining, operation of collective bargaining in Bangladesh.
8. **Conciliation and adjudication systems of industrial dispute in Bangladesh**

9. **Employee Discipline and Grievance Handling Procedure:** Concept, nature, principles, guidelines for effective disciplining, steps in disciplinary actions; Grievance Handling-concept, nature, causes of grievances , grievance handling procedure.
10. **Participative Management and Industrial Democracy:** Concepts, determinants models and Bangladesh experiences.
11. **IR and ILO:** ILO structure and operation system, impact of ILO on the industrial relations of Bangladesh.

Texts

1. **Bangladesh Labour Law/Code 2006.**
2. Salamon, Michael, **Industrial Relations**, Prentice Hall, New York.
3. Pramod Verma, **Management of Industrial Relations**, Oxford and IBH Publishing Co.
4. Awal, Abdul , Industrial Relations,
5. Rahman, Ataur, Industrial Relations

Any One of the following

MPHRM – 634 : Contemporary Issues in HRM

Course Objectives:

The aim of this course is to enable students to know contemporary HRM perspectives and also provide students with contemporary theories and practices of HRM in order to help an organization sustain its competitive advantage. This course will enable the learners to have a critical understanding of work and employment in contemporary society.

Course Contents

1. Current issues of Changing Nature of Work and its Impact on Organizations and the way we manage.
2. Debates related to issues of talent Management, corporate social responsibility, career management , globalization of HRM etc.
3. Family-friendly Policies and Work-life Balance
4. Managing Diversity and equity
5. Other relevant issues of HRM.

Text

Current Journals.

MPHRM – 635 : HR Practices in Bangladesh

Course Objectives

Every country has its own unique culture. Because of cultural differences, the fundamentals of HRM are not identical, rather standard HRM practices make a big difference. It is claimed that Bangladesh is not poor in resources; it is poor in managing its human resources. This course brings to the forefront all the essential components that join together to facilitate the development of people in an organization to create a strong work force that defines an organization with its true meaning. It will help our learners understand the existing HRM practices in Bangladesh.

Contents

1. Introduction to HRM
2. HR planning in Bangladesh
3. Employee recruitment and selection practices in the organizations of Bangladesh
4. Training and development opportunities in Bangladesh
5. Promotion policies and practices in the civil services, Universities, and other organizations
6. Performance management in Bangladesh
7. Compensation practices in Bangladesh
8. Role of state in regulating Industrial Relations system in Bangladesh
9. Factors influencing HRM and related challenges
10. Problems of HRM in Bangladesh and their effective solutions

MPHRM-636 : International Human Resource Management

Course Objectives :

This course will deal with concerns of international human resource management issues with relevant conceptual foundations related to world culture, diversity and regional complexity, as well as operational techniques to manage people working in multinational organizations around the globe.

Course contents

1. **Introduction:** A brief description of social and systems concepts of business, management and human resource management, definition of international HRM, Differences between domestic and IHRM, influencing variables, strategic view of IHRM, enduring context of IHRM.
2. **The organizational Context :** Path to global status, control mechanism
3. **The context of cross-border alliances:** Concept, necessity, merger and acquisition, international equity, joint ventures, and SMEs.
4. **Staffing international operations for sustained global growth:** Approaches, transferring staff, role of expatriate, non-expatriate and inpatriate; ROI of international assignment, role of corporate HR function in MNE.
5. **Recruiting and selecting staff for international assignments:** Issues in staff selection, factors moderating performance, selection criteria, dual career couples, female expatriates.
6. **International training and development:** Concept, roles, components, effectiveness assessment, methods, trends.

7. **International compensation: Concept, objectives, key components, approaches, complexities and challenges.**
8. **Re-entry and career issues:** Concept, repatriation process, reactions to entry, responses, designing a repatriation program.
9. **IHRM in the host country context:** standardization and localization of practices, factors, monitoring codes of conduct, managing in off-shoring countries,
10. **International industrial relations:** Concept, key issuers, trade union, response of trade union.
11. **Performance management:** Concept, styles and methods.
12. **IHRM trends:**

Recommended Text:

Dowling, Peter J., Festing, Marion and Engle, Sr. , Allen D.; **International Human Resource Management**, Thomson Learning, London

