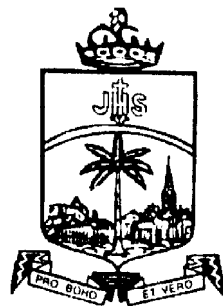


**HUMAN RESOURCE
MANAGEMENT
SYLLABUS: 2010-2012**

**CHOICE BASED CREDIT SYSTEM
(CBCS)**



St. JOSEPH'S COLLEGE (Autonomous)

Re-accredited with A⁺ Grade by NAAC

College with Potential for Excellence by UGC

TIRUCHIRAPPALLI - 620 002, INDIA

FEATURES OF CHOICE BASED CREDIT SYSTEM PG COURSES

The Autonomous (1978) St. Joseph's College, Reaccredited with A+ Grade from NAAC (2006), had introduced the Choice Based Credit System (CBCS) for PG courses from the academic year 2001 – 2002. As per the guidelines of Tamil Nadu State Council of Higher Education (TANSCHE) and the Bharathidasan University, the College has reformulated the CBCS in 2008 – 2009 by incorporating the uniqueness and integrity of the college.

OBJECTIVES OF THE CREDIT SYSTEM

- ✓ To provide mobility and flexibility for students within and outside the parent department as well as to migrate between institutions
- ✓ To provide broad-based education
- ✓ To help students learn at their own pace
- ✓ To provide students scope for acquiring extra credits
- ✓ To impart more job oriented skills to students
- ✓ To make any course multi-disciplinary in approach

What is credit system?

Weightage to a course is given in relation to the hours assigned for the course. Generally one hour per week has one credit. For viability and conformity to the guidelines credits are awarded irrespective of the teaching hours. The following Table shows the relation between credits and hours.

Sem.	Specification	No. of Papers	Hour	Credit	Total Credits
I – IV	Core Courses (Theory & Practical)	14	6	14 x 5	70
	Project	1	--	1 x 5	Additional
I – IV	3 – Core Electives	3	4	3 x 4	12
	2 – Inter Dept. Courses (IDC)	2	4	2 x 4	08
I – IV	SHEPHERD – Extension Activity	~	70	5	Additional

Total Minimum Credits	90
Total Additional Credits (Compulsory)	10
Other Additional Credits (Dept. Specific)

However, there could be some flexibility because of practical, field visits, tutorials and nature of project work.

For PG courses a student must earn a minimum of 90 credits and 10 compulsory credits as mentioned in the above table. The total number of courses offered by a department is 20. However within their working hours a few departments can offer extra credit courses.

Course Pattern

The Post Graduate degree course consists of three major components. They are Core Course, Elective Course and Inter Department Course (IDC). Also 2 compulsory components namely Project / Project related items and Shepherd, the extension components are mandatory.

Core Course

A core course is the course offered by the parent department, totally related to the major subject, components like Practical, Projects, Group Discussion, Viva, Field Visit, Library record form part of the core course.

Elective Course

The course is also offered by the parent department. The objective is to provide choice and flexibility within the department. The student can choose his/her elective paper. Elective is related to the major subject. The difference between core course and elective course is that there is choice for the student. The department is at liberty to offer three elective courses any semester. It must be offered at least in two different semesters. The Staff too may experiment with diverse courses.

Inter Department Course (IDC)

IDC is an inter departmental course offered by a department for the students belonging to other departments. The objective is to provide mobility and flexibility outside the parent department. This is introduced to make every course multi-disciplinary in nature. It is to be chosen from a list of courses offered by various departments. The list is given at the end of the syllabus copies. Two IDC s must be taken by students which are offered in Semester II & III.

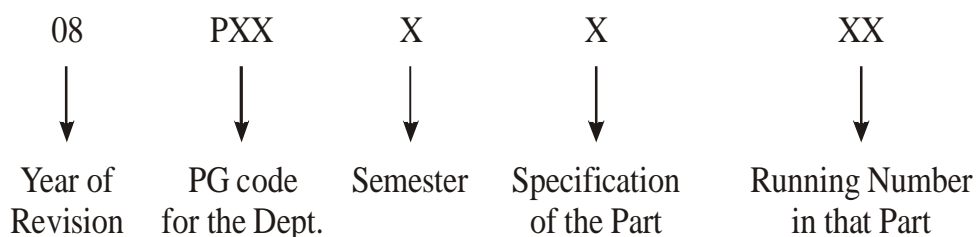
Day College (Shift-I) student may also take an IDC from SFS (Shift-II) course and vice versa

This provision enables students to earn extra credits. For the Shift – I students it is offered in their last hour and for the Shift-II

(Course) students in their first hour. The IDC are of application oriented and inter-disciplinary in nature.

Subject Code Fixation

The following code system (9 characters) is adopted for Post Graduate courses:



01 – Core Courses: Theory & Practical

02 – Core electives

03 – Additional Core Papers (if any)

04 – Inter Departmental Courses

05 – Project (compulsory)

06 – Shepherd (compulsory)

CIA Components

The CIA Components would comprise of two parts: (1) Test Components conducted by Controller of Examination (COE) and (2) Teacher specific component. The two centralized tests will be conducted by the COE (Mid-Semester Test & End-Semester Test) for 30% each administered for 1 hour and 30 minutes duration. The remaining 40% would comprise of any four components as listed below and will be carried out by the faculty concerned for that paper.

- ✓ Assignment, Quiz (Written / Objective), Snap test, Viva-Voce, Seminar, Listening Comprehension, Reading Comprehension, Problem Solving, Map Reading, Group Discussion, Panel Discussion, Field Visit, Creative Writing, Open Book Test, Library Record, Case Study.
- ✓ As a special consideration, students who publish papers in referred journals would be exempted from one of the teacher specific internal components in one of the papers. At the beginning of each semester, the four internal components would be informed to the students and the staff will administer those components on the date specified and the marks acquired for the same will be forwarded to the Office of COE.

Question Pattern

Pattern	Mid & End Semester Test	Semester Exam
Part A : Short answers	5 x 1 = 05	10 x 2 = 20
Part B : Either/or type	3 x 3 = 09	5 x 4 = 20
Part C : Comprehensive	(2/3)2 x 8 = 16	(4/5)4 x 15 = 60
	Total = <u>30</u>	Total = <u>100</u>

Evaluation

For each course there are formative continuous internal assessment (CIA) and semester examinations (SE) in the weightage ratio 50:50. Once the marks of CIA and SE for each course are available, the Overall Percentage Mark (OPM) for a student in the programme will be calculated as shown below:

$$OPM = \frac{\sum C_i M_i}{\sum C_i} \text{ where } C_i \text{ is the credit earned for that course in any semester and } M_i \text{ is the marks obtained in that course.}$$

The Scheme of Over-all Results is as follows:

Class	PG	
	Arts (OPM)	Science (OPM)
SECOND	50 to 59.99	50 to 59.99
FIRST	60 to 74.99	60 to 79.99
DISTINCTION	75 & Above	80 & Above

The performance in Compulsory credits in Project and Project related items and in Shepherd programme is indicated by a pass and is not taken into account for computing OPM.

Declaration of Result

Mr. /Ms. _____ has successfully completed M.Sc. / M.A. degree course in _____. The student's overall average percentage of marks is _____ and has completed the minimum 90 credits. The student has acquired 10 more compulsory credits from Project and Shepherd courses. The student has also acquired _____ (if any) extra credits from courses offered by the parent department.

COURSE DETAIL

Sem	S.No	Paper Code	Title	Hrs / week	Credits
1	1	10PHR1101	Business Environment	6	5
	2	10PHR1102	Managerial Economics	6	4
	3	10PHR1103	Organisational Behaviour	6	5
	4	10PHR1104	Principles and Functions of Management	6	4
	5	10PHR1105	Dynamics of Human Resource Management	6	5
Semester Total				30	23
2	6	10PHR2106	Dynamics of Personal and Managerial Effectiveness	6	4
	7	10PHR2107	Human Resource Planning	6	4
	8	10PHR2108	Labour Laws and Labour Welfare	6	5
	9	Elect I 10PHR2201A OR 10PHR2201B	Counseling Skills for Managers OR Knowledge Management	6	4
	10	10PHR2109	Field Exposure 1	2	2
	11	10PHR2401	IDC 1 : Fundamentals of HRM	4	4
Semester Total				30	23
3	12	10PHR3110	Compensation Management	6	5
	13	10PHR3111	Industrial Relations and Collective Bargaining	6	4
	14	10PHR3112	Research Methods for Managers	5	4
	15	Elect II 10PHR3202A OR 10PHR3202B	Organization Development OR Financial Reporting and Analysis	6	4
	16	10PHR3113	Internship Training (Summer Placement)	3	3
	17	10PHR3402	IDC 2 : Personality and Soft Skills Development	4	4
	Semester Total				30
4	18	10PHR4114	Human Resource Development	5	4
	19	10PHR4115	Performance Management	5	4
	20	10PHR4116	Total Quality Management	5	4
	21	10PHR4117	Corporate Social Responsibility	5	4
	22	Elect III 10PHR4203A OR 10PHR4203B	Information Systems for Managers OR International HRM	5	4
	23	10PHR4501	Project Work	5	5
	Semester Total				30
2 & 3	24	10PHR3601	Extension Programme : Shepherd	-	5
COURSE TOTAL				120	100

SEM I (Foundation Courses)
10PHR1101

Hrs/Week:6
Credits: 5

BUSINESS ENVIRONMENT

Objectives:

The students will be able to understand the Macro and micro social, economic and cultural environment within which the business organizations operate. It provides an understanding on the structure of the Indian economy, industrial policy and economic policies in India

UNIT 1 (12 Hrs)

Meaning of Environment, analyzing the environment, STEEPLE, need for understanding the environment.

