



# PRINCIPLES OF MANAGEMENT

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### **BLOCK 1: INTRODUCTION TO MANAGEMENT**

#### **UNIT 1 NATURE AND FUNCTIONS OF MANAGEMENT**

Definition, Nature of Management, Management as a Process, Management as Science and Art, Management Functions, Importance of Management, Management and Administration, Managerial Skills, Levels of Management

#### **UNIT 2 EVOLUTION OF MANAGEMENT THOUGHT**

Schools of Management Thought, Classical, Behavioural, Management Science School, Contingency and Systems approach, Ouchi's Theory Z, Management as Profession, Professionalization of Management in India

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### **BLOCK 2: PLANNING AND DECISION MAKING, ORGANIZATION AND STAFFING**

#### **UNIT 1 PLANNING AND DECISION MAKING**

Planning and Forecasting - Meaning and definition, Features, Steps in Planning Process, Approaches, Principles, Importance, Advantages and Disadvantages of Planning, Types of Plans, Types of Planning, Management by Objective. Decision Making-Meaning, Characteristics, Decision - Making Process, Guidelines for Making Effective Decision, Types of Decisions

#### **UNIT 2 ORGANISING AND ORGANISATION STRUCTURE**

Organising Process - Meaning and Definition, Characteristics Process, Need and Importance, Principles, Span of Management. Organisational Chart - Types, Contents, Uses, Limitations, Factors Affecting Organisational Chart. Organisation Structure - Line organisation, Line and Staff, Functional, Divisional, Project, Matrix, Virtual.



Informal Organisation - Meaning, Characteristics, Importance, Limitations, difference between formal and informal organisation. Need to Add

**UNIT 3 STAFFING**

Staffing - Meaning, Nature, Importance, Staffing process. Manpower Planning, Recruitment, Selection, Orientation and Placement, Training, Remuneration, Performance Appraisal, Promotion and Transfer

**BLOCK 3: DIRECTION, SUPERVISION AND CONTROLLING AND CO-ORDINATION**

**UNIT 1 DIRECTION AND SUPERVISION**

Direction - Definition, Nature, Need and Importance, Principles of Directing. Supervision - Role and Functions of a Supervisor, Effective Supervision, Direction and Supervision

**UNIT 2 CONTROLLING AND CO-ORDINATION**

Controlling - Meaning, Features, Importance, Control Process, Characteristics of an effective control system, Types of Control. Co-ordination - characteristics, essentials, Types and Techniques, Principles, obstacles, need


**BLOCK 4: MORE ON MANAGEMENT**

**UNIT 1 COMMUNICATION, MOTIVATION AND LEADERSHIP**

Motivation - Concept, theories-classical and modern, Importance, Financial and Non-financial motivation, Positive and Negative Motivation, Group Motivation. Leadership - Definition, Meaning, Factors, Theories, Principles, Leadership Styles. Communication - Definition, Meaning, Nature, Communication Process, Types and Barriers to communication

**UNIT 2 SOCIAL RESPONSIBILITIES OF BUSINESS**

Social responsibility - Meaning, Definition, Features, Scope. Social Responsibilities of Managers, Interested groups - shareholders,



workers, customers, Creditors, supplies, Government, Society.  
Indian Business and Social Responsibility

**UNIT 3**

**STRATEGIC MANAGEMENT**

Meaning, Definition, Elements, Scope and Dimensions, Process,  
Importance, Strategic Decisions, SWOT Analysis



# ORGANIZATION BEHAVIOUR AND CHANGE MANAGEMENT

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### **BLOCK 1: INTRODUCTION TO ORGANIZATION BEHAVIOUR**

#### **UNIT 1 ORGANIZATION**

Introduction, Organization, Concept of Organizational Behaviour

#### **UNIT 2 HUMAN BEHAVIOUR AND PSYCHOLOGICAL FACTORS**

Introduction, Human Behaviour, Psychological Factors

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### **BLOCK 2: INTRODUCTION TO GROUP AND GROUP DYNAMICS**

#### **UNIT 1 GROUP**

Introduction, Group, Understanding Group Processes, Group Decision-making, Intergroup relations

#### **UNIT 2 GROUP DYNAMICS**

Objectives, Introduction, Group Dynamics, Group Roles, Group Norms, Group Cohesiveness, Creating Positive Group Dynamics, Problems in Group Dynamics



