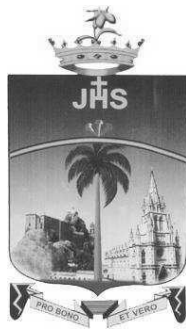


# **M.PHIL. SYLLABUS - 2013**

## **HUMAN RESOURCE MANAGEMENT**



**PG & RESEARCH DEPARTMENT OF HRM  
St. JOSEPH'S COLLEGE (Autonomous)**

*Accredited at 'A' Grade (3<sup>rd</sup> Cycle) by NAAC  
College with Potential for Excellence by UGC*

**TIRUCHIRAPPALLI – 620 002**



## GUIDELINES FOR FULL TIME M.Phil.

1. **Duration :** The programme runs for one year consisting of two semesters. The Semester- I is from August to February and the Semester- II runs from March to August, of the consecutive year.

### 2. Course Work :

Semester – I			Semester - II		
Course	Title	Cr	Course	Title	Cr
C1	General Skills for Teaching & Learning	3	C5	Dissertation (Topic selected should be relevant to the topic of the Guide Paper)	8
C2	Research Methodology	4			
C3	Core Subject	5			
C4	Guide Paper	5			
Total		17	Total		8

2. a. Each Course should contain 5 units, covering the subject requirements of the courses offered.

**Marks for CIA and SE are in the ratio 40 : 60.**

The CIA components are **Mid Semester Test (25), End Semester Test (25), Seminar (15), Objective Type Assignment Test (15)**. The total mark 80 will be converted into 40 marks. **The tests and Semester Examination are centrally conducted by COE for 3 hours.**

CIA & SE	Tentatively on
Mid Semester Test	December 2 <sup>nd</sup> Week
End Semester Test	February 2 <sup>nd</sup> Week
Semester Examinations	February 4 <sup>th</sup> Week

Scholar should acquire **a minimum of 20 marks from CIA to appear for SE**. He/She will be declared to have passed in the various courses in Semester I, provided he/she secures not less than 50 marks on an aggregate (CIA+SE).

2b(i). In course C1 on ‘ **General Skills for Teaching & Learning**’ the first 3 units are common to all the departments of our college. The first three unit titles are **Soft Skills, E-teaching & E-learning, Elements of Technology of Teaching and Learning**. The remaining two units are department specific to make use of the above mentioned skills & techniques to teach the course subject at the Allied / UG level. This paper is (to be) designed to exploit the various teaching-learning- research skills to be imbibed / cultivated to make the research scholars to be fit for the profession they would likely to acquire in the Education Industry. Thus only for the course (C1) the written component is 60% and Practical component 40% both in CIA and SE.

2b(ii) **EVALUATION for C1:**

Theory Component: For both CIA & SE, there will be a 2 hour test only from the first **THREE** units. The CIA components are Mid Semester Test (35), End Semester Test (35) and Assignment (30). The total 100 will be converted into 25 marks.

Practical Component: The last **TWO** units are department specific. There is no Mid and End Semester Tests. But the CIA for the same are assessed continuously by the teacher(s) concerned totaling 15 marks. For SE, the Practical evaluation is done by an external examiner.

2. c. Question papers for C1, C2 & C3 are set by external examiner.

2. d. Question paper for C4 will be set and valued by the Research Advisor only.

**3. CREDITS**

S E M E S T E R - I	Courses	Title		Contact Hrs.	Library Hrs.	Total Hrs.	Cr	CIA Mk	SE Mk	Total Mk
	C1	General Skills for Teaching & Learning	T	3	2	5	2	25	35	60
			P	2	2	4	1	15	25	40
	C2	Research Methodology		5	4	9	4	40	60	100
	C3	Core Subject		5	5	10	5	40	60	100
	C4	Guide Paper		5	5	10	5	40	60	100
	<b>Total</b>				<b>20</b>	<b>18</b>	<b>38</b>	<b>17</b>	<b>160</b>	<b>240</b>