Economic and Social Environment

Economic environment of business

Socio cultural and politico-legal environment

Changing role of government

UNIT 2 STRUCTURE OF INDIAN ECONOMY (12 Hrs)

Structural differences of Indian economy

Structure of Indian Industry

Public sector in India, Private sector in India

Small sector in India

Sickness in Indian Industry

UNIT 3 PLANNING AND POLITICS (12 Hrs)

Planning goals and Strategies

Evolution of Industrial Policy

Regulatory and Promotional framework

UNIT 4 EXTERNAL SECTOR (12 Hrs)

India's forging trade

India's balance of payment

Export and Import Policy

Foreign capital and collaborations

India's external debt

UNIT 5 ECONOMIC REFORMS SINCE 1991 (12 Hrs)

Economic Reforms: Liberalisation, Globalisation and Privatisation

Economic reforms and Social Justice

Social stratification, social mobility, inequality, poverty,

Text Book:

1. Kirupalini V.H., "International Marketing" Sulthan Chand&sons, New Delhi,2001[Unit-5]
2. Saravana Vel P" International Marketing "Himalaya Publishing house,, New Delhi,1987 [Unit-4]
3. Cherunilam Francis,"International business" Wheeer publications,New Delhi,2001 [Unit-1,2,3,4]

References:

1. Cherunilam Francis,"International business" Wheeer publications,New Delhi,2001

SEM I
10PHR1102

Hrs/Week: 6
Credits: 4

MANAGERIAL ECONOMICS

Objectives

This paper intends to explain the application of economic concepts to the various management issues. It also highlights the relevance of various theories of economics viz., demand, cost of production and profit in solving the vexing issues of modern management.

UNIT 1 (12 Hrs)

Meaning and scope of managerial economics - fundamental concepts - scarcity, marginalism, opportunity cost - discounting - risk and uncertainty - profits - objectives - basic techniques - derivatives - partial derivatives - optimisation.

UNIT 2 (12 Hrs)

Demand decisions - Demand concepts - demand analysis - demand elasticities and demand estimates and demand forecasting.

UNIT 3 (12 Hrs)

Input and output decisions - law of variable proportion - ISO quants - optimal product mix - cost and revenue functions - BEP and its applications.

UNIT 4 (12 Hrs)

Price and output decisions - market environment - price and output determination - pricing under perfect and imperfect competition - pricing strategies and tactics.

UNIT 5 (12 Hrs)

The firm in theory and practice - Economic Theory of the firm - behavioural theory of the firm - Theories of profit - Recent trends in the Industrial policy (1991) - Emerging Industrial scenario and international organisations, IMF, IBRD and WTO.

Text Book:

1. Varshney and Maheswari, Managerial Economics, New Delhi: Sultan Chand and sons, 1999. [Unit - I: chapter 1,2,25 & 32] [Unit -II : chapter 4, 5, 6 & 7] [Unit – III: chapter 8, 9, 28, 30 & 36] [Unit – IV: chapter 14,16,19,20,21,22,23 & 24] [Unit –V: chapter 25, 58, 59,61 & 62]

References:

1. Webb,S.C., Managerial Economics, Houghton Mifflin, 1976.
2. Varshney and Maheswari, Managerial Economics, New Delhi: Sultan chand and sons, 1999.
3. Habib-Ur-Rehman, Managerial Economics, New Delhi: Himalaya Publishing House, 1988.
4. Dutt and Sundaram, Indian Economy, New Delhi: Sultan Chand Co., 2004.

SEM I
10PHR1103

Hrs/Week: 6
Credits: 5

ORGANISATIONAL BEHAVIOUR

Objectives

- To understand organizational theories that will throw light on understanding human behaviour at work places
- To have a grasp of issues raising from Industrial behaviour
- To understand the team processes and group conflicts

UNIT 1. BASIC BEHAVIOURAL CONCEPTS (12 Hrs)

Organizational Behaviour — Concept, meaning objectives, approaches, Models.

Historical development of OB , Hawthorne Experiments. Five anchors of Organisational Behaviour

Organizational climate: meaning, importance, determinants, measurements.

UNIT 2. BEHAVIOUR DETERMINANTS (12 Hrs)

Personality, Perception, Learning, Reinforcement

Motivational theories: Content, Contextual and Contemporary theories

Stress :Sources and Causes, Stress Management

Fatigue : Sources and Causes, Fatigue Management

UNIT 3. BEHAVIOUR MODIFICATON (12 Hrs)

B.M.: Concept, meaning, and application, Importance of Behaviour Modification

Job satisfaction and work behaviours

Work place emotions, values, attitudes and ethics,

Conflict management: meaning,types,resolution model, coping with problem employees

UNIT 4. ORGANISATIONAL TEAM DYNAMICS (12 Hrs)

Team: Types, designs, development, norms, roles, cohesiveness

Team building; process, types, managing Team Process

Team resource, Roles and Responsibilities, Self identity

Team skills: Group working Process, Management influencing skills

Interpersonal relationship – Transactional Analysis

UNIT 5. ORGANISATIONAL CHANGE (12 Hrs)

Organisational effectiveness: Concept, goal, approaches, factors and managerial effectiveness.

Quality of work-life: Concept, factors, importance and approaches

OB and globalization. Challenges of OB.

Text Books:

1. Davis & Newstrom, Organizational Behaviour, McGraw Hill Publishers, 1985 [Unit 2] - Chapter - 2
2. Fred Luthans, Organizational Behaviour, McGraw Hill Publishers, 1985 [Unit 3] - Chapter - 3, 4, 5
3. Prasad L.M., Organizational Behaviour, Sultan Chand & Sons, 2000. [Unit 1 & 5] - Chapter - 1, 10, 11
4. Stephen Robbins, Organizational Behaviour, Prentice hall of India, 1988 [Unit 4] - Chapter - 5, 7, 9

Reference Book:

1. Uma Sekaran, Organizational Behaviour, Tata McGraw hill, 1986

SEM I
10PHR1104

Hrs/Week: 6
Credits: 4

PRINCIPLES AND FUNCTIONS OF MANAGEMENT

Objectives: This paper intends to enable the students

- To understand the basic concepts of management.
- Focusing on managerial and operative functions.
- Finally to utilize these concepts in various decisive functions of an organization.

UNIT 1: INTRODUCTION TO MANAGEMENT (12 Hrs)

Management: Definition, management function and process, management roles, skills,

Historical background of management: scientific management, general administrative theories, human relation approach, current trends and issues.

UNIT 2: PLANNING & ORGANIZING (12 Hrs)

Planning: Meaning, purposes, strategies of planning, importance, decision making: process and strategies.

Organizing: Organizational structure, departmentalization, chain of command, span of control, centralization and decentralization, Managerial communication: process of interpersonal communication, barriers to effective communication and organizational communication.

UNIT 3: DIRECTING & CO ORDINATING (12 Hrs)

Direction: meaning, definition, importance, principles and techniques of direction.

Supervision: meaning, functions of supervisors.

Coordination: meaning, elements, features, importance, system approaches, steps for effective co ordination

Conflicts: meaning, causes and management of conflicts.

UNIT 4: LEADING**(12 Hrs)**

Understanding individual, understanding group and group dynamics.
Leadership: meaning, definition, traits, models and theories
Motivation: early theories, modern theories and contemporary theories.

UNIT 5: CONTROLLING**(12 Hrs)**

Foundation of control: meaning, process, comparing, taking managerial action and benchmarking

Budget: meaning and zero based budgeting.

Text Book

1. Prasad, L.M, Principles and Practice of Management, New Delhi: Sultan Chand and Sons, 1998. [Unit - I: chapter 1, 3] [Unit -II: chapter 4, 11, 12, 26] [Unit – III: chapter 22, 16] [Unit – IV: chapter 24, 25] [Unit –V: chapter 27, 28]

Reference Book

1. Koontz and O'donne', Management, New Delhi, McGraw Hill, Publishers.

SEM: I
10PHR1105

Hrs / Week: 6
Credits: 5

DYNAMICS OF HRM

Objectives:

- To present comprehensive framework of HRM
- To help understand the concepts and theories and approaches of HRM
- To understand the functions of HRM

UNIT 1 HRM-Introduction (12 Hrs)

HRM: meaning, definitions, Scope, difference between PM and HRM.

