

**Maulana Abul Kalam Azad University of Technology, West Bengal**  
*(Formerly West Bengal University of Technology)*  
**Syllabus for BBA (ENTREPRENEURSHIP)**  
**(Effective for Academic Session 2019-2020)**

**Semester V**

**Paper: How to hire a great team. Exploring different sources to get best people to work and motivating them to work as a team.**

**Code: BBAE – 501**

**Contacts Hours / Week: 4L**

**Credits: 4**

**Course Content:**

<b>Objectives</b>	
1. To enable the Learner to understand the concept of Human Resource Management – Different theories and motivation of Team Building	
<b>CONTENTS</b>	
<b>Unit 1</b>	<b>Relevance of HRM</b> – Challenges faced by HRM – Human Resource Planning – Human Resource Information System – Recruitment and Selection Structure – Training & Development – Performance Appraisal and Potential Appraisal – Labour Relations – Compensation Management .
<b>Unit 2</b>	<b>How to hire employee?</b> -- Before you hire employees: Define the role you are hiring for -- Find your candidates -- Conduct interviews -- Run a background check -- Make sure they are eligible to work
<b>Unit 3</b>	<b>Steps to hire right people for business</b> -- Ways to improve Hiring Process: Build a strong employer brand -- Move as quickly and efficiently as possible -- Write better job descriptions -- Embrace digital trends and social media -- Fit the personality for the job -- Improve your interviews -- Keep an eye on your reviewers.
<b>Unit 4</b>	<b>Motivation</b> The ABC of performance Management - The high price for negative reinforcement - Capturing discretionary effort through positive reinforcement Effective delivery of reinforcement - Performance feedback - Teams and empowerment - Recognition, Reward, reinforcement and relationship Compensation and performance appraisal - Performance Management
<b>Unit 5</b>	<b>Theories underlying Motivation and Remuneration:</b> Maslow's Need – Hierarchy Theory - Herzberg's Two Factors Theory of Motivation. Porter and Lawler's Model. The Care Model for Motivating and Retaining Employees.
<b>Unit 6</b>	<b>Money &amp; Motivation :</b> An Introduction - Performance and Pay Psychological needs and Intrinsic Versus Extrinsic Motivation - Maslow's & Vroom's theory of motivation - Types of Incentives - Motivational techniques in Practice.
<b>Unit 7</b>	<b>How to Motivate your Team:</b> Communicate openly and honestly – Be open and approachable – Be as honest as possible – Keep team members up to date – Create Opportunities for your team to communicate with you – BE an Inspiration – Seek Involvement and gain buy-in - Boost team morale – Help team members to grow and develop – Offer Praise and Celebrate Success – Identify Individual Driven for Motivation
<b>Suggested Readings</b>	
1) Daniels , Aubrey C. Bringing out the Best in People, New Delhi: Tata McGraw Hill, 2003	
2) Cantrell, Susan M. Workforce of One, Boston: Harvard Business Press, 2010	
3) Kalan, A.P.J. Abdul” You are Unique” Puriya Publishing Pvt Ltd. (2012) - Delhi.	

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- 4) Glanz, Barbara A. *Hanate with care: Motivating and Retaining Employees*, New Delhi: Tata McGraw Hill, 2002
- 5) S.K. Bhatia, *Training & Development – Concept and Practices*, Deep and Deep Publications Pvt. Ltd. New Delhi – 2005
- 6) Udai Pareek and T.Venkateswara Rao, *Designing and Managing Human Resource Systems*, Oxford & IBH Publishing Cp. Pvt. Ltd. New Delhi, 1981
- 7) Sorab Sadri, *Human Resource Management*, Himalaya Publishing House, Mumbai, 1998

**E-Resource References:**

- 1) How to Hire A Great Team, <https://www.youtube.com/watch?v=JPw9O45lkJg>,  
<https://economictimes.indiatimes.com/definition/matrix-organization>
- 2) Exploring Different Sources to Get Best People to Work and Motivating Them to Work as a Team,  
<https://hbr.org/topic/developing-employees>

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**Paper: How to motivate employees to become Star performers. Creating a learning Organization and enabling work culture.**