<b>S E M E S T E R T A T I O N - I I</b>	<b>C5</b>	<b>INTERNAL</b>		<b>EXTERNAL</b>			
			<b>Cr</b>	<b>Mk</b>		<b>Cr</b>	<b>Mk</b>
		Seminar & Review of Related Literature	2	15	Dissertation Evaluation	6	75
		Mid term review Presentation	2	15	<i>Viva-voce</i>	2	25
		Dissertation work	3	60			
		<i>Viva-Voce</i>	1	10			
<b>Total</b>		<b>8</b>	<b>100</b>		<b>8</b>	<b>100</b>	

#### 4. Question Pattern

	<b>Course</b>	<b>Mid &amp; End Semester Tests and Semester Examinations</b>		
	<b>C1</b>	Section A : Short Answers	7/9	7 x 2 = 14
		Section B : Either / Or – Essay Type	3	3 x 7 = 21
	<b>C2</b>	Section A : Short Answers	10	10 x 2 = 20
		Section B : Either / Or – Essay Type	5	5 x 8 = 40
<b>C3</b>	Section A : Short Answers	10	10 x 2 = 20	
	Open Choice : Comprehensive Type	5/8	5 x 12 = 60	
	Section B : Either / Or – Essay Type	5	5 x 8 = 40	
<b>Arts</b>	<b>Course</b>	<b>Mid &amp; End Semester Tests and Semester Examinations</b>		
	<b>C1</b>	Section A : Short Answers	7/9	7 x 2 = 14
		Section B : Either / Or – Essay Type	3	3 x 7 = 21
	<b>C2</b>	Open Choice : Comprehensive Type	5/8	5 x 12 = 60
	<b>C3</b>	Open Choice : Comprehensive Type	5/8	5 x 12 = 60
<b>C4</b>	Open Choice : Comprehensive Type	5/8	5 x 12 = 60	

## 5. Dissertation

For carrying out the dissertation, it is mandatory to strictly adhering to the rules of the college as given below:

### 5.1 Requirement

Every student is expected to give two seminars one concerning Review of Related Literature within the four weeks from the beginning of the second semester and the other on Data Analysis/Result/Mid Term Review just before the submission of the final draft of the dissertation

### 5.2 Submission

Candidates shall submit the Dissertations to the Controller of Examination **not earlier than five months but within six months** from the date of the start of the Semester –II. The above said time limit shall start from 1<sup>st</sup> of the month which follows the month in which Semester - I examinations are conducted. If a candidate is not able to submit his/her Dissertation within the period stated above, he/she shall be given an extension time of **four** months in the first instance and another **four** months in the second instance with penalty fees. If a candidate does not submit his/her Dissertation even after the two extensions, his/her registration shall be treated as cancelled and he/she has to re-register for the course subject to the discretion of the Principal. However the candidate need not write once again the theory papers if he/she has already passed these papers.

**At the time of Submission of Dissertation, the guide concerned should forward the mark for 90% as stated above to the COE in a sealed cover**

### 5.3 Requirement

**For the valuation of dissertation it is mandatory to have passed in all the four courses.** One external examiner and the Research Adviser shall value the Dissertation. The external examiner should be selected only from outside the college and shall be within the colleges affiliated to Bharathidasan University. In case of non-availability, the panel can include examiners from the other university/colleges in Tamil Nadu. The external examiner shall be selected from a panel of 3 experts suggested by the Research Adviser. However, the Controller of Examination may ask for another panel if he deems it necessary. Both the internal and external examiner will evaluate the Dissertation and allot the marks separately. However the *viva-voce* will be done by both of them. The average marks will be considered.

### 5.4 Viva-Voce

The external examiner who valued the Dissertation and the Research Adviser shall conduct the *Viva-Voce* for the candidate for a maximum of 100 marks. A Candidate shall be declared to have passed in *viva-voce* if he/she secures not less than 50% of the marks prescribed for Dissertation and 50% of the marks in the aggregate of the marks secured in *viva-voce* and Dissertation valuation. *A student can undertake dissertation in the second semester whether or not he/she has passed the first semester.*

## 6. CLASSIFICATION OF SUCCESSFUL CANDIDATES

6.1 The candidates who pass the Semester– I and Semester – II examinations in their first attempt shall be classified as follows:

No.	Total Marks secured in Semester – I and Semester – II Examinations	Classification
1.	80% and above in the case of Science Subjects & 75% and above in the case of Arts and Social Science Subjects	I Class with Distinction
2.	60% to 79% in the case of Science Subjects & 60 % to 74% in the case of Arts and Social Science Subjects	I Class
3.	50% to 59% in all the subjects	II Class

**Note :** Mathematics, Statistics and Computer Science/ Application shall be treated as Science Subjects

6.2 Candidates who pass the courses in more than one attempt shall be declared to have completed the programme under II Class.