HR Philosophy, policy and Objectives, versions of HRM hard and soft.

HR in various Sectors: IT, Service Sector, Development Sector, HR in BPO, retail outlets, Virtual Organisations.

UNIT 2 Evolution of HRM: Schools and stages (12 Hrs)

Contemporary HRM thought: Guest, Legge, Hendry & Pettigrew, Purcell, Scisson, Storey.

HRM: Critical Appraisal; Reservations, contradictions, reactions, relevance and challenges.

UNIT 3 Introducing the Organisation Structure and Functions of HRM (12 Hrs)

HR Department: Types of organisation structure.

HR Functions (Meaning and Need); HRP, Compensation Management, HRD, Performance Management, Industrial Relations, Employee Welfare, Legal Compliance, CSR.

Introduction- HR Career Management

Nature of Human Resource Management

UNIT 4 Strategic HRM (12 Hrs)

Strategic HR: traditional and Strategic HR.

Implementation of Strategic HRM.

Role of HR in strategy formulation.

UNIT 5 Managing in a Multi Cultural Context (12 Hrs)

HRM : domestic and International, Features of IHRM, Types of Employees: HCN, PCN, TCN

Cultural Dimensions: Hoefstede's Classification

Approaches to Staffing; Ethnocentric, Policentric, Geo-centric, regio-centric.

International Performance Management.

International Compensation Management.

Repatriation.

Text Books:

1. Pattanayak, Biswajeet, 2006, Human Resource Management, Prentice-hall of India Pvt Ltd: New Delhi.[Unit 3-5]
2. Devanesan.P 2009. Dynamics of Human Resource Managment. Tiruchirappalli, PG and Reasearch Department of Human Resource Management [Unit1-3]
3. Dowling, Peter, 2004, International Human Resource Management, Thomas Business Information India Pvt. Ltd:Bangalore. [Unit – 5]

Reference Books:

1. Ghose. P.K., 2005, Strategic Planning and Management, Sultan Chand & Sons: New Delhi
2. Dessler, Garry, Human Resource Management, Prentice-hall of India, Pvt Ltd, New Delhi, 1999, 7th Edition

SEM: II
10PHR2106

Hrs / Week: 6
Credits: 4

DYNAMICS OF PERSONAL AND MANAGERIAL EFFECTIVENESS

Objectives

To enhance the students by moulding their attitudes with better personality and to change their attitudes towards their career development by learning all the qualities of life mentioned in this subject and to apply those qualities in their daily life.

UNIT I: PERSONAL EFFECTIVENESS (12 Hrs)

Understanding of self-JOHARI Window

Attitude: steps to build positive attitude

Self Esteem Subconscious Mind and Habits.

UNIT2:INTERPERSONAL AND GROUP EFFECTIVENESS (12Hrs)

Interpersonal relationship skill-Building a positive personality.

Goal setting- Success strategies.

Values and Vision

Team Building

UNIT 3: PRIVATE VICTORY (12 Hrs)

Be proactive: Personal vision, Social mirror, Stimulus-Response, Proactive language circle of influence.

Begin with end in mind: The power of creation, Be a creator, Personal mission statement, Principle centered person, Right brain vs. Left brain.

Put first things first: Four generation of time management, Quadrant I, II, III, and IV types of personalities. Short term and long term goals the power of delegation.

UNIT 4: PUBLIC VICTORY**(12 Hrs)**

Think Win/Win: Six paradigm of human interaction

Seek first to understand then to be understood: Empathetic listening-diagnosing-understanding and perception.

Synergize: Synergy in class room, business synergy and communication force field analysis.

UNIT 5: CONTINUOUS RENEWAL**(12 Hrs)**

Sharpen the saw: Four dimensions of renewal, balance in renewal synergy, renewal upward spiral.

Case Discussions and Exercises.

Text Books:

1. Shiv Khera. You Can Win. Macmillan. [Unit 1,2] - Chapter 1, 7
2. Covey R. Stephen, 2000, The Seven Habits of Highly Effective People, London, Simon & Schuster Publications [Unit - 3, 4, 5] - Chapter - 2, 4, 5, 6, 7.

Reference:

1. Luthans, Fred, 1995, Organisational Behaviour, New Delhi, Tata McGraw Hill Publishers.

SEM: II
10PHR2107

Hrs / Week: 6
Credits: 4

HUMAN RESOURCE PLANNING

Objectives: This paper enables students

- To understand the principles, policy and practices related to the human resource planning
- Focusing on job analysis, description, specification, evaluation, recruitment, selection, placement staffing, career development, HR mobility, HR research, HR audit , HR accounting and HR inventory.
- To apply the above concepts of human resource planning in industrial scenario.

UNIT 1: BASICS OF HRP (12 Hrs)

Human resource planning: concept, definition, importance, responsibility, process, policy, techniques, function and emerging trends.

Forecasting of Human resource supply: human resource inventory, identification of human resource gap, time dimension of human resource planning, barriers to human resource planning and effective measures to HRP.

Contemporary trends in HRP: strategic HRP, HRP in corporate strategy, models of HRP, benefits of strategic HRP and strategic HRP Vs strategic HRM.

UNIT 2: APPROACHES TO HRP (12 Hrs)

Job Analysis: definition, process, uses, strategic choices, methods, Competency approach to job analysis and behavioral factors of job analysis,

Job description: benefits, problem and Minnesota Job description.

Role analysis: changing nature of roles, key performance areas and uses.

Job specification: types, MBO and work rules.

Job evaluation: definition, methods, advantage and disadvantages.

UNIT 3: VITAL HUMAN RESOURCE PRACTICES (12 Hrs)

Recruitment: definition, purpose, Importance, Policy, factors,

process, planning, sources and methods

Selection: concept, need, process and tests

Selection interview; types, steps, conducting procedure- and effective Selection Interview, location and relocation of Selected employee.

Orientation and Placement: concept, need, process and effectiveness.

UNIT 4: KEY STAFFING PRACTICES (12 Hrs)

Staffing: meaning, responsibility, importance, factors involved, source, role of top management, value chain approaches, conceptual approaches to internal staffing analysis and management capabilities for staffing strategy.

HR mobility: meaning, types, promotion and transfer-basis, policy, benefits, demotion, separation and differences between promotion and transfer,

Career and Succession planning: meaning, need, process, career path, career need assessment, career opportunity and career development.

UNIT 5: HUMAN RESOURCE ACCOUNTING (12 Hrs)

HR research: objectives, functions, types and applications.

HR audit: meaning, functions, scope, process and climate.

HR report: meaning, importance, types, content and advantages.

HR record: definition, methods, applications, advantages and problems

HR accounting: meaning, objectives, types, purpose, advantages and disadvantages.

Text Books:

1. Prasad L.M, Human Resource Management, New Delhi, Sultan chand and Sons, 1998[Unit 1-Chapter6] [Unit 2- Chapter 5 and 7] [Unit 3- Chapter 8, 9 and 10] [Unit 4- Chapter 11, 15 and 25]
2. Ghosh.P.K,Stratagic Planning and Management ,New Delhi, Sultan chand and Sons, 1996 [Unit 1- Chapter 1] [Unit 5- Chapter 16 and 17]

Reference:

1. Dessler Garry, 2009, Human Resource Management, New Delhi, Printice Hall.

SEM II
10PHR2108

Hrs/Week: 6
Credits: 5

LABOUR LAWS AND LABOUR WELFARE

Objectives:

- To understand the basic concepts of industrial legislations.
- Focusing on safety, welfare, social security and protective laws.
- To have more insight on Tamilnadu industrial legislations.

UNIT 1: BASIC CONCEPTS (12 Hrs)

Labour welfare: meaning, features, scope, importance, types and principles.

Labour law: history, nature, scope, special features of common law and legislation.

India's labour policy, unfair labour practices.

Environment of various laws and relevance of these laws to the society.

Indian constitution: Fundamental rights and Directive principles of state policy.

UNIT 2: SAFETY AND WELFARE (12 Hrs)

The Factories Act, 1948

Health, safety and welfare.

Employment of women and children.

Hours of work, holidays and leave with wages.

Inspection, regulation and case laws

UNIT 3: SOCIAL SECURITY AND LIABILITY (12 Hrs)

Definition, social assistance, social insurance and worker's education.

The Employment Provident Fund Act, 1952

The Employee State Insurance Act, 1948: committee, contribution and benefits -Adjudication of disputes and claims.

The Workmen's Compensation Act, 1923: compensation and commissions and case laws.

UNIT 4: PAYMENT OF WAGES AND BONUS (12 Hrs)

The Payment of Wages Act, 1936: payment of wages and standard deductions and wage fixation procedure.

The Minimum Wages Act, 1948: minimum rate of wages, living wages

and fair wages.

The Payment of Bonus Act, 1965: eligibility, minimum and maximum bonus and suggestions for improvement.

The Payment of Gratuity Act, 1972 and case laws.

UNIT 5: PROTECTIVE LEGISLATION (12 Hrs)

Concern for women and children:

The Maternity Benefit Act, 1961- benefits, penalties, procedure.

