

- Management*. Cengage Learning.
- Bhattacharyya, D. K. (2010). *Cross-cultural management*. PHI Learning Pvt. Ltd.
 - Briscoe, D., Briscoe, D.R., Schuler, R.S., & Claus, L. (2008). *International Human Resource Management: Policies and practices for multinational enterprises*. Routledge.
 - Edwards, T., & Rees, C. (2006). *International human resource management: Globalization, national systems and multinational companies*. Pearson Education.

Note: Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.

DISCIPLINE SPECIFIC ELECTIVE – HUMAN RESOURCE MANAGEMENT (DSE-10)

DSE 10: COMPENSATION MANAGEMENT

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Compensation Management (DSE 10)	4	3	1	0	Class X11	NO

Learning Objectives

- To familiarize learners about concepts of compensation management
- To use these concepts in attracting, retaining and motivating employees for higher performance.

Learning Outcomes

On successful completion of the course the learner will be able to:

- Comprehend the components of executive compensation and understand how jobs are priced to establish compensation levels.
- Understand incentive systems and non-economic rewards.
- Understand International aspects of Compensation
- Evaluate the implications of components of compensation on performance of the employees.

SYLLABUS DSE 10

Unit 1

(12 hours)

Conceptual dimensions of Wage, Compensation, and Rewards; Labour Market, Intra-Inter Industry differences in wages and compensation; Job Evaluation: Methods and Techniques, Forms of Pay, Pay models, surveying market pay and compensation practices, designing the survey, sources of third party data, Job pricing, Determining the pay structure, determining rates

of pay; Individual and Group Incentive, team-based pay: kinds of teams, skills, knowledge and competency based pay, sales incentive plans: salary plus commission, special sales incentives plan.

Unit 2 (12 hours)

Company Wage Policy: Wage Components, Wage Determination, Pay Grades, Wage Surveys, Modern trends in compensation - from wage and salary to cost to company concept. Wages in India: Minimum wage, fair wage and living wage; Methods of state regulation of wages; Wage differentials & national wage policy, Regulating payment of wages, wage boards, Pay commissions, dearness allowances, linking wages with productivity.

Unit 3 (12 hours)

Benefits and Services: Benefit Administration, Employee Benefits and Employee Services, Funding Benefits through VEBA, Costing benefits, Flexible Compensation Benefits/Benefits plan, Pay Delivery Administration: Budget process, administration of pay, other administrative issues, due process, statutory benefits including occupational health care, employee welfare and retirement benefits; executive compensation: executive golden parachutes, International compensation managing variations, Expatriate Pay.

Unit 4 (9 hours)

Employee Benefits: Discretionary and Statutory; Legal aspects of wage and benefits; Role of Trade Union and Collective Bargaining; Recent trends in rewards, benefits, and services: Equity Stock Options, Investment advisory, Tax planning, Insurance, Wellness, Short and long term incentives: premium and differentials, qualified deferred compensation arrangements: social security, pension plans, profit sharing, Employee Recognition and Motivation.

Essential/recommended Readings (latest edition of readings to be used)

1. Malkovich & Newman, *Compensation*. McGraw Hill. (12 ed.)
2. Dessler G., *Human Resource Management*. Prentice Hall.(12 ed.)
3. Henderson R., *Compensation Management in a Knowledge Based World*. Prentice Hall. (10 ed.)
4. Bergman T., *Compensation Decision Making*, Thompson Learning
5. Chhabra T. & Rastogi S. *Compensation Management*. Sun India Publications

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