MPHRM- 637 : Human Resource Information Systems

1. **Introduction:** Overview- Definitions- What's New in Management Information Systems (MIS)-Strategic Business Objectives of Information Systems-Dimensions of Information Systems- Contemporary Approaches to Information Systems- Business Processes and Information Systems - Types of Business Information Systems - Systems That Span the Enterprise – The Information Systems Faction in Business.
2. **Information Systems, Organizations and Strategy:** Organizations and Information Systems-Impacts of Information Systems on Organizations and Business Firms - Using Information Systems to Achieve Competitive Advantage: Porter's Competitive Forces Model, Information System Strategies for Dealing with Competitive Forces, The Internet's Impact on Competitive Advantage, The Business Value Chain Model, Synergies, Core Competencies and Network-Based Strategies, An Ecosystem Strategic Model.
3. **Ethical and Social Issues in Information Systems:** A Model for Thinking About Ethical, Social, and Political Issues-The Five Moral Dimensions of Information Systems: Information Rights, Property Rights, Accountability, and Control, System Quality, Quality of Life- Ethics in an Information Society: Basic Concepts, Ethical Analysis, Candidate Ethical Principles, Professional Codes of Conduct .
4. **Information Technology Infrastructure and Emerging Technologies:** IT Infrastructure: Definition of IT Infrastructure-Evolution of IT Infrastructure - Infrastructure Components: Computer Hardware Platforms, Operating System Platforms, Enterprise Software Applications, Data Management and Storage, Networking/ Telecommunications Platforms - Internet Platforms, Consulting and System Integration Services, Contemporary Hardware Platform Trends, Contemporary Software Platform Trends.
5. **Foundations of Business Intelligence-Databases and Information Management:** Organizing Data in a Traditional File Environment- The Database Approach to Data Management- Database Management Systems- Using Database to Improve Business Performance and Decision Making: Data Warehouses, Business Intelligence, Data Mining, Database and the Web, Managing Data Resources.
6. **Telecommunications, the Internet, and Wireless Technology:** Definition of Computer Network- Key Digital Networking Technologies-Communication

- Networks, Signals, Types of Networks- The Global Internet: Internet Services and Communication Tools, The World Wide Web, Intranets and Extranets- Wireless Computer Networks and Internet Access - RFID and Wireless Sensor Network.
7. **Securing Information Systems:** System Vulnerability and Abuse: Malicious Software: Viruses, Worms, Trojan Horses, and Spyware, Hackers and Computer Crime, Internal Threats: Employees, Software Vulnerability - Establishing a Framework for Security and Control- Technologies and Tools for Protecting Information Resource: Access Control –Firewalls, Intrusion Detection Systems, and Antivirus Software.
 8. **Key Systems Applications for the Digital Age:** Enterprise Systems-Supply Chain Management Systems-Customer Relationship Management Systems –Enterprise Resource Planning (ERP)-Enterprise Applications: New Opportunities and Challenges- E-Business Vs. E-Commerce- Electronic Commerce and the Internet-Types of Electronic Commerce- Electronic Commerce Payment Systems-**Organization Learning and Knowledge Management:** Important Dimensions of Knowledge, The Knowledge Management Value Chain, Types of Knowledge Management Systems, Expert Systems-**Systems for Decision Support:** Management Information Systems (MIS), Decision–Support Systems (DSS), Data Visualization and Geographic Information Systems, Web-Based Customer Decision–Support Systems, Group Decision-Support Systems (GDSS), Executive Support Systems and Balanced Scorecard Framework.
 9. **Development Processes and Managing Systems:** Systems Development and Organizational Change- Completing the Systems Development Process-Management Structure for Information Systems Project- Linking Systems Projects to the Business Plan– Information Systems Cost and Benefits- Developing an International Information Systems Architecture-The Global Environment: Business Drives and Challenges-Managing Global Information Systems.

Books Recommended:

1. Laudon K. C. and Jane P. Laudon, **Management Information Systems: Managing the Digital Firm**, , Pearson Prentice Hall, India.
2. O’Brien, James A., **Management Information Systems**, , McGraw -Hill.
3. Davis ,Gordon B. and Olson, M. H., **Management Information Systems**, (Latest edition), McGraw Hill Company, N. J.

MPHRM- 638 : Labour Economics

Course objective:

This course provides an analysis of recent theories in labor economics that focus on labor supply, involuntary unemployment, wage determination, and (private) investments in education. In addition, the course focuses on the impact of government policy such as unemployment benefits and the tax system. The course enables students to get well acquainted with the recent scientific literature on the functioning of the labor market as well as with the empirical policy oriented literature.

Course contents

1. Introduction

The Labor Market, Labor Economics: Some Basic Concepts; Positive Economics; The Models and Predictions of Positive Economics; Normative Economics; Normative Economics and Government Policy; Efficiency versus Equity; Positive Economics: What Does It Mean to “Understand” Behavior?

2. Overview of the labor market

The Labor Market: Definitions, Facts, and Trends; The Labor Force and Unemployment; Industries and Occupations: Adapting to Change; The Earnings of Labor; How the Labor Market Works; The Demand for Labor, The Supply of Labor; The Determination of the Wage; Applications of the Theory; Who Is Underpaid and Who Is Overpaid? International Differences in Unemployment; The Black Death and the Wages of Labor; Forced Labor in Colonial Mozambique; **Empirical Study** Pay Levels and the Supply of Military Officers: Obtaining Sample Variation from Cross-Section Data