Sexual Harassment Bill.

Tamilnadu Government Enactments: (12 Hrs)

The TN Catering Establishment Act, 1955: registration and procedure-hours of work, spread over, holidays leave-rules regarding discharge and dismissal.

The Tamilnadu Shops and Establishment Act, 1947: opening and closing hours-hours of work and holidays-permissible deduction.

The Contract Labour (Regulation and Abolition) Act, 1970: scope and coverage-prohibition of contract labour –licensing of contractor, welfare and health of contract labour

The Right to Information Act, 2005 and case laws.

Text Books:

1. Kapoor.N.D, Hand Book of Industrial law, Sultan Chand and sons, New Delhi, 2003. [Unit- II – industrial laws: part 1] [Unit – III - industrial laws: part 2] [Unit – IV - industrial laws: part 3 and 6] [Unit – V - industrial laws: part 2]
2. Subramanian. V & Vaithianathan, factory laws applicable in Tamilnadu (5 vol) Madras book agency, 2001. [Unit – V – Contract labour; Tamil Nadu shops and Establishments Act 1947; TN catering establishment Act – Volume 2, 3 and 4]
3. Shrivastava, Industrial Relations & Labour laws, Vikas, 2002. [Unit-I – chapter : 6 and 7]

Reference Books:

1. Kapoor.N.D, hand book of Industrial law, Sultan Chand and sons, New Delhi, 2003.
2. Puri.S.K, Labour and Industrial law, Allahabad Law Agency, Allahabad, 2003.
3. Subramanian. V & Vaithianathan, Factory Laws Applicable in Tamilnadu (5 vol) Madras book agency, 2001.

SEM II
10PHR2201A

Hrs/Week: 6
Credits: 4

COUNSELLING SKILLS FOR MANAGERS

Objectives: This paper enables students

- To understand the principles and practices related to the counseling.
- Focusing on psychological approaches, theories, skills and professional practices.
- To apply these above concepts in managing human resource in industrial scenario.

UNIT 1: EMERGENCE & GROWTH OF COUNSELLING

PSYCHOLOGY (12 Hrs)

Introduction, factors contributing to the emergence of Counseling, moral and philosophical issues, economic changes and challenges.

Social theories, important periods in the development of counseling and the potential of man

UNIT 2: DEVELOPMENTAL TASKS AND COUNSELLING GOALS (12 Hrs)

Developmental tasks, adolescence,

Erickson's theory of psychological development, socio-cultural factors

Problems in the Indian educational context, expectations of different individuals and counseling goals

UNIT 3: APPROACHES TO COUNSELLING (12 Hrs)

The directive or authoritarian approach (psychoanalytic), relevance of psychoanalysis to counseling, humanistic approach.

Roger's self-theory, development of self-concept and counseling process

UNIT 4: COUNSELLING SKILLS IN VARIOUS SETTINGS(12 Hrs)

Non-verbal communication in interview, counsellee - counsellor relationship, interviewing techniques in counseling, structuring the counseling relationship.

Counseling in other settings: group, educational, vocational, family and organizational counseling

UNIT 5: PROFESSIONAL PREPARATION & TRAINING FOR COUNSELLING (12 Hrs)

Academic preparation, practical skills, ethical standards, legal considerations, selection and training of counselors, modern trends in counseling, the status of the guidance and counseling movement in India.

Text Book:

1. Narayana Rao., *Counselling and Guidance*, New Delhi, Tata McGraw-Hill, 2003. [Unit I – chapter 1] [Unit II- chapter 3 & 4] [Unit III – chapter 5,6 & 7] [Unit IV – chapter 8] [Unit V - chapter 13, 14 & 15]

Reference Books:

1. Antony D. John, *Dynamics of Counselling*, Nagercoil, Anugraha Publications, 1994.
2. Eggert A. Max, *Perfect Counselling*, UK, Random House Business Books, 1999.
3. Fuster, J.M., *Psychological Counseling in India*, London, Macmillan and Co., 1964.
4. Lindon Jennie and Lindon Lance, *Mastering Counseling Skills*, London, 2000.

SEM II
10PHR2201B

Hrs/Week: 6
Credits: 4

KNOWLEDGE MANAGEMENT (KM)

Objectives:

- To present framework of know ledger
- To help understand the concept and approach of KM

UNIT 1: INTRODUCTION TO KM (12 Hrs)

Data, information, knowledge, wisdom: The continuum

Knowledge society

Defining KM, Knowledge access and Knowledge Mapping

Information management versus KM

Intellectual capital and KM

KM advantages / benefits

KM: Technology and the Human dimension

UNIT 2: KM ARCHITECTURE (12 Hrs)

Tacit and Explicit Knowledge

Technical and Cognitive dimensions

Knowledge creation: The Ontological and Epistemological modes

Knowledge conversion: The four modes (S,E,C,I)

Contents of Knowledge and Knowledge Spiral

Developing, securing, distributing and combining knowledge

Current KM deficits

UNIT 3: PLANNING FOR STRATEGIC KM (12 Hrs)

Defining strategy

Development of strategic KM

Knowledge leadership

The seven strategic levers

Creating successful knowledge strategies

KM in practice

UNIT 4: KNOWLEDGE SHARING**(12 Hrs)**

A critical human behaviour

The framework: Factors and context

Organizational context: Structure, roles, processes and culture

Guidance for knowledge sharing

Measurement

Knowledge sharing skills

UNIT 5: IMPORTANCE OF KM TO ORGANIZATIONS (12 Hrs)

A knowledge competent organization

Knowledge functions in organizations

KM Process in organizations

Conditions for organizational knowledge creation

Five Phase Model of organizational knowledge

Challenges in creating organizational knowledge

Promoting KM for organizational effectiveness

Text Book:

1. Devanesan.P 2009. Knowledge Management. Tiruchirappalli, PG and Research Department of Human Resource Management [Unit 1-5]

Reference Books:

1. Amrit Tiwana, 'The essential guide to knowledge management'. Pearson education-2001.
2. Amrit Tiwana, 'The Knowledge Management toolkit,' Pearson education-2000.
3. Pattanayak, B. 'Human Resource Management'. Prentice-Hall of India, New Delhi: 2005. (Chapter 20. Knowledge Creation and Management).

SEM II
10PHR2401

Hrs/Week: 4
Credits: 4

**IDC-1: FUNDAMENTALS OF HUMAN RESOURCE
MANAGEMENT**

Objectives:

- To present comprehensive framework of HRM
- To help understand the concepts theories and approaches of HRM
- To understand the functions of HRM

UNIT : Introduction. (8 Hrs)

Meaning, Nature, Objectives, Scope and Functions. - Managerial and Operative Functions – HRM as a Profession - Department Structure.

UNIT II : Human Resource Planning and Recruitment (8 Hrs)

Manpower Planning – Job Analysis – Job Specification – Job Description – Job Design and redesign.

Recruitment & Selection: Recruitment Policy - Sources of Recruitment – Methods of Selection – Placement and Induction – Promotions and Transfers – Demotions and Separations.

UNIT III: Training & Development (8 Hrs)

Training – Need and Importance – Steps in Training Programme – Evaluation of Training Programmes – Concept of Management Development Programme – Methods of Training and Development - Stages of Career Development.

Unit IV: Performance Appraisal (8 Hrs)

Meaning - Need and Importance – Objectives – Methods of Performance Appraisal – Problems in Performance Appraisal – Effective Appraisal – Potential Appraisal – Feedback.

Unit V: Compensation (8 Hrs)

Compensation Plan – Methods – Job Evaluation – Individual – Group

– Incentives – Bonus – Fringe Benefits -- Wage Policy – Executive compensation - Issues

Text Books:

1. Pattanayak, Biswajeet, 2006, Human Resource Management, Prentice-hall of India Pvt Ltd: New Delhi.[Unit1,2, 3 4,5]
2. Dowling, Peter, 2004, International Human Resource Management, Thomas Business Information India Pvt. Ltd:Bangalore. [Unit – 5]
3. Cardy, R. Performance Management, Prentice Hall of India Private Limited, New Delhi, 2004. Unit - IV

Reference Books:

1. Ghose. P.K., 2005, Strategic Planning and Management, Sultan Chand & Sons: New Delhi
2. Dessler, Garry, Human Resource Management, Prentice-hall of India, Pvt Ltd, New Delhi, 1999, 7th Edition

SEM III
10PHR3110

Hrs/Week: 6
Credits: 5

COMPENSATION MANAGEMENT

Objectives

- To understand the conceptual foundations for wages
- To appreciate various theories on wages
- To evolve a compensation package for workers and executives

UNIT 1. BASIC CONCEPTS (12 Hrs)

Wage and salary: Concept, meaning, purpose and structure

Types of wages: Minimum wage, fair wage, living wage, statutory minimum wage and need based minimum wage.

Problems in wage and salary administration

Principles to be followed in wage fixation

Authorized deductions in wage and conditions regarding imposition of fines on employees

Wage survey

UNIT 2. THEORIES OF WAGES (12 Hrs)

Ricardo's Subsistence Theory of wages (Iron Law of Wages), Adam Smith's Wage Fund Theory, Surplus Value Theory of Karl Marx, Residual Claimant Theory, Profit Maximation theory.