6.3 Candidates who have failed in the courses may take the supplementary exams conducted by the COE immediately. Even then if they could not complete the course(s), they will be given two more chances only to appear for those courses along with the next batch scholars. The maximum duration for the completion of the M.Phil. Programme is 2 Years.

## 7. ATTENDANCE

Daily attendance for 90 working days should be enforced for the students.

Periodical report of a student to the guide concerned should be recorded in the register kept by the guide.

8. **Scholar must obtain 80% of attendance per semester in order to appear for the Semester Examinations/Viva-Voce**

**M.Phil Human Resource Management (HRM) Course Pattern – 2013**

<b>Sem</b>	<b>Code</b>	<b>Title of the Paper</b>
<b>I</b>	13MHR101	Course C1: General Skills on Teaching and Learning
	13MHR102	Course C2: Research Methodology
	13MHR103	Course C3: International Human Resource Management
	13MHR104A	Course C4: Employee Attitude on Motivation
	13MHR104B	Course C4: Performance Management
	13MHR104C	Course C4: Job Satisfaction
	13MHR104D	Course C4: Training and Development
	13MHR104E	Course C4: Human Resource Development
	13MHR104F	Course C4: Training and Development
	13MHR104G	Course C4: Employees' Safety and Welfare Measures
	13MHR104H	Course C4: Stress Management and Emotional Intelligence
	13MHR104I	Course C4: Counselling and its implications
	13MHR104J	Course C4: Industrial Relations and its features
	13MHR104K	Course C4: Dynamics of Knowledge Management
	13MHR104L	Course C4: Training Strategies and Effectiveness
	13MHR10M	Course C4: Organisational Behaviour
	13MHR104N	Course C4: Competency Mapping
	13MHR104O	Course C4: Performance Management
	13MHR104P	Course C4: Employees' Motivation and Training
	13MHR104Q	Course C4: Human Resource Development
13MHR104R	Course C4: Employees' Motivation and Job Performance	
13MHR104S	Course C4: Stress Management	
13MHR104T	Course C4: Stress Management and Personality	
<b>II</b>	13MHR205	Course C5 : Dissertation



## GENERAL SKILLS ON TEACHING AND LEARNING

### Objectives

- *To enhance the employability of the students by empowering them with soft skills.*
- *To provide the students a theoretical background of educational psychology and its important concepts.*
- *To help them understand the application of theories of educational psychology in educational practices.*
- *To enable them to understand the nature of growth and development, learning, motivation and its various educational implications.*

### Unit – I: Soft Skills

- Communication skills: Oral, written, verbal, non-verbal, aids, blocks. Intrapersonal and Interpersonal communication. Effective communication.
- Behavioural skills: Attitude, time management, Leadership and Team building.
- Lateral thinking: conventional teacher and lateral teacher – creativity and innovation.
- Facing interviews: Different types of interviews. Dress code, Do's and Don'ts, Frequently asked questions, Preparing a resume, Mock interviews.
- Group Dynamics: Knowledge, Leadership, Thinking, Listening and Mock GDs.

### Unit – II: E- Learning and E – Teaching

- An overview of Microsoft Office – 2007: MS Word – 2007, MS Excel – 2007, MS Power point – 2007
- Concepts in e-resources and e-design: World Wide Web concepts, making use web resources, web site creation concepts – creating web pages editors, creating web graphics, creating web audio files.

### Unit – III: Elements of Technology of Teaching and Learning

- Psychology : Meaning, branches, scope and methods
- Areas of educational psychology and levels of learning : Different theories of learning, factors affecting learning, intrinsic and extrinsic motivation, motivational memory and forgetting, approaches to learning (Pavlov and Skinner), creative thinking and theories of intelligence.