**BLOCK 3: ORGANIZATION CULTURE AND BEHAVIOUR**

**UNIT 1 BASICS OF ORGANIZATION CULTURE AND BEHAVIOUR**

Introduction, Organizational Climate Organization culture, Organizational behaviour, Organizational Commitment

**UNIT 2 ORGANIZATIONAL DESIGN**

Organizational Design –Four Building Blocks-Division of work, Departmentalization, Hierarchy and Co-ordination. Various organizational Structures and their effects on human Behaviour

**BLOCK 4: MOTIVATION, LEADERSHIP, CONFLICT AND CHANGE MANAGEMENT**

**UNIT 1 MOTIVATION AND LEADERSHIP**

Introduction, Motivation, Theories of Motivation, Leadership, Leadership Process

**UNIT 2 CONFLICT MANAGEMENT AND CHANGE MANAGEMENT**

Introduction, Conflict Management, Change Management, Work Pressure



# STRATEGIC MANAGEMENT

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### **BLOCK 1: STRATEGIC PLANNING AND MANAGEMENT**

#### **UNIT 1 STRATEGIC PLANNING AND STRATEGIC MANAGEMENT**

Introduction, Strategic Planning, Evolution of Strategic Planning, Levels of Strategic Planning, Dimensions of Strategic Decisions, the Concept of Strategic, Elements of a Strategic, Strategies Vs Tactics, Past Approaches to Strategy, Current Trends in Business Policy, The Indian Scenario, Strategy Vs Policy, Strategic Management, Modes of Strategic Management

#### **UNIT 2 THE STRATEGIC MANAGEMENT PROCESS**

Introduction, Purposes of Strategic Management Process, Steps in the Strategic Management Process, Strategy Formulation, Strategy Implementation, Strategic Intent: Vision, Mission and Objectives, Corporate Social Responsibility

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### **BLOCK 2: STRATEGIC ANALYSIS METHODS AND CORPORATE LEVEL STRATEGY**

#### **UNIT 1 ENVIRONMENTAL AND INDUSTRY ANALYSIS**

Introduction, The Organization's Environment, External and Internal Environment, Components of External Environment, Components of Internal Environment, Environmental Scanning, Industry Analysis

#### **UNIT 2 COMPETITIVE ANALYSIS AND INTERNAL ANALYSIS**

Introduction, Internal Analysis, Resource-Based Strategy (Grant), The Resource Based View (RBV), Resources, Organisational Capabilities and Competitive Advantage, Approaches to Internal Analysis, Terminology, Primary Activities, Support Activities, Conducting a Value Chain Analysis, The concept of Synergy.



**UNIT 3**

**CORPORATE LEVEL STRATEGY**

Corporate Level Strategy, Acquisition, Restructuring and Cooperative Strategies, Takeovers, Cooperative Strategies

**BLOCK 3: PROJECT MANAGEMENT, FUNCTIONAL AND FINANCIAL STRATEGIES**

**UNIT 1 PROJECT MANAGEMENT**

Introduction, Business Level Strategy, Business Level Strategic Analysis, Contingency Strategies

**UNIT 2 STRATEGY IMPLEMENTATION AND FUNCTIONAL STRATEGIES**

Strategy Implementation: Structural Issues, Behavioral Issues in Strategy Implementation, Operational Strategy, Operations Management, Formulating operations Strategy

**UNIT 3 FINANCIAL AND MARKETING STRATEGY WITH STRATEGIC ANALYSIS AND CHOICE**

Financial Strategy, Marketing Strategy, Strategic Analysis and Choice

**BLOCK 4: STRATEGIC LEADERSHIP, CONTROL AND HUMAN RESOURCE STRATEGY**

**UNIT 1 STRATEGIC LEADERSHIP AND CONTROL**

Strategic Leadership, Leadership Theories, Hersey's Situational Leader Model, Power and Politics, Organizational conflict, Organizational Politics

**UNIT 2 HUMAN RESOURCES STRATEGY**

The Rise of Human Resource Management (HRM) , The issue of Strategic Human Resource Management (SHRM), Business strategy, The Guest Mode, The Organisational Outcomes, Integration of HR Systems as Strategy, Human Resource Strategy, Role of HRM ,Human Resource Planning , Recruitment, Training and Development, Executive Development Programmes, Job Knowledge ,Performance Appraisal ,HR Strategy in a Dynamic Environment,



## MANAGEMENT OF HUMAN RESOURCE

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**BLOCK 1:      BASICS OF HUMAN RESOURCE MANAGEMENT, HR  
                  PLANNING AND OFFICE ORGANIZATION**