Wage policy – concept, importance, wage policy on ILO

National wage policy in India

UNIT 3. METHODS OF WAGE FIXATION (12 Hrs)

Computation of wage & salary structure.

Wage differentials.

Linkage of wages with productivity

Consumer price index numbers

Dearness allowance and fringe benefits

Executive remuneration and perks

Labour cost — control of labour cost

UNIT 4. MACHINERIES OF WAGE FIXATION (12 Hrs)

Wage boards

Pay commissions

Role of conciliation, adjudication and arbitration in wage fixation

Collective agreements and productivity agreements

Profit sharing and bonus

Landmark judgments of the Supreme Court in wage area

UNIT 5. INCENTIVE SYSTEMS (12 Hrs)

Incentive payment plans: Rowan, Halsey, Taylor, Gantt, Emerson, Scanlon etc., Profit Sharing, details of the schemes, merits and demerits — Why incentives fail?

Productivity oriented incentive schemes with example. Premium and group bonus schemes

Principles and procedures to make incentive schemes effective.

ESOP schemes

Text Books:

1. Sharma.A.M., Understanding Wage System, Bombay, Himalaya Publishers 1999 [Unit 2, 4&5] Chapter 3, 4, 6
2. Jain S.P. & Narang. K.L., Cost Accounting, Sulthan Chand, 1995 [Unit 3] - Chapter 2
3. Dipak Kumar Bhattacharya, Compensation Management, New Delhi, Oxford University Press, 2009 [Unit 1,3] - Chapter-1, 5

Reference Books:

1. Prasad. N.K., Principles & Practice of accounting, 1990
2. Gupta. A., Wage & Salary Administration in India, New Delhi, Anmoe Publications Private Limited, 2000.

SEM III
10PHR3111

Hrs/Week: 6
Credits: 4

INDUSTRIAL RELATIONS AND COLLECTIVE BARGAINING

Objectives: This paper enables students

- To understand the basic concepts of industrial relations.
- Focusing on collective bargaining and Trade Unions.
- To have more insight on discipline and WPM.

UNIT I: INDUSTRIAL RELATIONS (12 Hrs)

Definition of IR Concept

Industrial disputes: meaning & causes

Importance of good labour management relations

Industrial Dispute Act 1947: Disputes settlement machineries, Awards and settlements, Strike and lockout, Lay-off and retrenchment

Present day industrial worker

Directive principles of State policy - creating and adopting labour policy.

Role of ILO in industrial relations.

UNIT 2: TRADE UNIONS IN INDIA (12 Hrs)

History and growth of trade Union-purpose and functions.

Trade Unions and Economic Developments.

Pitfalls and suggestions to improve.

The Trade Unions Act, 1926

UNIT 3: COLLECTIVE BARGAINING (12 Hrs)

Meaning Nature, Types, Process and Importance of CB-prerequisites issues involved.

Status of Collective Bargaining in India.

Suggestions to improve Collective Bargaining.

Negotiations - Types of Negotiations-Problem solving attitude.

Exit policy, Voluntary retirements and Golden Handshake, Negotiation skills

Impact of Globalization on CB

UNIT 4: DISCIPLINE AND GRIEVANCE HANDLING (12 Hrs)

Discipline: Causes of Indiscipline - Maintenance of discipline.

Domestic enquiry: concept and practice - Principles of Natural Justice - Some important industrial pronouncements - Principles of Hot stove rule.

Grievance handling: Constitution of Grievance committee - Meaning of Grievance –Sources of grievance, benefits, redressal machinery

The Industrial Establishment (Standing Orders) Act, 1946

UNIT 5: WORKERS' PARTICIPATION IN MANAGEMENT (12 Hrs)

Concept - practices in India works committees, Joint management councils.

Employee Directors on board of Nationalized Banks.

The voluntary scheme of worker's participation followed

Quality circles, Suggestions for Improvement.

Text Books:

1. Mamoria, C.B., Industrial Labour and Industrial Relations in India, Kitab Mahal, 2001. [Unit 2] - Chapter 3, 4
2. Bhatia, S.K., Constructive Industrial Relations and Labour Laws. Deep and Deep. New Delhi, 2003. [Unit 3&4] - Chapter 5, 6
3. Maonoppa, A., Industrial Relations, TMH, 1999, New Delhi. [Unit 1] - Chapter 1, 2
4. Yoder, Dale and others, Personnel Management and Industrial Relations, New Delhi, Prentice Hall, 1999. [Unit 5] - Chapter 8

Reference:

1. Bhagoliwal, 1995, Personnel Management and Industrial Relations, New Delhi, Kitab Mahal Publishers.

SEM III
10PHR3112

Hrs/Week: 5
Credits: 4

RESEARCH METHODS FOR MANAGERS

Objectives: This paper enables students

- To understand the concepts of research.
- Focusing on problem formulations, research design, data collections, interpretation and finally presentation of report.
- SPSS forms the platform for learning research methods.
- The teaching for this paper is designed in such away that both lab and lecture forms 40% and 60% of proportions.

UNIT-1BASIC CONCEPTS (10 Hrs)

Research: Meanings, nature, scope, objectives & qualities of a researcher

Scientific Method & Scientific attitude: meaning, objectivity, reliability, validity, generality and difficulties in research

Research Problem: Review of literature, selection, formulation and statement of a research problem, pilot study

Concepts, variables and hypothesis: Meaning, nature, types, sources, Problem formulation, nature and Sources

Research as an aid in managerial decision making and Research in managerial functional areas.

UNIT-2 RESEARCH DESIGN & DATA COLLECTION (10 Hrs)

Research Design: meaning, problem, types (exploratory, descriptive, experimental, and diagnostic), and interdependence of designs.

Data collection: Primary methods

Observation: meanings, types and difficulties

Interview schedule: essentials, procedure, organization and advantages.

Questionnaire: types, formulations, problems, advantages and disadvantages.

Interview: objectives, types, advantages and limitations.

Survey: meaning, steps, advantages and disadvantages

Secondary sources: Books, documents (published, unpublished) survey reports, biographies and history .

UNIT-3 SAMPLING TECHNIQUES AND SCALING (10 Hrs)

Sampling techniques: meaning, need, basis, essentials, advantage, disadvantage, types probability (simple random, stratified, systematic, cluster) non probability: quota, convenience, purposive, judgment. Universe, Population, Size of sample, sampling and non sampling errors.

Scaling techniques: Need, problem, continuum, reliability, weight age and difficulties

Attitude scales: meaning, importance, difficulties, type and Projection Techniques.

UNIT- 4 DATA ANALYSIS AND PROCESSING (on SPSS mode-lab based) (10 Hrs)

Data processing: editing, classification and tabulation - Meaning, objectives, needs, types of tabulation, rules and parts.

Difference between classification and tabulation, Sorting of data, Summarizing of data

Frequency distribution: calculating frequency of class intervals

Data analysis: Measure of central tendency: mean, median and mode

Measure of dispersions: qualities, mean, and std. deviations

Measure of association: Correlation, Rank Correlation and regression analysis.

Test of significance or hypothesis testing: "T" test, "F" tests and chi-square test (Parametric test)

Diagrammatic & Graphic presentations: significance of diagrams and graphs, Diagrams rules for construction, types (bar-charts, pie-diagrams), uses and limitations

UNIT-5 DATA INTERPRETATION AND REPORT WRITING (10 Hrs)

Interpretation: meaning, importance and mistakes committed in interpretation of data.

Report writing: outline of a research report , content of research report, types of research report and guide lines for writing a standard research report and oral report presentation.

Text Book:

1. Tirupathi. P.C., A Text Book of Research Methodology in Social Sciences [Unit I- chapter: 1, 2 and 3] [Unit II – chapter: 4, 5 and 6] [Unit III – chapter 7 and 8] [Unit IV – chapter 9, 10, 11 and 12] [Unit V – chapter 16.]

Reference Books:

1. Ahuja, Ram, Research methods, Rawat Publications. Jaipur, 2003
2. Dooley, David, Social Research methods, Prentice Hall, Delhi. 1997
3. Raj Kumar, Methodology & Social Science Research, Book enclave Jaipur 2002.
4. Young, Pauline V. "Scientific Social Surveys and Research"
5. Kothari. C.R., Research Methodology, Wiswa Prakasan, 2000.

SEM III
10PHR3202A

Hrs/Week: 6
Credits: 4

ORGANIZATION DEVELOPMENT

Objectives

- To enable the students understand the dynamics of Organizational Change
- To offer them theoretical foundations and practical expose on change management and learn how to prepare organizations for change.