### References

#### Unit – I

- Prof.G.Ravdindran, Dr.S.P.B.Elango and Dr.L.Arockiam: Success through soft skills.
- Dr. K. Alex : Soft skills
- Edward De Bono : Lateral thinking

#### Unit – II

- Joyce Cox, Curtis Frye etc: Step by 2007 Microsoft office systems prentice hall of India private Ltd., New Delhi, 2007, chapter 1-8, 13-16.
- Margaret Levine Young: Internet – The complete reference, Tata McGraw Hill Publishing Company Ltd., New Delhi, 2007, chapters 18, 25 – 30.

#### Unit – III

- Education Psychology in classroom, Lindaren Henry, Asia Publishing Home.
- Psychology of class room learning, Holt Richard.

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**RESEARCH METHODOLOGY**

**Unit – I: Research in Management**

Research: Definition and purpose. Scientific method: characteristics and scientific attitude. Research in Management: Introduction, Meaning and nature, scope and objectives, types, utility and limitations.

**Unit – II: Research in Managerial function**

Research design: Meaning and types. Hypothesis: Definition, sources and types. Research in planning, organizing, staffing, controlling, decision making, motivation, leadership, interpersonal relations and marketing. Sampling: meaning, methods and procedures.

**Unit – III: Collection of Research Data**

Sources of research data: primary and secondary sources. Primary data collection methods: Questionnaire and testing of questionnaire. Attitude measurement: Scales of measurement (Nominal, ordinal, interval, ratio). Rating scales: Attitude scales (Likert scale, semantic differential scale). Profile analysis, observation, interview and schedule.

**Unit – IV: Statistical Analysis 1**

Univariate analysis with the help of descriptive statistics, investigation of association (Bivariate data). Pearson’s correlation coefficient (interval and ratio scales). Spearman’s rank correlation coefficient (ordinal data). Contingency coefficient (Nominal data). Simple regression analysis: Assumption about the model, violation models and rectification. Testing of Hypothesis: Framing null and alternate hypothesis. Critical region, test statistic. Standard error and its role parametric test: Tests based on normal, ‘T’, F, and Chi-square distributions.

**Unit – V: Statistical Analysis 2**

Non – Parametric test: Kolomogrov – Smirnov one and two sample test, run test, Mann Whitney ‘u’ test, Will Coxson signed rank test, Kru skal-Wallish test, Fried mann test and Kendall’s W test. Overview of some advanced statistical tools: Principle component analysis, Measures of association minimal data: Lamada, Phicoefficient.

**References**

- Sullivan, Monotte and Dejong, 2001, Applied social research (Tools for the Human Services) Harcourt Brach College Publishers.
- Baker, T.L. 1999, Doing Social Research, 3<sup>rd</sup> edition, New York, McGraw Hill.
- Gilbert. A and Churchill Jr., 1983. Marketing Research: Methodological Foundations India, Prentice Hall India.
- Tull.D.S. and Hawkins, D.I., 2000 Marketing Research: Measurement and methods, Prentice Hall India.
- Kurtz. R. Norman, 1983, Introduction to social statistics, New Delhi, McGraw Hill International.

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## INTERNATIONAL HUMAN RESOURCE MANAGEMENT

### **Unit - I: Introduction IHRM**

Definition of IHRM, need of IHRM, Approach path global status, Linking HR and International expansion. Strategies changing environment: Changing role of HR managers, internationalization business, need for responsive organizations, current trends of Hr. Ethics and IHR manager, variables that moderate domestic HRM and IHRM, importance of cultural awareness, expanding the role of HRM in international firms.

### **Unit – II: Organizational context of IHRM**

International recruitment and selection of executives, Nationality staffing policies. Repatriation process, Managing people in an international context. HRIS: Definition, meaning, need, scope function, types of IS, limitations of IS, MIS applications, E’HRM, E’HR activities, E-Learning and paperless office.