**UNIT 1         HUMAN RESOURCE MANAGEMENT - INTRODUCTION**

Introduction, Definition of HRM, Features of HRM, Process of HRM, Training and Development, Organization Development, Organization / Job Design

**UNIT 2         HUMAN RESOURCE PLANNING**

Introduction, Human Resource Planning, Selection and Staffing, Importance and Need for Proper Staffing, Personnel Research and Information Systems, Wages & Salary Administration, Objectives of HRM, Importance of HRM, The Changing Role of HR Management, Need for HR Planning, Significance of HR Planning, Process of HR Planning, Control and Review Mechanism, Strategies for Human Resource Planners, Advantages of HR Planning Programmes, Limitations of HR Planning

**UNIT 3         BASICS OF OFFICE ORGANIZATION**

Office and Its Function, Office Management and Office Manager, Office Organization Delegation of Authority and Departmentation, Office Systems and Routines, Office Accommodation and Layout, Office Environment, Security, Departments of Modern Office Supervision

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**BLOCK 2:      RECRUITMENT AND SELECTION, TRAINING AND  
                  PERFORMANCE APPRAISAL**

**UNIT 1         RECRUITMENT AND SELECTION**

Introduction, Definitions of Recruitment, Sources of Recruitment, Definitions of Selection, Steps in the Selection Procedure



**UNIT 2****INTERVIEWING**

Screening Candidates and Short Listing: Tangible versus Intangible Criteria, Use of CVs, Resume and Applications for Short Listing, Verifying On-Line Applications. Interviewing Candidates: Screening and Biographical Interviews, Hypothetical Interviews, And Panel Interviews: Pros and Cons, Competency-Based Interviews

**UNIT 3****TRAINING AND DEVELOPMENT**

Introduction, Types of Induction Programme, Meaning and Purpose of Training, Importance of Training, Benefits of Training Organization, Types of Training Programmes, Training and Development Methods, Selection of a Training Method

**UNIT 4****PERFORMANCE APPRAISAL**

Introduction, Definitions of Performance Appraisal, Objectives of Performance Appraisal, Uses of Performance Appraisal, Process of Performance Appraisal, Methods or Techniques of Performance Appraisal

**BLOCK 3: COUNSELLING, MOTIVATING AND INFORMATION IN HUMAN RESOURCE****UNIT 1****COUNSELLING AND MENTORING**

Introduction, Definitions of Counselling, Characteristics of Counselling, Need for Counselling, Types of Counselling

**UNIT 2****MOTIVATING HUMAN RESOURCE**

Introduction, Definitions of Motivation, Nature and Characteristics of Motivation, Importance and Benefits of Motivation, Types of Motivation, Theories of Motivation, Requirements of a Sound Motivation System, Measures to Build Up High Employee Morale, Individual and Group Incentives, Objectives of Wage Incentive Schemes, Advantages of Wage Incentive Schemes, Disadvantages of Wage Incentive Schemes, Broad Categories of Wage Incentive Schemes, Requisites for the Success of an Incentive Plan

**UNIT 3****HUMAN RESOURCE RECORDS AND INFORMATION SYSTEM**

Introduction, Uses of HR Records, Objectives of HR Records, Significance of HR Records, Purpose of HR Records, Essentials of a Good HR Record, Fundamental Principles of Record Keeping, Reports, Essentials of a Good Report, Information Systems, Management's Needs and Information Systems, Advantages of Human Resource Information System, Designing a Modern Human Resource Information System, Personnel Inventory

**BLOCK 4: HR ACCOUNTING AND AUDITING****UNIT 1 HR ACCOUNTING**

Introduction, Definitions of Human Resource Accounting (HRA), Objectives of HR Accounting, Advantages of HR Accounting, Approaches or Methods of HR Valuation, Implications of Human Capital Reporting, Controlling Costs of Human Resources

**UNIT 2 HR AUDIT**

Introduction, Scope of HR Audit, Auditing HR Programmes, Audit of HR Results, Audit Report



# INDUSTRIAL RELATION AND LABOUR LAW

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**BLOCK 1: BASICS OF LABOUR FORCE AND ECONOMIC PROBLEMS OF LABOUR**

**UNIT 1 LABOUR FORCE**

Introduction, Occupational and Economic Classification of Labour Force

**UNIT 2 ECONOMICS PROBLEMS OF LABOUR**

Socio-Economic Background of Indian Labour, Economic Problems of Labour, Wages and Standard of Living, Unemployment and employment, Social Security and State Policy thereof

