

## 4<sup>th</sup> Semester MBA HR Electives

<b>CONFLICT &amp; NEGOTIATION MANAGEMENT</b>			
<b>Course Code</b>	<b>22MBAHR403</b>	<b>CIE Marks</b>	<b>50</b>
<b>Teaching Hours/Week (L:P:SDA)</b>	<b>2:2:0</b>	<b>SEE Marks</b>	<b>50</b>
<b>Total Hours of Pedagogy</b>	<b>40</b>	<b>Total Marks</b>	<b>100</b>
<b>Credits</b>	<b>03</b>	<b>Exam Hours</b>	<b>03</b>
<b>Course Learning objectives:</b>			
1. To understand the nature of various dimensions of conflict. 2. To learn various strategies and techniques to manage conflicts. 3. To understand the importance and role of negotiation in conflict resolution. 4. To understand the importance of cross-cultural and gender dimensions of negotiation.			
<b>Module-1</b>		<b>6 Hours</b>	
<b>Introduction:</b> Conflict: Definition, Meaning, Theories, Types of Conflicts - Productive (functional) and Destructive (dysfunctional). Levels of conflict – intrapersonal, interpersonal, group & organizational conflicts, Process and Structural Models. Myths about conflicts - of conflicts: cognitive (Pseudo conflict), process (simple conflict) and Inter-personal conflict (ego conflict), causes of conflict: common causes, organizational and interpersonal of conflict: traditional, Contemporary and Integrationist, Causes for work place conflicts – Harassment and discrimination.			
<b>Module-2</b>		<b>7 Hours</b>	
<b>Analogy of Conflict:</b> Stages of conflicts: grievances- personal needs, lack of monetary benefits and Incentives, promotion and recognition, harassment, discrimination, prejudice and Bias, identity unconcern attitudes of administration, frustration, escalation of Conflicts, and violence, Cost and effect of conflicts. Perspectives of conflict - organizational and individuals. Spectrum of conflicts- Personal conflicts, group conflicts, labour conflicts, social and political conflicts, Contingency conflict management process, Cost of Workplace Conflict, conflict mapping and tracking			
<b>Module-3</b>		<b>7 Hours</b>	
<b>Conflict Management:</b> Nature of conflict Management, Managing conflict: Thomas conflict resolution approach (Avoiding, Accommodating, Compromising, Competing, Collaboration) behavioural style and conflict handling, Cosier Schank model of conflict resolution. Strategies for resolving Individual, Team and organizational level conflict, Conflict Resolution Process – Persuasion, Counselling and Reconciliation Skills, Negotiation and Arbitration, Skills for conflict management – Listening, Mentoring, Mediating, Negotiating, Counselling, Diplomacy, EI (Emotional Intelligence). Conflict Regulation Reduction, Resolution, Transformation			
<b>Module-4</b>		<b>6 Hours</b>	
<b>Negotiation:</b> Negotiations/ Negotiation strategies –Meaning , Six Foundations of Negotiation, Negotiations, negotiation process, Principles for successful negotiations, Factors and essential skills for negotiation, tricks used in negotiation process, psychological advantage of negotiations, Techniques of negotiation, issues in negotiations. Negotiation strategies: Strategy and tactics for			

distributive bargaining
<b>Module-5</b> <b>7 Hours</b>
<b>Negotiation - Resolving Disputes:</b> Dispute Settlement Negotiation (DSN) and Deal Making Negotiation (DMN), importance of BATNA (Best alternative to a negotiated agreement) and ZOPA (Zone of possible agreement) in Dispute Settlement, Negotiation Strategy and tactics for integrative negotiation, negotiation strategy and planning. Finding and using negotiation power, sources of power, Implications of Negotiation on Policy making, Ethics in negotiation.
<b>Module-6</b> <b>7 Hours</b>
<b>Managing Impasse and difficult negotiations</b> Impasse - Meaning, Definition Third party approaches: Third party interventions, formal intervention methods – Arbitration, Mediation and Process Consultation, Informal intervention methods, best practices in negotiation.
<b>Assessment Details (both CIE and SEE)</b> The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together. <b>Continuous Internal Evaluation:</b> There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE. <b>CIE Marks shall be based on:</b> a) Tests (for 25Marks) and b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same. <b>Semester End Examination:</b> The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50. <ul style="list-style-type: none"> <li>• The question paper will have 8 full questions carrying equal marks.</li> <li>• Each full question is for 20 marks with 3 sub questions.</li> <li>• Each full question will have sub question covering all the topics.</li> <li>• The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 &amp; 10 Marks and question number eight is compulsory.</li> </ul>