### **Unit – III: Performance Management Systems**

Multinational performance management systems, factors associated with individual performance appraisal, criteria for appraising international employees, identifying variables affecting performance, issuing managing performance in the global context, providing feedback, opportunities for improvement.

### **Unit - IV: Training and Development**

Training and supporting an expatriate assignment, training strategies. Expatriate training: Role of expatriate training, new trends in expatriate training, components of effective pre-departure training programs. Developing staff through international assignments. Repatriation training: Host Country National (HCN) training, Third – Country National (TCN) training.

### **Unit – V: Compensation and IR**

International compensation: objectives, approaches, issues, challenges and theoretical development of IHR. Industrial Relations: Approaches, nature, key issue in international IR, Trade Unions and International IR, Response of Trade Union.

### **References**

- Dowling and Welch, 2006, International Human resource Management, Pearson Publications.
- Bhatia, S.K, International Human Resource Management, Deep and Deep Publications.
- Gary Dessler, 2007, “Human Resource Management” 8<sup>th</sup> edition, Tata McGraw Hill.
- Aswathappa.K, Sadhandash, 2008, “International Human Resource Management”, Tata McGraw Hill.
- Mead Richard, 2005, “International Management” 3<sup>rd</sup> edition, Black Well publishing

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**13MHR104A**

**EMPLOYEE ATTITUDE ON MOTIVATION**

**Guide: Rev. Dr. K. Arockiam**

**Unit-I: Attitude**

Definition, Concepts, Factors in attitude, nature of attitude, Formation, work related attitude, attitude measurement

**Unit-II: Motivation**

Meaning, nature of motivation, Importance of motivation, Motivational challenges, Motion and behavior, Motivation and performance, theories of motivation.

**Unit-III: Types of Motivation**

Primary motivation, General motivation, Secondary motivation, power motivation, Achievement motivation, security motivation, status motivation

**Unit- IV: Applied Motivation Practices**

Reward, membership and sincerity based rewards; job status based reward, competency based reward performance based reward.

**Unit-V: Motivation Areas and Culture**

The meaning of work cultures, Motivational differences across cultures, motivation and approaches hold across culture

**References**

- K.Aswathappa, (2008) Organizational behavior, Himalaya Publication House.8<sup>th</sup> Edition, 2008.
- Freud Luthance, (2011) Organizational Behavior, McGraw hill International, 12th edition, 2011.
- L.M Prasad, .Management Process and Organizational Behaviour, Sultan Chand and Sons Educational Publishing, 2nd edition.

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## PERFORMANCE MANAGEMENT

**Guide: Rev. Dr. K. Arockiam.**

### **Unit-I: Performance management**

Meaning, definition, objectives, principles, importance, elements of effective performance management, advantage and disadvantage of performance management, determinate, challenges, elements of effective management.

### **Unit-II: Performance Appraisal**

Meaning, definition, objective differences between performance management & performance appraisal, principles, importance, characteristic, process, advantage and disadvantage of performance appraisal, implementing performance appraisal system.

### **Unit-III: Method of performance appraisal system**

Measuring performance appraisal:-graphic, rating scale, alternative rating method, paired comparison method, forced distribution method, critical incident method narrative descriptive method, 360 degree appraisal, balance score card.

### **Unit-IV: Organization development**

The process of organization development - Techniques – Theories of changing organization – operational components –Diagnosing organization –Feedback-Intervention organization development models - Planning action research - Survey feedback - Sensitivity training - T. Groups - Consulting - Team building - Managerial grid - Behavioral modification

### **Unit-V: Problems/issues in performance management**

Problems with rating scales, pitfalls addressing appraisal problems, appraisal issues constraints in performance management, how to avoid appraisal problems.

### **References**

- Kohilk A.S T.DeB, Pm 5<sup>th</sup> edition, oxford university press
- Armstrong, Michael and Baron, Angela, Performance Management, Jaico Publishing House, Mumbai 2007
- LM Prasad, Principles and Practices of Management

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13MHR104C

## **JOB SATISFACTION**

**Guide- Rev. Dr. K. Arockiam**

### **Unit- I: Introduction**

Meaning, Definition-Nature and Scope-Purpose- Concept – Basics of job satisfaction- Features of job satisfaction- Needs of job satisfaction.