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**BLOCK 2: TRADE UNION AND INDUSTRIAL RELATION**

**UNIT 1 TRADE UNION**

Introduction, Growth of Trade Unions and Democratic Settings, Union Management relations, Role of Trade Unions in Socialist Countries, Workers Education

**UNIT 2 INDUSTRIAL RELATIONS**

Scope of the Study of Disputes, Nature of Disputes, Collective Bargaining, Settlement of Dispute - Conciliation Arbitration and Adjudication, Tripartite Labour convention in India



**BLOCK 3: LABOUR WELFARE**

**UNIT 1 LABOUR WELFARE - I**

Introduction, Importance of Scope of Various statutory and non-statutory agencies in India

**UNIT 2 LABOUR WELFARE - II**

Problems of Women Employees, Legislative measures protecting women employees, I.L.O. , Standards for Women Employment

**BLOCK 4: LABOUR LEGISLATION IN INDIA**

**UNIT 1 LABOUR LEGISLATION IN INDIA - I**

Introduction, Impact of I.L.O on Standards of Labour Laws, Critical Evaluation of the Principles of Labour Legislation in India, relating to working Conditions, Wages, Disputes

**UNIT 2 LABOUR LEGISLATION IN INDIA - II**

Social Security and Welfare, Labour Administration in India, Central and State Labour Ministry, Labour Statistics and Intelligence, Price-Index Number



# HUMAN RESOURCE PLANNING

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### **BLOCK 1: INTRODUCTION TO HUMAN RESOURCE**

#### **UNIT 1 HUMAN RESOURCES: AN INTRODUCTION**

Introduction, Human Resource Development, Modern concept of Human Resources, Some Definitions for Human Resources, Human Resource Management (HRM), Academic theory, Critical Academic Theory, Business Practice, Careers, Professional Organizations, Outsource Human Resource Management, The Changing HR Role, New HR Role, HR Role: Business and Strategic Partner, HR Role: Employee Advocate, HR Role: Change Champion, Job Tasks for Human Resources Managers

#### **UNIT 2 HUMAN RESOURCES AND BUSINESS GROWTH**


Human Resource in Small Business, Literature Review and Hypotheses Development, Recruitment and Selection, Training and Performance Appraisal, HR Agenda in Company's Growth, The Growth Gap, Four Roles of HR

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### **BLOCK 2: BASICS OF HUMAN RESOURCE PLANNING**

#### **UNIT 1 AN INTRODUCTION TO HUMAN RESOURCE PLANNING**

Introduction, Practical benefits of HR Planning, Why human resource planning?, Determining the numbers to be employed at a new location, Retaining your highly skilled staff, Managing an effective downsizing programme, Where will the next generation of managers come from?, How can HRP be applied?, Strategic human resource planning, Making the HR Strategy integral to the organization,



A strategic human resource planning model, Designing the Human Resource Management System, Planning the total workforce, Generating the required human resources, Investing in human resource development and performance, Assessing and sustaining organizational competence and performance, The HRP Process

**UNIT 2      SCOPE AND IMPORTANCE OF HUMAN RESOURCE PLANNING**

Introduction, Why a Human Resources Diagnostic?, Scope of HR Planning, The Inputs in Human Resource Planning, HR Planning: Purpose and Goals, Planning ahead for Recruitment: The basic process of HR Planning, Strategies in the HR Plan: Process Analysis, Planning Process Tasks and Activities, Why a HR Planning Process for Corporates?, Strategic Advantages for HR Planning, Micro/Macro Level Advantages, Key Points for Successful HR Planning

**UNIT 3      PROCESS OF HUMAN RESOURCE PLANNING**

Introduction, Workforce planning process - within the annual planning and budget review process, Preparation Questions for the Meeting, Developing the Annual Workforce Plan, Changes to the Staffing Profile outside the Planning Process, HR Planning: Tom Casey Model, CEO Compensation, Present Scenario of HR Planning Process, Building Human Resources Strategic Planning, Process and Measurement    Capability: Using Six Sigma as a Foundation, Gartner EXP Says a Strategic Workforce Planning Process is Key to Improving an IT Organization's Effectiveness

**BLOCK 3:    HUMAN RESOURCE IN INDUSTRIES**

**UNIT 1      HUMAN RESOURCES IN SMALL SCALE INDUSTRY**

Introduction to Small Industry, Human Resource in Small Business Organization, General Interview Guidelines, Human Resource Planning in Your Business Plan, Outsourcing HR Reaps Benefits for Small Business, Changing Organizational Structures/Work Patterns in “SHAMROCK ORGANISATIONS”, Training in Small Industries