<b>COMPENSATION AND REWARD MANAGEMENT</b>			
<b>Course Code</b>	<b>22MBAHR306</b>	<b>CIE Marks</b>	<b>50</b>
<b>Teaching Hours/Week (L:P:SDA)</b>	<b>4:0:0</b>	<b>SEE Marks</b>	<b>50</b>
<b>Total Hours of Pedagogy</b>	<b>50</b>	<b>Total Marks</b>	<b>100</b>
<b>Credits</b>	<b>04</b>	<b>Exam Hours</b>	<b>03</b>
<b>Course Learning objectives:</b>			
<ul style="list-style-type: none"> <li>• The student will be able to describe and identify the application of Compensation Management in the Organisation</li> <li>• The student will be able to describe and explain in her/his own words, the relevance and importance of Compensation Management in the Organisation</li> <li>• The student will be able to apply and solve the workplace problems through application of Compensation Management</li> <li>• The student will be able to classify and categories different models and approaches of Compensation Management adopted in the Organisation</li> <li>• The student will be able to formulate and prepare Compensation Management to be adopted in the Organisation</li> <li>• 6. The student will be able to design and develop an original framework and model in dealing with compensation problems in the organisation.</li> </ul>			
<b>Module-1 (7 Hours)</b>			
<b>Compensation:</b> Compensation, Meaning of compensation, Total Compensation/Reward and Its Components and Types, Importance of the Total Compensation Approach, Wages/Salaries, Some Other Terms, Theories of Wages, Does Compensation Motivate Behaviour?, Compensation Philosophy, Compensation Strategy, Compensation Policy, Base of Compensation Management, The Psychological Contract, Compensation and Legal Issues in Compensation Management, Factors Affecting Employee Compensation/Wage Rates/Wage Structure/Levels of Pay.			
<b>Module-2 (7 Hours)</b>			
<b>Compensation Management:</b> Meaning of Compensation Management, Methods of Wage Payment, Essentials of a Satisfactory Wage System, National Wage Policy in India, Wage Policy at the Organisational Level, Wage Problems in India, Components/Functions of Compensation Management/W&S Admin, Divergent Systems and Institutions for Wage Fixation in India.			
<b>Module -3 (9 Hours)</b>			
<b>Wage Determination Practices:</b> Divergent Systems for Wage Determination in Practice in Indian Organisations Introduction, Management's Strategy, Reward Policy, Reward Management Processes, Reward Management Procedures, Pay Reviews, Planning and Implementing Pay Reviews, Procedures for Grading Jobs and Pay, Rates Fixation, Controlling Payroll Costs, Evaluation of Reward Processes, Some Other Trends, Boardroom Pay; Divergent Systems and Institutions for Wage Fixation in Practice in India, Management Strategy; Fringe Benefits, Fringe Benefits and Current Practices, Internal Audit of Compensation and Benefits; Different types of Direct and Indirect compensation include: Base Pay / Base pay; Commissions; Overtime Pay; Bonuses, Profit Sharing, Merit Pay; Stock Options; Travel/Meal/Housing Allowance; Benefits including: dental, insurance, medical, vacation, leaves, retirement, taxes; Merit pay; Incentive Pay; Deferred Pay ; Pay for time; Recreational facilities			
<b>Module-4 (9 Hours)</b>			

**Contingent Pay, Pay for Performance, Competence:** Competency-Based Pay, Skill-Based Pay, Team-Based Rewards, Gainsharing, Profit-Sharing Profit-Related Pay and Beyond Other Cash Payments and Allowances Overtime Payments Attendance Bonuses, Shift Pay, Clothing Allowances, Honoraria, Payments for Qualifications, Pay for Person, Pay for Excellence, Managerial Compensation and Rewards, Sales Force Incentive Programmes, Competency based Pay- Framework, Model and Challenges; Pay for Performance : Steps involved in the design for pay for performance - Intent ; Eligibility; Participation; Performance and Goal Criteria-Measurements ; Funding; Pay Outs and Timing; Benefits Impact & Administration; Evaluation.

**Module-5 (9 Hours)**

**Administration & Controlling Salary Costs and Salary Review:** Salary Survey data, Salary Costs, Salary Planning, Salary Budget, Salary Control, Salary Reviews, Guidelines for Salary Review Process, Responding to Negative Salary Review, Five Key Steps: Manager's Guide to Annual Salary Review, Fixing of Salary, Method of Paying Salary, Flexibility, Process of Wage and Salary Fixation.

**Module-6 (9 Hours)**

**Operating, Non-financial Benefits(Intrinsic and Relational Rewards:** Role of Non-financial Benefits/Rewards on Employee Motivation, Types of Non-financial Benefits/Rewards, Planning the Non-financial Benefits/Rewards, A Few Most Effective Non-Financial Benefits/Rewards to Motivate Employees, Heineken's Refreshing Approach to Reward, Non-financial Metrics Intellectual Capital Assessment and Market Implications of Human Capital, Recognition, Praise, Learning and Development, Achievement, Value Addition in Personality Others.