3. The demand for labor

Profit Maximization; Marginal Income from an Additional Unit of Input, Marginal Expense of an Added Input; The Short-Run Demand for Labor When Both Product and Labor Markets Are Competitive; A Critical Assumption: Declining; From Profit Maximization to Labor Demand; The Demand for Labor in Competitive Markets When Other Inputs Can Be Varied; Labor Demand in the Long Run; More Than Two Inputs; Labor Demand When the Product Market Is Not Competitive; Maximizing Monopoly Profits, Do Monopolies Pay Higher Wages? Policy Application: The Labor Market Effects of Employer Payroll Taxes and Wage Subsidies; Who Bears the Burden of a Payroll Tax? Employment Subsidies as a Device to Help the Poor; The Marginal Revenue Product of College Football Stars; Coal Mining Wages and Capital Substitution; **Empirical Study** Do Women Pay for Employer-Funded Maternity Benefits? Using Cross-Section Data over Time to Analyze “Differences in Differences”

4. Labor demand elasticity

The Own-Wage Elasticity of Demand; The Hicks–Marshall Laws of Derived Demand; Estimates of Own-Wage Labor Demand Elasticities; Applying the Laws of Derived Demand: Inferential Analysis; MP_L The Cross-Wage Elasticity of Demand; Can the Laws of Derived Demand Be Applied to Cross-Elasticities? Estimates Relating to Cross-Elasticities; Policy Application: Effects of Minimum Wage Laws; Employment Effects: Theoretical Analysis and Empirical Estimates; Does the Minimum Wage Fight Poverty? “Living Wage” Laws; Applying Concepts of Labor Demand Elasticity to the Issue of Technological Change; Why Are Union Wages So Different in Two Parts of the Trucking Industry? The Employment Effects of the First Federal Minimum Wage; **Empirical Study** Estimating the Labor Demand Curve: Time Series Data and Coping with “Simultaneity”

5. Frictions in the labor market

Frictions on the Employee Side of the Market; The Law of One Price; Monopsonistic Labor Markets: A Definition; Profit Maximization under Monopsonistic Conditions; How Do Monopsonistic Firms Respond to Shifts in the Supply Curve? Monopsonistic Conditions and the Employment Response to Minimum Wage Legislation; Job Search Costs and Other Labor Market Outcomes; Monopsonistic Conditions and the Relevance of the Competitive

Model; Frictions on the Employer Side of the Market; Categories of Quasi-Fixed Costs; The Employment/Hours Trade-Off; Training Investments, The Training Decision by Employers, The Types of Training; Training and Post-Training Wage Increases; Employer Training Investments and Recessionary Layoffs; Hiring Investments; The Use of Credentials; Internal Labor Markets; How Can the Employer Recoup Its Hiring Investments? Does Employment Protection Legislation Protect Workers? “Renting” Workers as a Way of Coping with Hiring Costs; Why Do Temporary-Help Firms Provide Free General Skills Training? **Empirical Study** What Explains Wage Differences for Workers Who Appear Similar? Using Panel Data to Deal with Unobserved Heterogeneity

6. Supply of labor to the economy: the decision to work

Trends in Labor Force Participation and Hours of Work; Labor Force Participation Rates; Hours of Work; A Theory of the Decision to Work; Some Basic Concepts, Analysis of the Labor/Leisure Choice; Empirical Findings on the Income and Substitution Effects, Policy Applications; Budget Constraints with “Spikes”; Programs with Net Wage Rates of Zero, Subsidy Programs with Positive Net Wage Rates; The Labor Supply of Pigeons; The Labor Supply of New York City Taxi Drivers; Do Large Inheritances Induce Labor Force Withdrawal? Daily Labor Supply at the Ballpark; Labor Supply Effects of Income Tax Cuts; Staying Around One’s Kentucky Home: Workers’ Compensation Benefits and the Return to Work; Wartime Food Requisitions and Agricultural Work Incentives; **Empirical Study** Estimating the Income Effect among Lottery Winners: The Search for “Exogeneity”

7. Labor supply: household production, the family, and the life cycle

A Labor Supply Model That Incorporates Household Production; The Basic Model for an Individual: Similarities with the Labor-Leisure Model and Some New Implications; Joint Labor Supply Decisions within the Household; Specialization of Function; Do Both Partners Work for Pay? The Joint Decision and Interdependent Productivity at Home; Labor Supply in Recessions: The “Discouraged” versus the “Added” Worker; Life Cycle Aspects of Labor Supply; The Substitution Effect and When to Work over a Lifetime; The Choice of Retirement Age; Policy Application: Child Care and Labor Supply; Child-Care Subsidies, Child Support Assurance; Obesity and the Household Production Model; Child Labor in Poor Countries; How Does Labor Supply Respond to Temporary Wage Increases? **Empirical Study** The Effects of Wage Increases on Labor Supply (and Sleep): Time-Use Diary Data and Sample Selection Bias

8. Compensating wage differentials and labor markets

Job Matching: The Role of Worker Preferences and Information; Individual Choice and Its Outcomes, Assumptions and Predictions; Empirical Tests for Compensating Wage Differentials; Hedonic Wage Theory and the Risk of Injury; Employee Considerations, Employer Considerations; The Matching of Employers and Employees; Normative Analysis: Occupational Safety and Health Regulation; Hedonic Wage Theory and Employee Benefits; Employee Preferences, Employer Preferences; The Joint Determination of Wages and Benefits; Working on the Railroad: Making a Bad Job Good; Parenthood, Occupational Choice, and Risk; Indentured Servitude and Compensating Differentials; **Empirical Study** How Risky Are Estimates of Compensating Wage Differentials for Risk? The “Errors in Variables” Problem