**UNIT 2****HUMAN RESOURCES IN LARGE INDUSTRY**

Introduction, Purpose of Human Resource Planning, The Basic unit of Human Resource Planning, Human Resource Planning Inputs, Human Resource Planning Results, Manpower Forecasting, HR Planning: Purposes and Goals, Stages in HR Planning : Process Analysis, Planning Process Tasks and Activities, Why a HR Planning for Corporate, Strategic Advantages for HR Planning, Key Points for successful HR Planning, The Drivers for Human Resource Planning, Meeting the challenge of HR Planning using Clarity 6.0

**UNIT 3****MODERN METHODS OF HUMAN RESOURCE PLANNING**

Introduction to Modern Manpower Planning, Role and Content of Manpower Planning, Forecasting future manpower movements, Control and Evaluation, Environmental scanning, Human Resources Environmental Scan

**BLOCK 4: COMPENSATION MANAGEMENT****UNIT 1****BASICS OF COMPENSATION MANAGEMENT**

Objectives, Introduction, Compensation Management, Components of Compensation System, Types of Compensation, Compensation Process, Techniques of Job Evaluation, Motivation and Fringe Benefits

**UNIT 2****ISSUES RELATED TO COMPENSATION**

Dearness Allowance Concept, Emergence and Growth in India. The role of fringe benefits in reward systems Retirement Plans including VRS/Golden Handshake Schemes



# HUMAN RESOURCE DEVELOPMENT

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### **BLOCK 1: INTRODUCTION TO HRM**

#### **UNIT 1 HUMAN RESOURCE MANAGEMENT AND ITS NEW ECONOMIC POLICY**

Definition of HRM, Features of HRM, Process of HRM, The Programme of Economic Liberalization, Reflections on the Reform Package, the Labour Issue, Poverty, Subsidies, Implications for Human Resource Management, Summing Up

#### **UNIT 2 COMMUNICATIONS IN HRM**

Important Factors of Communication, The Important Definitions, Barriers of Communication, Types of Communication, And Eight Important Practices Followed In Communication, Nine Key Steps in Communication, Ten Commandments of Communication, Eleven Causes of Ineffective Communication, Interpersonal Communication, and Some Suggestion for Ensuring Better Communication

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### **BLOCK 2: CHANGE MANAGEMENT, PERFORMANCE APPRAISAL AND COUNSELING, HR PRACTICES**

#### **UNIT 1 MANAGING CHANGE THROUGH CONTINUOUS CHANGE**

Introduction, Challenges for the Human Resource Management, Organizations Responding To Change, Effect of Competition on Human Resource Management, Continuous Improvement: Using Tools and Techniques of Human Resource Management, Benchmarking, Benchmarking For Competitive Advantage, Action Steps for Effective Benchmarking, Business Process Re-Engineering, Action Steps for Re-Engineering, Other Useful Tools





**UNIT 2      PERFORMANCE APPRAISAL, COUNSELING AND POTENTIAL**

Performance Appraisal, Objectives of the Performance Appraisal, The Format, Performance Appraisal System of Premier Engineering and Marketing Organization, Employing Around 1000 Managers, Merit Rating System in a Famous International Airline, Performance Appraisal System of a Large Public Sector Undertaking, Key Elements of the Model, Definitions of Counseling, Performance Counseling, Performance Counseling Phases, Processes Involved In Performance Counseling, Feedback, Potential Appraisal, Objectives of the Potential Appraisal, Vital Qualities, Approaches to Problems or Situations, Potential

**UNIT 3      GOOD HR PRACTICES CAN MAKE A DIFFERENCE**

What Constitutes Good HR Practices?, Research Evidence Relating Good HR Practices To Business Improvement, Impact of Good HR Practices; the Indian Experience, HRD and Organizational Effectiveness; Some Concluding Remarks, HRD and HR

**BLOCK 3:      TRAINING AND DEVELOPMENT, CAREER PLANNING AND JOB EVALUATION**

**UNIT 1      TRAINING AND DEVELOPMENT**

Importance of Training Objectives, Role of Trainer, Training And Human Resource Management, Role of HRD Professionals in Training, Training Need Identification through Survey, Classifying Employee, Training Methodologies, Support of Line Managers, Evaluate the Results of Training, Publicize and Gain Visibility, Goal of Training