### **Unit - II: Job Analysis and Evaluation**

Introduction- Meaning, Definition- Procedure- Job analysis- Advantages and disadvantages of job analysis- Job evaluation- Principles of job analysis- Uses of job analysis- Steps in job analysis- Job description.

### **Unit- III: Measurement of Job Satisfaction**

Definition- Concept- Types of measurement- Scaling.

### **Unit - IV: Job Evaluation**

Introduction- Definition-Objectives- Principles- Basic procedure- Advantages- Limitation- Basic job evaluation methods- Essentials of job evaluation programme- Process of job evaluation.

### **Unit - V: Effective Training**

Introduction- Needs of training- Importance- Responsibility for Training- Creation for desire of training- Principles and concept of training- Training methods/ techniques- Retraining.

### **References**

- Human Resource Management, C.B Mamoria. S.V Hankar, Himalaya Publishing House.
- Personnel Management- C.B Mamoria. S.V Hankar, Himalaya Publishing House.
- Human Resource Management- Gurupreet Randhawa., Atlantic Publishers & Distributors private limited.

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13MHR104D

## TRAINING AND DEVELOPMENT

Guide- Rev. Dr. K.Arockiam

### Unit-I: Basic Concept:

Training, Meaning, purpose, objectives, training and learning –socialization and orientation

### Unit-II: Evolution of Training –Training Needs & Analysis:

Evolution of training-need for training -analyzing training needs, Task analysis, performance analysis-training needs in changing environment-strategies and techniques for effective training.

### Unit-III: Methods of Training:

On the Job training: Meaning, types, (coaching, apprenticeship, Refresher training, job rotation, self improvement, vestibule training,) -Off the Job training: Meaning, types (Job instruction, lectures/ conferences, CD methods, role playing, in-basket and computer based training-advantages and limitations, developing effective training program

### Unit-IV: Management /Executive development:

Diversity training –managing on the job program: Coaching, counseling, job rotation, action learning, Off the job management: the case study method, management games, outside seminars, university related program-role playing

### Unit-V: Career planning and development

Introduction, definition, importance of career development-benefits of career planning & development, career cycle-career need and assessment.

### References

- Dessler,Garry,(1999)Human Resource Management , 7th edition, New Delhi, Prentice Hall India , Private limited
- Pattanayak,Biswajeet, (2000)Human Resource Management ,Third Edition ,
- L.M.Prasad, 2009, Principles and Practices of Management, 4th Edition, Sultan Chand & Sons.
- Jon M.Werner, Randy, L.Desiminer (2007) Human Resource Development 4<sup>th</sup> Edition, Delhi, Akash Press.

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**Guide: Prof. J. Michael Raj**

**Unit-I: Introduction to HRD**

Human Resource Development – concept, Meaning, Definition, Nature, Objective of HRD, Importance and benefit of HRD, Principle of HRD, Approaches to HRD, HRD for organizational effectiveness, HRD function, HRD policy and practices, Impact of globalization and Technology challenges of HRD.

**Unit-II: Training and Development concepts**

Training and Development-Concept of Training –Meaning, Definition, Nature, Objective, Difference between Training and Development, Training process, Training Method, Training need Analysis.

**Unit-III: Competency Mapping**

Competency Mapping-Introduction , Definition, Need , Competency based Analysis , Using Competency Approach , Competency Mapping Methodology , Process of development of competency set , Competency Approach in Recruitment and Retention , Benefit of competency appraisal.

**Unit-IV: Management Development Programme**

Management Development-Concept, Purpose of Management development, Need for executive development in India Context, Importance of Management Development, Process of Management development, Component of management development program.

**Unit-V: Career Planning**

Career Planning and Development-Introduction , Definition , Characteristic of Career Planning , Distinction between Career Planning , Manpower Planning , and Succession Planning , Need for Career planning , Process of Career Planning , Evaluation of Career planning , Advantages of career Planning.