9. Investments in human capital: education and training

Human Capital Investments: The Basic Model; The Concept of Present Value; Modeling the Human Capital Investment Decision; The Demand for a College Education, Weighing the

Costs and Benefits of College; Predictions of the Theory, Market Responses to Changes in College Attendance; Education, Earnings, and Post-Schooling Investments in Human Capital; Average Earnings and Educational Level; On-the-Job Training and the Concavity of Age/Earnings Profiles; The Fanning Out of Age/Earnings Profiles; Women and the Acquisition of Human Capital; Is Education a Good Investment? Is Education a Good Investment for Individuals? Is Education a Good Social Investment? Is Public Sector Training a Good Social Investment? War and Human Capital, Did the G.I. Bill Increase Educational Attainment for Returning World War II Vets? Valuing a Human Asset: The Case of the Divorcing Doctor; The Socially Optimal Level of Educational Investment; **Empirical Study** Estimating the Returns to Education Using a Sample of Twins: Coping with the Problem of Unobserved Differences in Ability; **Appendix** Hedonic Model of Earnings and Educational Level Available online at http://wps.aw.com/aw_ehrensmith_ml laborecon_10/83/21281/5447988.cw/index.html.

10. Worker mobility: migration, immigration, and turnover

The Determinants of Worker Mobility; Geographic Mobility, The Direction of Migratory Flows; Personal Characteristics of Movers; The Role of Distance; The Earnings Distribution in Sending Countries and International Migration; The Returns to International and Domestic Migration; Policy Application: Restricting Immigration; U.S. Immigration History; Naive Views of Immigration; An Analysis of the Gainers and Losers, Do the Overall Gains from Immigration Exceed the Losses? Employee Turnover, Wage Effects, Effects of Employer Size; Gender Differences; Cyclical Effects; Employer Location; International Comparisons; Is More Mobility Better? The Great Migration: Southern Blacks Move North; Migration and One's Time Horizon; The Mariel Boatlift and Its Effects on Miami's Wage and Unemployment Rates; Illegal Immigrants, Personal Discount Rates, and Crime; **Empirical Study** Do Political Refugees Invest More in Human Capital than Economic Immigrants? The Use of Synthetic Cohorts

11. Pay and productivity: wage determination within the firm

Motivating Workers: An Overview of the Fundamentals; The Employment Contract, Coping with Information Asymmetries; Motivating Workers, Motivating the Individual in a Group; Compensation Plans: Overview; Productivity and the Basis of Yearly Pay; Employee Preferences, Employer Considerations; Productivity and the Level of Pay; Why Higher Pay Might Increase Worker Productivity; Efficiency Wages, Productivity and the Sequencing of Pay; Underpayment Followed by Overpayment; Promotion Tournaments; Career Concerns and Productivity; Applications of the Theory: Explaining Two Puzzles; Why Do Earnings Increase with Job Tenure? Why Do Large Firms Pay More? The Wide Range of Possible Productivities: The Case of the Factory That Could Not Cut Output; Calorie Consumption and the Type of Pay; Poor Group Incentives Doom the Shakers; Did Henry Ford Pay Efficiency Wages? The "Rat Race" in Law Firms; **Empirical Study** Are Workers Willing to Pay for Fairness? Using Laboratory Experiments to Study Economic Behavior

12. Gender, race, and ethnicity in the labor market

Measured and Unmeasured Sources of Earnings Differences; Earnings Differences by Gender, between Black and White Americans, and by Ethnicity; Theories of Market Discrimination; Personal-Prejudice Models: Employer, Customer, Employee and Statistical Discrimination; Noncompetitive Models of Discrimination; A Final Word on the Theories of Discrimination; Programs to End Discrimination; Equal Pay Act of 1963, Title VII of the Civil Rights Act, The Federal Contract Compliance Program; Effectiveness of Antidiscrimination Programs; Bias in the Selection of Musicians by Symphony Orchestras;

The Gender Earnings Gap across Countries; Fear and Lathing in the Michigan Furniture Industry; Comparable Worth and the University; **Empirical Study** Can We Catch Discriminators in the Act? The Use of Field Experiments in Identifying Labor Market Discrimination

13. Unions and the labor market

Union Structure and Membership; International Comparisons of Unionism; The Legal Structure of Unions in the United States; Constraints on the Achievement of Union Objectives; The Monopoly-Union Model and The Efficient-Contracts Model; The Activities and Tools of Collective Bargaining; Union Membership: An Analysis of Demand and Supply; Union Actions to Alter the Labor Demand Curve; Bargaining and the Threat of Strikes; Bargaining in the Public Sector: The Threat of Arbitration; The Effects of Unions; The Theory of Union Wage Effects; Evidence of Union Wage Effects, Evidence of Union Total Compensation Effects; The Effects of Unions on Employment, The Effects of Unions on Productivity and Profits; Normative Analyses of Unions; The Effects of Deregulation on Trucking and Airlines; Permanent Replacement of Strikers; Do Right-to-Work Laws Matter? **Empirical Study** What is the Gap Between Union and Nonunion Pay? The Importance of Replication in Producing Credible Estimates