UNIT 1: INTRODUCTION (12 Hrs)

Concept, Characteristics, Scope

Historical Perspective

Underlying Assumptions and Values

Organizations as systems

Planned Change

UNIT 2: OPERATIONAL COMPONENTS (12 Hrs)

Diagnostic Component

Action Component

Process Maintenance Component

Action Research and OD

UNIT 3: OD INTERVENTIONS (12 Hrs)

Team Interventions

Inter - group Interventions

Personal, Interpersonal and group process interventions

Comprehensive Interventions

UNIT 4: IMPLEMENTATION AND ASSESSMENT (12 Hrs)

Structural Interventions

Implementation - conditions for failure and success in OD efforts

Assessment of OD and change in organizational performance

The impact of OD: Mechanistic and Organic systems and the Contingency Approach

UNIT 5: SOME KEY CONSIDERATIONS AND ISSUES IN OD (12 Hrs)

Issues in Consultant - Client relationships

The Future of OD

Some Indian Experiences in OD

Text Books:

1. Wendell L. French and Cecil H. Bell, Jr, 2006 Organization Development ,PHI,3rd,4th,6th edition,1989,2000 [Unit 4, 5] - Chapter 7, 8
2. French, Bell and Zawacki, Organization Development Theory, Practice and Research, Universal Book Stall, Third edition,

Reference:

1. Luthans, Fred, 1995, Organisational Behaviour, New Delhi; Tata McGraw Hill Publishers.

SEM III
10PHR3202B

Hrs/Week: 6
Credits: 4

FINANCIAL REPORTING AND ANALYSIS

(The syllabus is framed in such away that 80% theory forms vital and 20% problem becomes optional)

Objectives: This paper intends to enable the students

- To understand the principles and objectives of accountings.
- To prepare and analysis accounting statement and finally
- To utilize these concepts in various functions of financial decision makings.

UNIT 1: BASIC CONCEPTS OF ACCOUNTING (12 Hrs)

Accounting: Definition, objectives, principles, functions, need, developments, branches and systems of accounting.

Journal and ledger: Meaning, types, rules for debit and credit.

Trial balance: preparing and subdivisions.

UNIT 2: FINANCIAL FRAME WORK (12 Hrs)

Final accounts, Trading accounts, Profit and loss accounts, Balance sheet: meaning and components

Depreciation: meaning and reasons

Financial statement: meaning, nature, limitations, types and steps.

Fund flow and Cash flow statement: meaning, uses and differences between them.

UNIT 3: UNDERSTANDING COST MANAGEMENT (12 Hrs)

Cost: concept, classification, elements, work in progress, operating cost

Marginal costing: meaning, break even analysis, Cost volume profit analysis, margin of safety, advantage and disadvantage of marginal costing.

UNIT 4: FINANCIAL ANALYSIS (12 Hrs)

Financial management: meaning, objectives, interdisciplinary nature and profit maximization.

Time value of money: classification, long term and short term nature, source, risk and returns.

Inventories: meaning, types, benefits, ABC analysis, VED analysis, EOQ, safety stock, danger stock, minimum stock level, maximum stock level, receivable management

UNIT 5: FINANCIAL DECISION (12 Hrs)

Budget: meaning, types, zero base budgeting, budgetary control, Capital budgeting and dividend.

Working capital managements: objectives, approaches, determinants and polices.

Indian finance system: primary Market, secondary market, capital market (organized and unorganized) money market (organized and unorganized).

Text Books:

1. Dr.Maheswari S.N, Financial Accounting, 1999, Sultan Chand and Sons, New Delhi-23. [Unit 1- Chapter1 & 2] [Unit 2 – Chapter 3, 4 & 10] [Unit 3-Chapter 1]
2. Dr.Maheswari S.N, Principles of Cost and Managerial Accounting, 2000, Sultan Chand and Sons, New Delhi-23. [Unit 2- Section –B: chapter 1, 3 & 4] [Unit 3- chapter 2, 11, 15 & 19]
3. Dr.Maheswari S.N, Financial Managemant , 2001, 1999, Sultan Chand and Sons, New Delhi-23. [Unit 4 & 5- Chapter 6, 7 & 8] [Unit 5 - Chapter 10, 11 and 12]

Reference

1. Varshney P.N and.Mittal D.K, Indian Finance System, 1997, Vikas Publishing House Pvt Ltd, New Delhi-14.

SEM III
10PHR3402

Hrs/Week: 4
Credits: 4

**IDC-II PERSONALITY AND SOFT
SKILLS DEVELOPMENT**

UNIT 1: INTRA PERSONAL DEVELOPMENT (8 Hrs)

Concept of self, understanding self
Building self esteem, attitude,
Theories of personality.

UNIT 2: INTERPERSONAL SKILLS (8 Hrs)

Communication – Verbal and Non verbal
Verbal communication - Transactional analysis
Facing Interview.

UNIT 3: GROUP SKILLS (8 Hrs)

Group dynamics, Group discussion,
Team building – Leadership vs. management
Efficiency vs. effectiveness – Leadership skills

UNIT 4: LAW OF SUCCESS (8 Hrs)

Success strategies – success tool kit- goal setting – Auto
suggestion –
Visualization – values and vision – The habits of highly effective
people

UNIT 5: CASE STUDIES AND EXERCISES**(8 Hrs)**

Intra Personnel Development - Interpersonnal Skills Groups
- Skills Law of Success

Text Books:

1. Herbert Harris. 2004. The 12 Law of Success. Pustak Mahal, New Delhi [Unit 4], Chapter - 2
2. Shiv Khera. 2002. You Can Win. Macmillan India Ltd., New Delhi [Unit 1], Chapter 1
3. Paul, Rajendra .Korlahalli,J,S. Essentials of Business Communication [Unit 2], Chapter 5, 6
4. Alex. K, 2010, Soft Skills, New Delhi, S. Chand & Company Ltd. [Unit - 3, Chapter 13, Unit - 2, Chapter - 17, Unit - 3, Chapter - 14]

Reference Books:

1. Prasad,L,M. Organisational Behaviour. [Unit 1,3] Chapter 8, 9
2. Luthans,Fred, Organisational Behaviour, McGraw Hill Publishers,1985 [Unit 3], Chapter - 4

SEM IV
10PHR4114

Hrs/Week: 5
Credits: 4

HUMAN RESOURCE DEVELOPMENT

Objectives:

1. To grasp the meaning and importance of HRD in today's context
2. To understand the various methods of developing HR
3. To develop ones own competencies towards career in HR.

UNIT 1: INTRODUCTION TO HRD (10 Hrs)

HRD Concept: The behavioural context, internal and external factors, multiple goal HRD mechanisms / subsystems

How integrated with HRD

HRD Department and functions

HRD for organizational effectiveness

HRD policies and practices

HRD Cycle

Globalisation: impact on HRD

UNIT 2: HRD AND TRAINING (10 Hrs)

Orientation and Socialization: Meaning, stages, types

Training: Meaning/Concept, need/importance, purposes/objectives, philosophy /principles, attitudes, benefits Levels and areas

Training Programme: Elements, functions, levels

Training and development / education

Training and learning: Theories of learning, the Learning Curve

Dynamics of organizational learning

New perspectives and emerging issues in training

UNIT 3: HRD: NEEDS, PROCESS & EVALUATION (10 Hrs)

Needs Identification: Organisational, Group and Individual levels

Training needs in a changing environment

Process/steps

Training policy, plans and resources

Training costs and benefits

Application of computers in training

Strategies and techniques for effective training

Evaluation of training: approaches, instruments, reporting results, evaluation myths

Training the trainer, Limitations of training for HRD

UNIT 4: METHODS OF HRD (10 Hrs)

On-the job training: meaning, steps, types

(Coaching, Apprenticeship, Job Instruction, Job Rotation, Self-improvement)

Off-the -job training: meaning, types:(Job Instruction, Lecture, Conference, CD, Role

Playing, Case Studies, Vestibule/Simulated, Programmed learning, Computer based training)

Advantages and limitations

On- the job Programme [Executives]: Coaching and Counseling, transition to new jobs,

Self-improvement, Job rotation, junior boards, action learning.

Off-the-job Programmes [Executives]: Case study, management games, seminars,

University related programs, role playing, behaviour modeling,

In-house development centres

Factors in designing an executive development programme

Developing effective training Programmes

Designing an HRD Programme

UNIT 5: PROFESSIONAL DEVELOPMENT (10 Hrs)

Introduction

Key Competencies for the practice of HRD

Continuing professional development

Looking to the future

The principal Challenges

International trends

Competency Development and Competency Mapping

Continuous learning and development

Text Books:

1. Mankin, David. Human Resource Development, New Delhi, Oxford University Press, 2009 [Unit1-Chapter1] [Unit 5-Chapter15]
2. Pattanayak, B. Human Resource Management, Prentice-Hall of India, Private Limited, New Delhi, 2009 [Unit 1- Chapter7] [Unit 2,3,4- Chapter 6]

Reference Books:

1. Kenneth.: A Guide to Management and Development Technique. Kogan Page, UK.2001.
2. Kumar, Basanta.: Human Resource Development. Mohit Pub. New Delhi. 2000.
3. Margaret and Barrington, Harry. Training Interventions – Managing Employee Development. Jaico Publishing House, Mumbai, 2007
4. Tapomoy, Deb. Training and Development – Concepts and Applications, Ane Books India, New Delhi, 2006

SEM IV
10PHR4115

Hrs/Week: 5
Credits: 4

PERFORMANCE MANAGEMENT

Objectives:

- To understand performance as the ultimate goal of HRD
- To be exposed to the various methods of appraising performance
- To enable the students to develop performance related skills and competencies

UNIT 1: INTRODUCTION (10 Hrs)

Understanding performance: Job analysis, criteria, performance criteria and factors

Performance and potential

Performance Appraisal: Meaning and definition, objectives, benefits, types and links

Performance Management: meaning and definition, concerns, scope and objectives, principles and benefits.