**Code: BBAE – 502**

**Contacts Hours / Week: 4L**

**Credits: 4**

**Course Content:**

<b>Objectives</b>	
1. To develop the ability of implementing the motivational theory into reality and creation of employee friendly positive work culture	
<b>CONTENTS</b>	
<b>Unit 1</b>	<b>Incentives for Individual Motivation</b> - Incentives that impact on motivation of staff - Pay Salaries, “efficiency wages”, etc. - Direct financial benefits such as Pensions, illness/health/life insurance; allowances (Clothing, housing, etc.) Subsidies, gain sharing.
<b>Unit 2</b>	<b>Indirect Financial benefits</b> such as Subsidized meals/ clothing/accommodates/transport, scholarship, tax breaks, deferred compensation such as Seniority Pay.
<b>Unit 3</b>	<b>Flexible Schedules, Part-time/temporary work</b> ; sabbatical, study leave, holidays, vacations, etc - Work environment/Conditions, occupational health, safety, recreational, facilities - Amenities, School access, infrastructure, transport, etc - Job Security, Career/ Professional Development/Training Opportunities.
<b>Unit 4</b>	<b>Feedback, Coaching</b> , Valued by Organization - Solidarity, Socializing, Camaraderie ,affection, passion - Status, Prestige, Reorganization - Sense of Duty, Purpose, Mission - Security, Opportunities, Stability, risk
<b>Unit 5</b>	<b>Incentives for organizational motivations</b> - Incentives and Sucieful Motivation - Non Materialistic Incentives – Moral Motivation – Public Service Motivation.
<b>Suggested Readings</b>	
<ol style="list-style-type: none"> <li>1) Developing Employees, Boston: Harvard Business Press, 2009</li> <li>2) Forsyth, Patrick. Thirty minutes to motivate your staff, New Delhi: Kogan Page, 2003</li> <li>3) Byham, William C. Zapp: The Lightening of Empowerment, London: Century business, 1988</li> <li>4) Noe, Raymond A &amp; Kodwani, Amitabh Deo. Employee Training and Development, New Delhi: McGraw Hill,2014</li> <li>5) Janakiram, B. Training and Development, New Delhi: Biztantra,2009</li> <li>6) Clegg, Brian. Crash course in personal development, New Delhi: Kogan Page, 2009</li> <li>7) John A. Woods and James W.Cortada The 1998 ASTD Training and Performance Yearbook, McGraw-Hill, New York, 1998</li> <li>8) Noe A. Raymond, Hollemlerk R. John &amp; Others “Human Resource Management” THM (India) Pvt. Ltd. New Delhi</li> <li>9) Mondal Sabari &amp; Goswami, Amal “Human Resource Management” – Vrinda Publications (P) Ltd. New Delhi</li> </ol>	
<b>E-Resource References:</b>	
<ol style="list-style-type: none"> <li>1) How To Motivate Employees to become Star Performers, Creating a Learning Organisation and Enabling a Work Culture, <a href="http://www.businessworld.in/article/People-Are-Owners-In-The-True-Sense-Treebo-Hotels/07-03-2019-167891/">http://www.businessworld.in/article/People-Are-Owners-In-The-True-Sense-Treebo-Hotels/07-03-2019-167891/</a></li> </ol>	

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**Paper: Ensuring Secured and enabling work environment ensuring mental peace for working staff. Creating a Great Place to work.**