14. Unemployment

A Stock-Flow Model of the Labor Market; Sources of Unemployment; Rates of Flow Affect Unemployment Levels; Frictional Unemployment; The Theory of Job Search; Effects of Unemployment Insurance Benefits; Structural Unemployment; Occupational and Regional Unemployment Rate Differences; International Differences in Long-Term; Unemployment; Do Efficiency Wages Cause Structural Unemployment? Demand-Deficient (Cyclical) Unemployment; Downward Wage Rigidity; Financing U.S. Unemployment Compensation; Seasonal Unemployment; When Do We Have Full Employment? Defining the Natural Rate of Unemployment; Unemployment and Demographic Characteristics; What Is the Natural Rate? Unemployment Insurance and Seasonal Unemployment: A Historical Perspective; **Empirical Study** Do Reemployment Bonuses Reduce Unemployment? The Results of Social Experiments

15. Inequality in earnings

Measuring Inequality; Earnings Inequality since 1980: Some Descriptive Data; The Increased Returns to Higher Education; Growth of Earnings Dispersion within Human-Capital Groups; The Underlying Causes of Growing Inequality; Changes in Supply; Changes in Demand: Technological Change and Earnings Instability; Changes in Institutional Forces; Differences in Earnings Inequality across Developed Countries; Changes in the Premium to Education at the Beginning of the Twentieth Century; **Empirical Study** Do Parents' Earnings Determine the Earnings of Their Children? The Use of Intergenerational Data in Studying Economic Mobility

16. Labor-market effects of international trade and production sharing

Why Does Trade Take Place? Trade between Individuals and the Principle of Comparative Advantage; The Incentives for Trade across Different Countries; Effects of Trade on the Demand for Labor; Product Demand Shifts; Shifts in the Supply of Alternative Factors of Production; The Net Effect on Labor Demand; Will Wages Converge across Countries? Policy Issues; Subsidizing Human-Capital Investments; Income Support Programs; Subsidized Employment; How Narrowly Should We Target Compensation? The Growth Effects of the Openness to Trade: Japan's Sudden Move to Openness in 1859; Could a

Quarter of American Jobs Be Offshored? Might Your Future Job Be among Them? **Empirical Study** Evaluating European Active Labor Market Policies: The Use of Meta-Analysis

Text:

Ronald G. Ehrenberg and Robert S. Smith (2012) Modern Labor Economics: Theory and Public Policy, Prentice Hall, New York

MPHRM- 639 : Knowledge and Innovation Management

Course Objectives :

This course introduces the students to some of the critical issues and debates in knowledge management and stresses the human and business aspects of knowledge management. This course is about knowledge—how to capture it, how to transfer it, how to share it, and how to manage it. The goal is to enable you to learn about this practice in the context of managing the design, development and operation of information technologies that can facilitate knowledge management .

Course contents

Part- A Knowledge Management

1. Introduction: Definition, importance, types of knowledge, concept of Knowledge management, history, importance of knowledge management.
2. Knowledge Management Cycle: Concept, approaches, integration, implications.
3. Knowledge management model: Concept, types, implications.
4. Knowledge Capture and Codification: Tacit knowledge capture, explicit knowledge codification.
5. Knowledge Transfer and Knowledge Sharing: concept, techniques.
6. Knowledge application: Knowledge application at the level of the individual, group and organization.
7. Knowledge management tools: Types, strategies and metrics, Web-centric knowledge management ; Formulating knowledge, KM strategy, and future challenge for KM.

Part- B Innovation Management

1. Innovation : Concept, innovation and invention, Types of innovation, innovation process,
2. Managing Innovation within Firms and Innovation and Operations Management
3. Managing Intellectual property, Managing technology and knowledge
4. Strategic Alliances and Networks
5. Management of Research & Development, Managing R&D projects
6. Organization of innovation
7. Reasons for failure of innovation.
8. Key success factors in innovation management.
9. Open Innovation and Technology Transfer

Textbook:

1. Dalkir, K. **Knowledge Management in Theory and Practice**, Butterworth-Heinemann, San Diego, CA, 2005
2. Awad, E.M., and Ghaziri, H. **Knowledge Management**, Prentice Hall, E. Rutherford, NJ, 2003.

3. Davenport, T.H., and Prusak, L. Working Knowledge: How Organizations Manage What They Know, NetLibrary Incorporated, Boulder, CO, 2010.
4. Paul Trott, **Innovation Management and New Product Development**, 4th edition, ISBN: 9788131728031 © 2008.
5. Elias M. Awad Hassan M. Ghaziri, **Knowledge Management**, Pearson, 2004.