The role of computer in appraisal

UNIT 2: DEVELOPING PERFORMANCE APPRAISAL (PA) SYSTEM (10 Hrs)

Distinction between PA and PM systems

PA stages: Overall approach, where and how introduced? Who to be covered? Project team, role of HRM, pilot test and implementation, documentation

PA system in Operation: training, monitoring, steps in the process

Holistic approach: organizational context, culture, functionality, job design, team work, organization development, purpose & value statements, strategic management and HRM

Performance review sequence

UNIT 3: METHODS OF APPRAISAL (10 Hrs)

Traditional Methods:

Ranking, Paired Comparison, Grading, Forced Distribution, Check List, Critical Incident, Graphic Scale, Essay, Field Review, Group Appraisal, Confidential Report

Modern Methods: MBO, BARS, HR Accounting, Assessment Centers, 360 Degree Appraisal, Balanced Score Card

Recent Trends: Focus on Achievement, Team Appraisal,

Rational Performance Management

UNIT 4: PROBLEMS / ISSUES IN PERFORMANCE MANAGEMENT (10 Hrs)

Problems with rating scales

Problems in appraisal

Issues in performance management

Pitfalls and constraints

How to avoid appraisal problems

How to handle a defensive employee, How to criticize an employee and issue a written warning?

Legal and ethical issues

Elements of effective performance appraisal system

UNIT 5: PERFORMANCE DEVELOPMENT (10 Hrs)

Appraisal Interview

Planning for performance improvement: Organizational strategy and performance, change, learning, technology, culture, HR strategy

Training, coaching, counseling, performance problem solving

Transition from performance appraisal to performance improvement

Developing and maintaining Performance Management

Evaluating performance management

Performance Management Audit

Potential appraisal and succession planning

Executive development and performance: Case study

Text Books:

1. Armstrong, Michael and Baron, Angela. Performance Management, Jaico Publishinh House, Mumbai, 2007 [Unit 1 –Chapter 1-4] [Unit 3- Chapter 15,18] [Unit 5 -12, 19, 20, 21]
2. Pattanayak,B. Human Resource Management, Prentice Hall of India Private Limited, New Delhi, 2009. [Unit 1 - Chapter 8 & 9] [Unit 2 – Chapter 8] [Unit 3 – Chapter 8 & 11] [Unit 4 – Chapter 8] [Unit 5 –Chapter 8]
3. Dessler, Garry, Human Resource Management, Prentice-hall of India, Pvt Ltd, New Delhi, 1999, 7th Edition [Unit 4 - PP 314 – 318]

Reference Books:

1. Cardy, R. Performance Management, Prentice Hall of India Private Limited, New Delhi, 2004.
2. Jyothi, P. and Venkatesh, D. N. Human Resource Management, OUP: New Delhi, 2008
3. Neale, Francis. Handbook of Performance Management, Jaico Publishing House, Mumbai 2002.
4. Thompson, L.R. Constructive Appraisals, American Management Association, New York 1999.
5. Kohli, A.S, Deb.T, 2008, Performance Management, Oxford University Press: New Delhi.

SEM IV
10PHR4116

Week: 5 Hrs
Credits: 4

TOTAL QUALITY MANAGEMENT

Objectives: This paper enables students

- To understand the principle concepts of TQM,
- Focusing on quality planning, models of TQM, customer satisfactions, quality audits and SPC quality tools.
- Enabling the students to apply them in the field of human resources management.

UNIT 1: INTRODUCTION TO TQM (10 Hrs)

Definition of Quality, Dimensions of Quality, Quality planning, Quality cost, Analysis techniques for Quality cost, Basic concepts of TQM, TQM- meaning, definition and fundamental concepts, Historical review – W.Edwards Deming, Joseph .M. Juran and Philip .B. Crossby.

UNIT 2: TQM PRINCIPLES (10 Hrs)

Customer satisfaction, Customer perception of quality, customer complaints, service quality, customer retention, employee involvement- motivation, empowerment, teams, recognitions, rewards, performance appraisal, benefits, continuous process improvements- Juran trilogy, PDSA cycle, 5S kaizen and supplier partnership.

UNIT 3: MODELS OF TQM (10 Hrs)

Fuji Xerox model, Norman Rickad model, Eicher group model, Basic frame move model, Operational model, Diamond model, Umbrella model, Accelerated Business improvement model, Kano's basics of TQM model, Westinghouse model of TQM, Itoh model,

Peratech model, Kehoe's model - an integrated model, Eighty components model, Building block model and Dhruv model.

UNIT 4: STATISTICAL PROCESS CONTROL (SPC) AND TQM TOOLS (10 Hrs)

Seven basic QC tools-Check sheets, Cause and Effect diagram, Pareto analysis, Scatter diagram, Histogram, Control charts and Flow diagram, Concept of Six sigma , Bench marking, Brainstorming and Quality circle.

UNIT 5: QUALITY SYSTEMS (10 Hrs)

Quality audit, Quality awards – Malcolm Baldrye National quality award (UNITed states), Deming Price (Japan), European quality award ,Golden peacock national quality award and Australian quality award, ISO 9000, 2000, ISO 14000 and case studies.

Text Book:

1. Sharma. D.D., TQM- Principles , Practices and Cases, 2005, Delhi, Sultan Chand Publications, [Unit I –chapter 2, 3, 4 & 6] [Unit II- chapter 14,16,4 & 8] [Unit III- chapter 3] [Unit IV- chapter 7,10,31,15 & 9] [Unit V – chapter 25 & 32]

Reference:

1. Krishnan.K, Karmegam.G and Somasundaram.R, TQM, Coimbatore, R.K.Publishers.

SEM IV
10PHR4117

Hrs/Week: 5
Credits: 4

CORPORATE SOCIAL RESPONSIBILITY

Objectives

This course examines the social responsibilities of business corporations and corporate executives to various stakeholders whose welfare is dependent on the business. The course focuses on the ethical values that must drive business and influence all decision making. It builds knowledge and sensitivity among the students on the triple bottom-line of responsible business. It also draws the attention of the students to the ethical codes of responsible business

UNIT 1 INTRODUCING BUSINESS ETHICS (10 Hrs)

Defining morality, ethics and ethical theory

Balancing business motives and social responsibility; need for CSR

Sustainability: key goal for business ethics; triple bottom-line-environmental perspectives, economic perspectives, social perspectives

Corporate Citizenship

Tools and techniques of business ethics management: components, mission statements, standards of ethical behaviour, codes of ethics

Corporate social Accounting

UNIT 2 THE CORPORATE CITIZEN AND ITS STAKEHOLDERS (10 Hrs)

Stakeholders approach, relationship and stakeholders analysis

Shareholders and business ethics; corporate governance, ethical issues in corporate governance, shareholders as citizens of corporation

Employees and Business Ethics: employees as stakeholders, Ethical issues in the firm-employee relation, ethical challenges of globalization

UNIT 3 THE CORPORATE CITIZEN AND ITS STAKEHOLDERS (10 Hrs)

Consumers and business ethics: consumers as stakeholders, ethical issues in marketing, ethical challenges of global market place, consumers and corporate citizenship, sustainable consumption.

Suppliers, competitors as stakeholders; ethical issues and suppliers, ethical issues and competitors, ethical challenges of global business networks, ethical sourcing and fair trade

UNIT 4 CIVIL SOCIETY AND BUSINESS ETHICS (10 Hrs)

Meaning of civil society, civil society organisations as stakeholders, ethical issues and CSOs

Corporate Citizenship and civil society; CommUNITY development projects, Business-CSO collaboration.