**Code: BBAE – 503**

**Contacts Hours / Week: 4L**

**Credits: 4**

**Course Content:**

<b>Objectives</b>	
1. To expose the Learner the necessity and enabling the good working environment and creating a great place to work	
<b>CONTENTS</b>	
<b>Unit 1</b>	<b>Developing Employees</b> – Customizing Development Strategies for Employees – Keeping Top Employee Motivated – Growing Competent Employees – Dealing with under performer – Discussing Career Development with your Employees – Tools for Developing Employees
<b>Unit 2</b>	<b>Creating a safe work Environment</b> – Promotion Safety Awareness – Enforcing Safety Rules – Investigating and Recording Accidents
<b>Unit 3</b>	<b>Creating a Health Work Environment</b> – Health Hazards and Issue – Workplace Violence Building better health – Employee Assistance Program
<b>Unit 4</b>	<b>The management of stress</b> – What is Stress? Job related Stress – Coping with Stress – Reducing Employee Stress
<b>Unit 5</b>	<b>Employee Benefits</b> Unemployment insurance-Social Security-Leave-Maternity leave-Workmen’s Compensation Act, 1923-Health Benefit-Life Insurance-Retirement benefit-Pension Plans
<b>Unit 6</b>	<b>Creating a work/life setting</b> – Employee Assistance Programme – Counseling Services – Child and Elder Care – Other Services – Credit Union
<b>Unit 7</b>	<b>Significance of Good Working Conditions:</b> kinds of working environment – Importance of Health & Safety Programme
<b>Suggested Readings</b>	
<ol style="list-style-type: none"> <li>1) Glanz, Barbara A. Handle with Care: Motivating and Retaining Employees, New Delhi: Tata McGraw Hill, 2002</li> <li>2) Gra, Lynda. Hot spots: why some, Work Places and Organization Buzz with Energy and Other's Dont's, Berrett Kochler, 207</li> <li>3) Hallowell, Edward M. Shine : Using Brain Science to get the Best From Your People, Boston: Harvard Business Review Press, 2011</li> <li>4) Jyothi, P &amp; Venkata, D.N. “Human Resource Management” Oxford University Press – Delhi</li> <li>5) Shermon, Ganesh “ Competarary Based Human Resource Management” – THM (India) Pvt. Ltd. New Delhi</li> <li>6) Pattanayak, Biswajit, “Human Resource Management” PHI Learning Pvt. Ltd. New Delhi</li> </ol>	
<b>E-Resource References:</b>	
<ol style="list-style-type: none"> <li>1) Ensuring Secured Work Environment, Ensuring Mental Peace for the Staff, Creating a Great Place to Work, <a href="https://www.forbes.com/sites/davidkwilliams/2017/05/22/6-ways-to-create-a-supportive-work-environment/#4d25deafeafc">https://www.forbes.com/sites/davidkwilliams/2017/05/22/6-ways-to-create-a-supportive-work-environment/#4d25deafeafc</a></li> </ol>	

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**Paper: Performance Appraisal and Incentivising Performance through Recognition & Gifts.**  
**Continuously Adopting Best HR Practices.**

**Code: BBAE – 504**

**Contacts Hours / Week: 4L**

**Credits: 4**

**Course Content:**

<b>Objectives</b>	
1. To expose the Learners to the concept of performance appraisal – Granting Recognition & Gifts and adopting best HR Practices.	
<b>CONTENTS</b>	
<b>Unit 1</b>	<b>Nature of Performance Appraisal</b> – Performance Management Versus Performance Appraisal – Performance Appraisal System – Functions and Objectives of Performance Appraisal – Significance and Rational of Performance Appraisal – Methods of Performance Appraisal
<b>Unit 2</b>	<b>Appraising and Improving Performance</b> – Performance Appraisal Programs – Purposes of Performance Appraisal Developing an Effective Appraisal Program – What are the Performance Standards? – Who should Appraise Performance? – Performance Appraisal Methods – Appraisal Industries
<b>Unit 3</b>	<b>Pay-for-Performance: Incentive Rewards:</b> strategic Reasons for Incentive Plans – Incentives Plans as Links to organizational objectives – Requirements for a successful incentive plan – Assessing Incentive Programme Effectiveness – Setting Performance Measures
<b>Unit 4</b>	<b>Administration Incentives Plans:</b> Individual Incentive plan – Piecework – Standard Hire Plan – Bonuses –merit Pay – Lump-sum – Merit – pay guidelines Chart – Incentive Awards and Reorganization – Sales Incentives – Incentives for Professional Employees Group Incentive Plans – Team Compensation – Gain sharing Incentive Plans – Designing Effective Gain sharing Programs
<b>Unit 5</b>	<b>Incentives and Motivations</b> – Linkage of incentives to Performance – Advantages and Disadvantages – Improving the role of incentives – Individual Pay Incentive Systems – Measurement Techniques – Pre-requisites to the individual incentive systems – Advantages and disadvantages of individual Incentive Systems
<b>Unit 6</b>	<b>Employee Compensation</b> Pay for Performance: Incentive Rewards: Individual incentive plans - Group Incentive plans - Enterprise incentive plans - Profit sharing plans Stock options - Employee stock ownership plans ( ESOPs)  <b>Recent Types of Contingent Pay</b> – Competence related Pay - Contribution related pay- Team based pay - Performance related pay
<b>Unit 7</b>	<b>HR and Business Policy</b> – Nature of HR Policies – Types of Policies – Formulating, Implementing and Testing HR Policies in Practices – HR Planning – Significances and Applications. <b>HR as a Source of Competitive Advantages</b> – Business Strategies and HRM – HR and Business Policy Linkage – HR and Lifecycle of Organization – HR and Organizational Performance