MPHRM- 640: Total Quality Management

Course Objectives

This course intends to introduce concepts, tools and techniques of total quality management to implement those efficiently and effectively in the organisation to exploit the best from the employees with total quality management.

Course contents

1. **Introduction:** Definitions- Basic Concepts- TQM Framework- Evolution of TQM and Contributions of Quality Gurus – Total Quality and Traditional Management Practices- Traditional Organizational Culture vs. TQM Culture- Suggested Ways of Transforming Organizational Culture Into TQM Culture- Benefits of TQM- Obstacles to TQM.
2. **Top Management Commitment and Leadership:** Top Management Commitment: Concept, Indicators-Organizational Leadership: Concepts, Nature- Characteristics of Quality Leaders-Leadership Styles and Leadership Style in a Total Quality Setting- The 7 Habits of Highly Effective People- Total Quality and Ethics- The Deming Management Philosophy-The Juran Philosophy- The Crosby Philosophy- Quality Council- Core Values, Concepts and Framework- Organizational Structures for TQM - Quality Statements- Strategic Management: Planning and Execution- Communications- Decision Making and Problem Solving.
3. **Customer Satisfaction:** Introduction- Who is the Customer- Customer Perception of Quality- Feedback- Using Customer Complaints- Service Quality.
4. **Employee Involvement:** Motivation- Employee Surveys- Empowerment- Teams- Suggestion System- Recognition and Reward- Gainsharing- Performance Appraisal- Unions and Employee Involvement- Benefits of Employee Involvement.
5. **Continuous Process Improvement:** Concept-Process- The Juran Trilogy- Improvement Strategies-Types of Problems-The PDSA Cycle- Problem-Solving Methods- Reengineering, Six-Sigma: A Quality Management Tool for Process Improvement.
6. **Supplier Relationship:** Concept- Principles of Customer/Supplier Relations- Partnering- Sourcing- Supplier Selection – Supplier Certification- Supplier Rating - Relationship Development.
7. **Performance Measures:** Basic Concepts- Strategy- Quality Costs- Malcolm Baldrige National Quality Award.
8. **TQM Tools and Techniques: Benchmarking:** Definition, Reasons, Process- **Information Technology:** Concepts, Techniques, Information Quality Issues- **Statistical Process Control:** Introduction, Pareto Diagram, Process Flow Diagram, Cause-and-Effect Diagram, Check Sheets, Histogram, Statistical Fundamentals- Control Charts, Scatter Diagrams-**Quality Management System/Quality**

Certification Systems and Environmental Management System (EMS): International Organization for Standardization (ISO), Emergence of ISO, Membership of ISO, Benefits of ISO Standards, ISO 9000 Standards, ISO 9000:2000 Standards, ISO 9001 Requirements, ISO 14000 Series of Standards, Concepts of ISO 14001, Requirements of ISO 14001, Integrating ISO 14000 with ISO 9000, Benefits of EMS, Implementation, Documentation, ISO Certification Procedure in Bangladesh, Limitations of BSTI on ISO in Bangladesh-**Quality Function Deployment:** Concept-Characteristics, Benefits, Process.- **Quality by Design:** Concept, Rationale for Implementation, Benefits-Tools- Brainstorming and some other Management Tools-**Internal Politics and Total Quality.**

9. **Implementation of TQM:** Requirements for TQM Implementation, Implementation Phases to be considered.

Books Recommended:

1. Dale H. **Besterfield**, Carol Besterfield-Michna, Glen H. Besterfield, Mary Besterfield – Sacre, **Total Quality Management;** (3/e), Prentice-Hall of India Private Limited, New Delhi-110001, 2005.
2. **Goetsch**, David L. and Davis, Stanley B., **Introduction to Total Quality**, (Latest edition), Prentice- Hall New Jersey.
3. James R. Evans, James W. **Dean**, Jr, **Total Quality: Management, Organization, and Strategy**, (2/e), Southwestern, Thomson Learning.

FOURTH SEMESTER

MPHRM – 641 Strategic Human Resource Management

Course Objectives:

This course will review the concepts of strategy and that of human resource management, orient the students with the strategic aspects of human resource management and to make the students acquainted with the concerned strategies to deal with human resource management. It will make students capable to formulate and execute the strategic human resource management issues in practices and to make students oriented and capable to deal with strategic issues of human resource management with practical problem solving.

Course contents

1. Overview of Management, Human Resource Management , Strategy, and Strategic Management
2. Strategic HRM- Introductory Issues
3. HR Strategies and Strategic Role of HR
4. Impact of Strategic HRM and it actions
5. Human Capital Management and High Performance Strategies
6. Corporate Social Responsibility and Organization Development Strategies
7. Employee Engagement and Knowledge Management Strategies
8. Employee Resourcing and Talent Management Strategies
9. Learning and Development and Reward Strategies
10. Employee Relations Strategy

Recommended Texts

1. Michael Armstrong (2008) **Strategic Human Resource Management – A Guide to Action**, London, Kogan Page Limited.
2. Mabey, C., Salaman, G. and Storey, J., **Strategic Human Resource Management: A Reader**, Sage, London.
3. Graton, L., Halley, V. H., Stiles P. and Truss, C., **Strategic Human Resource Management**, Oxford University Press, Oxford.
4. Anthony, Perrewe and Kacmar (1999), **Human Resource Management**, , The Dryden Pres, Harcourt Brace College Publishers, Fort Worth.