Civil society, business and sustainability

UNIT 5 GOVERNMENT, REGULATION AND BUSINESS ETHICS GOVERNMENT AS STAKEHOLDER (10 Hrs)

Ethical issues in the relation between business and government

Globalisation and business-government relations

Corporate citizenship and regulation

Governments, business, and sustainability

Text Book:

1. Crane, Andrew and Matten, Dirk. 2010. Business Ethics. Oxford University Press: New Delhi. [Unit 1-Chapter 1,3] [Unit 2-Chapter 6] [Unit 3-Chapter 8,9] [Unit 4- Chapter 10] [Unit 5- Chapter 11]

Reference Book:

1. Agarwal.K.Sanjay.2010. Corporate Social Responsibility in India. Response Books: New Delhi.

SEM IV

Hrs/Week: 5

10PHR4203A

Credits: 4

INFORMATION SYSTEMS FOR MANAGERS

UNIT 1 : FRAMEWORK OF INFORMATION SYSTEMS (10 Hrs)

Concept and definition of MIS, data, information, Evolution of MIS, Need for MIS

MIS and other Academic Disciplines: Managerial Accounting, Operations Research, Management Theories, Computer Science

Subsystems of MIS: Functional Subsystems, Activities Subsystems- levels of Management and the Information Needs

Characteristics, Advantages and Limitations of MIS

UNIT 2 : TECHNOLOGY FOR INFORMATION SYSTEMS AND DECISION-MAKING (10 Hrs)

Components of Information Technology, Functions of Information technology, Types of Computers

Computer Hardware; CPU, Input and Output devices, Storage Devices

Software; System Software, Application Software

Networking of Computer; LAN, WAN, Internet, Electronic Mail, E-Commerce

Decision Making; concept, importance, characteristics, types of decisions, steps in decision making and decision making models

UNIT 3 : SYSTEM DEVELOPMENT AND TYPES OF INFORMATION SYSTEMS (10 Hrs)

Planning for Information systems, System Development, System analysis and Design, System Implementation and Maintenance

Types of MIS and the requirement of information at each level of Management; Transaction Processing Systems, Management Information Systems, Decision Support Systems, Executive Information Systems and Expert Systems

UNIT 4 : DATABASE MANAGEMENT (10 Hrs)

Traditional File Management System and its limitations

DBMS; objectives, Characteristics, Components, Models, Types

Database Software; data definition language, Data Manipulation Language, Query Language and Report Generator

Designing data Architecture; Centralised Database, Distributed Database, Database for Strategic Planning

Database Design; Conceptual Design, Logical Design, Physical Design

UNIT 5: HRIS (10 Hrs)

Concept of HRIS, Subsystems of HRIS

Information systems for recruitment and selections

Information systems for training and development

Employee relationship Management through information systems

Information systems for performance management

Information systems for decision support

Employee portals for HR

Information systems for Knowledge Management

Software for HR Functions

Text Books:

1. Davis B. Gordon et al.2000. Management Information Systems.New Delhi: Tata McGraw-Hill Publishing Company Ltd. [Unit 1-Chapter 1]
2. Prasad, L.M et al, 2005. Information Systems and Technology, New Delhi:Sultan Chand & Sons Publishers. [Unit 2 - Chapter 2-4] [Unit 3-Chapter 6-9, 11, 12] [Unit 4 .- Chapter 5]
3. Jaiswal Mahadeo, Mital Monika, 2004. Management Information Systems, New Delhi: Oxford University Press [Unit 5 –Chapter 6]

Reference Book:

1. Lucey, T. 1999, Management Information Systems, New Delhi, BPB Publications.

SEM IV
10PHR4203B

Hrs/Week: 5
Credits: 4

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Objectives

To enable the student to understand the concept and practice of cross cultural contests and its implication for management.

UNIT 1 (10 Hrs)

Emergence and Definition of the Concept.

Domestic and International HRM: Differences and Moderating Variables.

The Path to Global Organisational Status.

Mode of Operation.

Control Mechanisms.

The seven Cs of IHRM – A Brief Outline.

UNIT 2 (10 Hrs)

International Recruitment: Issues, Approaches and Criteria.

International Staff Transfer.

The Roles of Expatriates, Non-Expatriates and the Corporate HR Function.

Factors Moderating Performance.

Dual Career Couples.

Gender Issue: Women Expatriates.

UNIT 3 (10 Hrs)

Role of Training.

Pre-departure Training Programmes.

Staff Development Through International Assignments.

Compensation: Objectives, Key Components, Approaches, Patterns in Complexity.

UNIT 4**(10 Hrs)**

The Repatriation Process.

Individual Reactions to Re-entry.

Multinational Responses.

Designing a Repatriation Programme.

HRM in the Host Country Context.

Industrial Relations: Key Issues, Trade Unions, Regional Integration, The Issue of Social Dumping, Impact of Digital Economy.

UNIT 5**(10 Hrs)**

Performance Management.

Cultural Dimensions, Hoefstede's Classification.

International Business Ethics and HRM.

Ownership Issues.

Research and Theoretical Development.

Text book:

1. Peter J. Dowling and Demic E. Welch. 2004. International Human Resource Management. 4th Edition. Thomson Learning International (the book covers all the units) New Delhi.

Reference Books:

1. Hemant Wagdre. 2007. International Human Resource Management. Adhyeyan Publishers, New Delhi.
2. S. K. Bhatia. 2005. International Human Resource Management. Deep and Deep, New Delhi.

HRM ADDITIONAL COURSE

I. Induction and Orientation Programme: One Week (in the first week)

The induction programme focuses on introducing the students to the requirements of the course, dynamics of the syllabus, usage of library, method of study, writing assignments, conducting workshops and seminars and identifying the capabilities of the individual students.

II. Certificate/ Diploma Programme on Personal Effectiveness

The course is to be conducted in the afternoon for three days per week and three hours per day. The HRM students have to undergo this course. On completion of the first semester the students will be issued Certificate and on completion of the full course that runs for two semesters the students will be issued a diploma certificate. The course will focus on skill enhancement with the objective of personal effectiveness with practical sessions.

SEMESTER I

1. Communication Skills- Written (3 credits)

Objectives;

To enable the students to become aware of their written communication skills and sensitise them to their potential to become familiar with writing reports ,letters, memos etc. This workshop based training enables the students to communicate in English.

1. Sentence formation
2. Understanding Parts of Speech
3. Writing Business Letters, memos, minutes
4. Report writing
5. Assignment writing

2. Communication Skills- Oral (3 credits)

3. Personality Development

SEMESTER II

4 Computer skills (3 credits)

This is a Practical course aiming at familiarising the students with the use of computer particularly in MS office and Internet so that they will use the system for learning and presentations and integrate into managerial functions.

1. Typing Speed, 2. File Management, 3. MS Word, 4. Power Point Presentations

5. Using web for learning

5. Career Oriented Presentation Skills

Resume writing

Managing Interviews

Career Anchoring

6. Business Communication Skills

INTER DEPARTMENTAL COURSE - IDC

BIOCHEMISTRY

- 10PBC2401 APPLIED NUTRITION
- 10PBC3402 FIRST AID MANAGEMENT

BIOTECHNOLOGY

- 10PBT2401 BASIC BIOINFORMATICS
- 10PBT3402 BASIC GENOMICS & PROTEOMICS

CHEMISTRY

- 10PCH2401 HEALTH CHEMISTRY
- 10PCH3402 INDUSTRIAL CHEMISTRY

COMMERCE

- 10PCO2401 FINANCIAL ACCOUNTING FOR MANAGERS
- 10PCO3402 MANAGEMENT CONCEPTS & ORGANIZATIONAL BEHAVIOR

COMPUTER APPLICATIONS

- 10PCA2401 INTERNET CONCEPTS
- 10PCA2402 FOUNDATION OF COMPUTER SCIENCE
- 10PCA3403 COMPUTER APPLICATIONS FOR SOCIAL SCIENCES
- 10PCA3404 FUNDAMENTALS OF PROGRAMMING

COMPUTER SCIENCE

- 10PCS2401A FUNDAMENTALS OF IT
- 10PCS2401B WEB DESIGN
- 10PCS3402A FLASH
- 10PCS3402B DREAM WEAVER

ECONOMICS

- 10PEC2401 ECONOMICS FOR MANAGERS
- 10PEC3402 INDIAN ECONOMY

ELECTRONICS

- 10PEL2401 ELECTRONICS IN COMMUNICATION
- 10PEL3402 COMPUTER HARDWARE

ENGLISH

- 10PEN2401 BUSINESS ENGLISH
10PEN3402 INTERVIEW SKILLS AND GROUP DYNAMICS

HISTORY

- 10PHS2401 PUBLIC ADMINISTRATION
10PHS3402 APPLIED TOURISM

HUMAN RESOURCE MANAGEMENT

- 10PHR2401 FUNDAMENTALS OF HRM
10PHR3402 PERSONALITY AND SOFT SKILLS DEVELOPMENT

INFORMATION TECHNOLOGY

- 10PIT2401A FUNDAMENTALS OF IT
10PIT2401B WEB DESIGN
10PIT3402A FLASH
10PIT3402B DREAM WEAVER

MATHEMATICS

- 10PMA2401 OPERATIONS RESEARCH
10PMA3402 NUMERICAL METHODS

PHYSICS

- 10PPH2401 MODERN PHOTOGRAPHY
10PPH3402 MEDICAL PHYSICS

PLANT BIOLOGY & PLANT BIOTECHNOLOGY

- 10PPB2401 NANOBIO TECHNOLOGY
10PPB3402 REMOTE SENSING AND GIS

TAMIL

- 10PTA2401 முருகு; கழிப்பு; நியூ; தி; ஜி; கபு; - 1
10PTA3402 முருகு; கழிப்பு; நியூ; தி; ஜி; கபு; - 2