**UNIT 2            SUCCESSION PLANNING AND CAREER PLANNING**

Timeframe, Elements of Succession Planning, Promoting From Within, An Excellent Succession Plan, Unexpected Succession, Whose Responsibility?, Career Planning, Career Anchors, Career Development Cycle, Career Need Assessment, Career Opportunities, Need-Opportunity Alignment, Plateaued Employees, Career Path Models Developed By a Large Public Sector Undertaking, Some Other Experiences, Model for Planned Self- Development, Self-Evaluation Balance Sheet

**UNIT 3            JOB EVALUATION**

Scope of Application, Introduction of Job Evaluation System, Job Analysis and Description, Contribution of Trade Union to Job Evaluation, Techniques of Job Evaluation, Point Rating System, Education, Factors Affecting the Designing of the Wage Structure Area

**BLOCK 4:        HRD AUDIT**

**UNIT 1            HRD AUDIT: BASIC CONCEPT AND COMPONENTS**

Need for HRD Audit, Concepts of HRD Audit: HRD Audit Is Comprehensive, Why Do Most Companies Want HRD Audit?, Role of HRD Audit in Business Improvement, Methodology Applied To HRD Audit, Questionnaire Method, Observation, Analysis of Secondary Data, Analysis of Reports, Records, Manuals and Other Published Literature, Limitations of HRD Audit

**UNIT 2            ELEMENTS OF GOOD HRD: NEED FOR REALIGNMENT**

Elements of Good HRD, Approaches to Evaluate the HR Function and Its Impact, HRD Audit and the HRD Score Card



# INTERNATIONAL HUMAN RESOURCE MANAGEMENT

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### **BLOCK 1: INTRODUCTION TO IHRM**

#### **UNIT 1 THE EVERLASTING ENVIRONMENT OF INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

Introduction, The Environment, Meaning of IHRM, Objective, Domestic Vs International HRM, Variable that moderate differences between Domestic and International HRM, The enduring context of IHRM

#### **UNIT 2 THE ORGANIZATION CONTEXT**

Introduction, Meaning of Internationalization, Organizational Structures in MNCs, Control Mechanisms, Mode of Operation

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### **BLOCK 2: BUSINESS OPERATIONS AND STAFFING IN IHRM**

#### **UNIT 1 IHRM: SUSTAINING INTERNATIONAL BUSINESS OPERATION**

Introduction, Linking International Assignments with Organizational Strategy, Reasons for International Assignments, Types of International Assignments, The Roles of an Expatriate, The Role of Non-Expatriates, The Role of IHRM functions

#### **UNIT 2 STAFFING FOR INTERNATIONAL ASSIGNMENTS**

Introduction, Major Considerations for Selecting Expatriates, Recruitment and Selection, Dual-career Couples, Women as international Managers

#### **UNIT 3 GOOD HR PRACTICES CAN MAKE A DIFFERENCE**

What Constitutes Good HR Practices?, Research Evidence Relating Good HR Practices To Business Improvement, Impact of Good HR Practices; the Indian Experience, HRD and Organizational Effectiveness; Some Concluding Remarks, HRD and HR



**BLOCK 3: TRAINING AND DEVELOPMENT AND GLOBAL  
COMPENSATION PRACTICE**

**UNIT 1 EXPATRIATE TRAINING AND DEVELOPMENT**

Introduction, Training of Expatriates for Assignments Abroad,  
Developing Staff through International Assignments

**UNIT 2 GLOBAL COMPENSATION PRACTICES**

Introduction, Purposes of International Compensation, International  
Compensation Component/Package, Existing Approaches in Global  
Compensation, New Approaches to Compensation

**BLOCK 4: MORE ON IHRM**

**UNIT 1 HRM IN THE HOST COUNTRY**

Introduction, Standardization and Adaptation of Work Practices,  
Retaining, Developing and Retrenching Staff, The Role of the  
Corporate HR Function in the International Firm

**UNIT 2 THE EVERLASTING ENVIRONMENT OF INTERNATIONAL  
HUMAN RESOURCE MANAGEMENT**

Key Issues in Industrial Relations, Trade Unions and Approaches of  
MNCs, IR Trends in MNCs, Employees' Participation in Management,  
Impact of EU and NAFTA in IR. Division of Labour and International  
Trade

**UNIT 3 PERFORMANCE MANAGEMENT**

Introduction, Multinational Performance Management, Evaluating  
Expatriate's Performance, Performance Management of Host  
Country Employees