MPHRM 642 : Career Planning and Development

Course Objectives :

This course is intended to provide learners with a body of knowledge about career concepts and it's various dimensions with the planning and development aspects of the people in the organization and will equip the learners with the career issues to choose and anchor in the right profession. It will also provide students with the managerial techniques and aspects to handle career issues effectively.

Course contents

1. **Introduction:** Definition, concepts, significance, stages, Career concepts and personality, Formulation of career strategy, career choices and personality, life stages – issues and tasks, categories of life cycles.
2. **Constructive coping of individual life tasks, characteristics of successful people.**
3. **Entry into the organizational career-** Career stages in the organization, Tasks of the entry stage, Problems in the management of entry tasks, Negative outcomes and avoiding strategies.
4. **Socialization and Learning to Work-** Concept of socialization, significance, tasks, problems, overcoming techniques, boundary crossing issues, issues of mutual acceptance.
5. **Development of Career anchors**
6. **Mid career issues, problems and overcoming strategies.**
7. **Managing Human Resource Career and Development-** Systems approach of HR planning and development, HR planning and development basic and temporal models, Career planning concept, process and pathing, benefits, Career Development concept, Need for a career development perspective, stages, programs.
8. **Integrated view of HR planning and development-** Concept, issues and development actions.

Recommended Texts

1. Schein , Edger H. ; Career **Dynamics: Matching Individual and Organizational Needs** ; Addison-Wesley Publishing Company, Reading, 1978.
2. Katz, Ralph, **Career Issues in Human Resource Management**, Prentice-Hall Inc, Englewood Cliffs, 1982

MPHRM-643 : Organization Development

Course Objectives

The course is oriented to establish a link with the tasks of organization development and to describe the measures and methods of organization development. It will enrich students with capability with knowledge and techniques to design and implement dynamic organisation development methods to make the organisation sustainable in this changing world of business, society and the globe.

Course contents

1. **Introduction to Organization Development** – Definition, history, assumptions, values, beliefs in organization development, relevant concepts.
2. **Theory and Management of Organization Development** – Operational concept, characteristics and foundations of managing the organization development, action research.
3. **Organization Development** – Overview, team intervention, inter-group and third party interventions, personal, interpersonal and group process intervention, comprehensive interventions, structural intervention, conditions for optimal success, training experiences.
4. **Key Considerations and Issues** – System ramifications, issues in consultant-client relationship, mechanistic, organic and contingency approach, power and politics, research on organizational development, future of organizational development.

Recommended Texts

1. French, Wendell L. and Bell, Cecil H., **Organization Development**, Prentice Hall, New York.
2. Smither, Robert D., Houston, John M. and McIntire, Sandra A., **Organization Development: Strategies for Changing Environment**, Pearson Education, New Delhi.
3. Galbraith, Jay R., **Organization Design**, Addison-Wesley Publishing Company, Reading, 1977.
4. Ramnarayan, S., Rao, T.V. and Singh, Kuldeep, **Organisation Development: Intervention and Strategy**, Response Books, New Delhi, 1998.
5. Matteson, Michael T. and Ivancevich, John M., **Management and Organizational Behaviour Classics**, 6th ed. IRWIN, Chicago, 1996.

MPHRM- 644 : Research Methodology in HRM

Course Objectives

This course is oriented to introduce the concepts and techniques of conducting research in the issues of human resource management and to make them capable of doing research to get necessary information to take effective decisions. It will also make students knowledgeable about the methods of testing the validity and reliability of observations and decisions to arrive at generalization.

Course contents

1. **Introduction** –Meaning of Research-Objectives of Research-Types of Research Research Approaches/Theories of Research-Significance of Research-Research and Scientific Method-The Research Process-Criteria of Good Research-The Role of Business Research-Ethical issues in Business Research.

2. **Problem Definition** – Nature of business problem, importance of problem definition, process of problem definition.
1. **Exploratory Research** – What is exploratory research, why conduct exploratory research, categories of exploratory research.
2. **Survey Research** – Nature of surveys, errors in survey research, classification of survey methods, personal interview, telephone interviews, self-administered questionnaires, selecting the appropriate survey design, pretests.
3. **Measurement and Scaling Concepts** – Types of scales, criteria for good measurement, definition of attitude, techniques of measuring attitudes, attitude rating scales, ranking, sorting.
4. **Sample Design** – Sampling concepts, sampling and non-sampling errors, probability versus non-probability sampling, types of non-probability sampling, types of probability sampling, appropriate sampling design, stages of sample selection, sample size for mean, sample size for proportion.
5. **Univariate Statistics** – Stating hypothesis, hypothesis testing, t-distribution, chi-Square test for goodness of fit, hypothesis test of proportion, chi-square test of differences, t-test for comparing two means, Z-test for comparing two proportions, analysis of variance (ANOVA) F-test.
6. **Bivariate Analysis** – Measures of association, simple correlation coefficient, correlation and causation, coefficient of determination, correlation matrix, regression analysis, least-square method, regression line, test of significance.
7. **Multivariate Analysis** – Nature of multivariate analysis, classification of multivariate techniques, analysis of dependence, analysis of interdependence.
8. **Report Writing** – Communication model, report format, use of graphic aids, oral presentation