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**Suggested Readings**

- 1) Maddux, Robert B. Effective Performance Appraisals,
- 2) Saunders, Rebecca M. Effective Performance Appraisals, Bristol: Velocity Business, 2000
- 3) Silverstein, Barry. Evaluating Performance, New York: Harper Collins, 2007
- 4) Rao, T.V. Performance Management and Appraisal Systems, New Delhi: Response Books, 2004
- 5) Jain, Sujan C. Performance Appraisal
- 6) S.K. Bhatia, Training & Development – Concept and Practices, Deep and Deep Publications Pvt. Ltd. New Delhi – 2005
- 7) Udai Pareek and T.Venkateswara Rao, Designing and Managing Human Resource Systems, Oxford & IBH Publishing Cp. Pvt. Ltd. New Delhi, 1981
- 8) Sorab Sadri, Human Resource Management, Himalaya Publishing House, Mumbai, 1998
- 9) John A. Woods and James W.Cortada The 1998 ASTD Training and Performance Yearbook, McGraw-Hill, New York, 1998

**E-Resource References:**

- 1) Performance appraisal and Incentivizing Performance, Recognition and gifts,  
<https://www.nber.org/digest/may04/w10177.html>

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**Paper: ESOPs & other Tax free Incentives. Health Insurance. Paid holidays, etc.**

**Code: BBAE – 505**

**Contacts Hours / Week: 4L**

**Credits: 4**

**Course Content:**

<b>Objectives</b>	
1. To expose the Learners to the concept of ESOPs and Fringe Benefits and Social Security Measures for the employees	
<b>CONTENTS</b>	
<b>Unit 1</b>	<b>Enterprise Market Plans:</b> Profit sharing Plans -- Stock Options -- Employees Stock Ownership Plans (ESOPs) -- Advantages of ESOPs -- Appraisal of Employee Stock Option Plans -- Employee Stock Ownership Plan (ESOP) Vs Employee Stock Option Scheme (ESOS)
<b>Unit 2</b>	<b>The Expanding Role of ESOPs in Public Companies</b> – Stock Price and operating Performance of ESOP Firms – The Influence of Employee Stock Ownership Plans on Corporate Stock Prices and Subsequent Operating Performance – Employees and Managers as Shareholders – Using ESOPs to solve Succession Problems
<b>Unit 3</b>	<b>Other Benefits:</b> Travel allowance -- Company car and Subsidies -- Moving Expenses -- Uniform and other expenses -- Employee meal allowance -- Discounts on Employers good and services.
<b>Unit 4</b>	<b>Employee Benefits:</b> Unemployment Insurance -- Worker’s Compensation Insurance -- Leave -- maturity Leave -- Health Care Benefits -- Payment for Time Not Worked -- Supplemental Unemployment Benefits -- Life Insurance -- Long term Care Insurance -- Retirement Programs -- Retirement Benefits -- Pension Plans.
<b>Unit 5</b>	<b>Legally required Benefits:</b> Old Age, Survivors, disability and health Insurance -- Workers compensation -- Unemployment compensation. <b>Contingent and Deferred Benefits:</b> Pension Plans -- group Life Insurance -- Group health Insurance -- Medical Expenses -- Disability Income -- Guaranteed Annual Wages -- Military Leave and pay -- Jury duty and bereavement paid leave -- Sick leave -- Dental Benefits -- Tuition Aid Benefits -- Services Awards.
<b>Unit 6</b>	<b>Payments of time not Worked:</b> Vacations -- Holidays -- Voting Pay Allowances
<b>Suggested Readings</b>	
1) T. Milkovich, George, Neman, M Jerry & Retnam C.S. Venkata Ratnam “Compensation” TMH (India) Pvt. Ltd., New Delhi	
2) Rao, V.S “ Human Resource Management” Excel Books – New Delhi	
<b>E-Resource References:</b>	
1) ESOPS and other incentives, Health Insurance, Paid Holidays, etc., <a href="https://blog.ipleaders.in/esops-employee-stock-option-plans/">https://blog.ipleaders.in/esops-employee-stock-option-plans/</a>	