Recommended Texts

1. Zikmund, William G., ***Business Research Methods***, Thomson: South-Western
2. Cooper, Donald R. and Schindler, Pamela, S., ***Business Research Methods***, Irwin, McGraw Hill Publishers.
3. Davis, Duane and Cosenza, Robert M., ***Business Research for Decision Making***, PWS-Kent Publishing Company

MPHRM- 644 : Research Methodology in HRM

Course Objectives

This course is oriented to introduce the concepts and techniques of conducting research in the issues of human resource management and to make them capable of doing research to get necessary information to take effective decisions. It will also make students knowledgeable about the methods of testing the validity and reliability of observations and decisions to arrive at generalization.

Course contents

1. **Introduction:** Theories, Perspectives, Strategic Aspects and Strategy Factors

2. **Principles of HR Research:** Definition, Approaches, Literature Review, Model Building, Kinds of Research, Sampling, Questionnaire and Statistical Tests
3. **Tools and Techniques:** Types of Quantitative Research, Data Analysis, Measures of Relationships, Measures of Relative Positions, Inferential Statistics, Framing of Hypothesis, Meta Analysis
4. **Nonparametric Statistics:** One Sample Test, Tests of two Related Samples, Tests of two Independent Samples
5. **Human Resource Planning Research:** Concepts of Strategic HRP, Activities required for HRP, Demand Forecasting, HRP at Macro Level, Quantitative Tools for Forecasting, Manpower Supply, Manpower Planning Methods
6. **Compensation Research:** Theories on Compensation, Types of Executive Compensation, Variable Pay Systems, Quantitative Applications, Behavioral Issues
7. **Research on Employee Motivation:** Theories on Motivation, Employee Motivation Research Techniques, Motivation Survey Design
8. **Training And Development:** Training Evaluation Models, Need Analysis, Designing Training Programs, Training Policy, Research on Training Methods Selection
9. **Performance Management Research:** Performance Objectives, Performance Standards, Performance Metrics, Types of Appraisal, Dimensions of Performance, Statistical Methods of Performance Measures

TEXTBOOK

Human Resource Research Methods, Dipak Kumar Bhattacharyya, Oxford University Press, 2007

EM- 539: Business Ethics and Corporate Social Responsibility

1. **Introduction:** Concept of ethics, moral versus non-moral standards, morality and etiquette, morality and law, Values, sources of values, and moral development.
2. **Moral reasoning, requirements for moral judgement.**
3. **Business ethics –** concept, nature, why be ethical, five views of business ethics, who makes ethical judgement about business, why study business ethics, Is business ethics easy?
4. **Ethical theories**
5. **Business and Justice**
6. **Responsibility and business**
7. **Employment ethics**
8. **Finance and investment ethics**

9. **Business ethics and consumers**
10. **Ethics of advertising**
11. **Green issues in business**
12. **Ethics and international business**
13. **How to be ethical**

Recommended Text

1. Chryssides, George and Kaler, John ; **Essentials of Business Ethics**; McGraw-Hill Book Company, London,
2. Barry, Vincent; **Moral Issues in Business**; Wadsworth Publishing Company, California,
3. Praty, Peter, **The Essence of Business Ethics**, Prentice-Hall, New York.

APPENDIX

Computation of Grade Point Average (GPA)

1. Computation of SGPA

The Semester Grade Point Average (SGPA) is determined as follows:

$$\text{SGPA} = \frac{\text{Total Number of Grade Points Earned in a Semester}}{\text{Total Number of Credits in All Courses Taken in a Semester}}$$

As an instance, consider the following example:

Course No.	No. of Credit	Grade Awarded in Each Course	Grade Points Earned	Total Grade Points
	Col. 1	Col. 2	Col. 3	Col.4={{(Col.1xCol.3)}}
EM 501	3	A+	4	12
EM 502	3	D	2	6
EM 503	3	F	0	0
EM 504	3	B	3	9
Total	12			27

SGPA=27/12=2.25

2. Computation of CGPA

The Cumulative Grade Point Average (CGPA) is determined as follows:

$$\text{CGPA} = \frac{\text{Total Number of Grade Points Earned in All Required Courses}}{\text{Total Number of Credits in All Courses Taken in All Semesters}}$$

As an instance, consider the following example:

Course No.	No. of Credit	Grade Awarded in Each Course	Grade Points Earned	Total Grade Points
------------	---------------	------------------------------	---------------------	--------------------