**References**

- Uday Kumar Haldar (2010). 2<sup>nd</sup> Edition, Human Resource Development, Oxford University Press.
- Gurpreet Randhawa (2007), Human Resource Development, Atlantic Publisher and Distributor.
- Gary Dassler, Human Resource development, New Delhi. Printice Hall of India.
- J.Jayasankar (2009). 4<sup>th</sup> Edition, Human Resource Management, Chennai: Margham Publication.

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13MHR104F

## TRAINING AND DEVELOPMENT

**Guide: Prof. J. Michael Raj**

### **Unit- I: Man Power Planning /H R Planning**

Introduction-Nature and Scope- Need for man power planning-Benefits of man power planning- Objective of man power planning- Process of man power planning.

### **Unit –II: Recruitment and Selection**

Concept-recruitment policy- factors affecting recruitment policy and program- recruitment process- recruitment planning- sources of recruitment- methods of selection.

### **Unit –III: Training and Development**

Concept and role of training and development- Assessing T & D needs – Need and importance- distinguish between training and development- training methods- evaluation of T & D

### **Unit- IV: Management Development**

Diversity training- Managerial on the job training- off the job management training and development techniques- managing organizational change and development.

### **Unit- V: Performance Appraisal**

Meaning- definition- Objectives- importance- process- barriers- methods of performance appraisal- designing performance appraisal form.

### **References**

1. Luis R. Gomez, Mejia, David B. Balkin, Managing Human Resources, 2009, PHI learning, Pvt Ltd. Press.
2. John M. Werner, randy Z. Desimone, Human Resource Development, 4th Edition, Akash Press.
3. L.M Prasad, 2009, Principles and Practices of Management, & 4<sup>th</sup> edition, Sultan Chand and sons.
4. Gary Dessler: Human Resource Management, Prentice Hall of India, New Delhi.

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**13MHR104G**

**EMPLOYEES' SAFETY AND WELFARE MEASURES**

**Guide- Prof. J. Michael Raj**

**Unit-I: Introduction**

Safety -meaning, definition-safety training methods, safety rules, safety inspection, safety officer, approaches to labour welfare-principles of a welfare programme.

**Unit-II: Employee Safety and Health**

Meaning – Accidents-types of accidents-prevention of accidents. Health-need and importance of industrial health-physical health-mental health- voluntary welfare measures-statutory welfare measures-labour – welfare funds-education and training schemes.

**Unit-III: Safety and Welfare Act**

Factories act 1948, Workmen's Compensation Act 1923, Employees' State Insurance Act, 1948-Maternity Benefit Act-1961.

**Unit-IV: Welfare Measures**

Introduction –features of employees' welfare, objectives of employees' welfare, types of welfare measures, employees' welfare responsibility, theories of employee welfare, merits of welfare measures, limitations of welfare measures, social security, approaches to labour welfare, labour welfare officer.

**Unit-V: Welfare Services**

Labour welfare centers- Facilities under welfare funds-individual services-group welfare services-provisions of employee welfare services-internal counseling services-special category programmes.

**References**

- Kapoor N.D, 2004, Elements of Mercantile law
- Gurpeet Randhawa, Human Resource Management, Atlantic Publishers & Distributions (P) Ltd.
- Mamoria, Mamoria, Gankar Dynamics of Industrial Relations, Himalaya Publishing House.

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**13MHR104H**

**STRESS MANAGEMENT AND EMOTIONAL INTELLIGENCE**

**Guide: Prof. J. Michael Raj**

**Unit- I: Introduction to Stress**

Introduction, Nature of stress, Levels of stress, Factors and sources of stress, symptoms of stress, occupational stress and job stress

**Unit- II: Implications of stress**

Identifying stressors, organizational stressors, preventing and reducing stress at work managerial implication of stress

**Unit- III: Stress management and counseling skills**

Impact of technology on work related stress, stress reduction technique. Counseling objectives, benefits, effective counseling skills, process of counseling, professional preparation for counselors

**Unit -IV: Introduction to Emotional Intelligence**

Emotional intelligence Introduction: Definition, nature of emotions, types of emotions, theories of emotion, origin of emotional intelligence, need and significance of emotional intelligence

**Unit- V: Application of EI**

Models of emotional intelligence, dimensions of emotional intelligence, applications of emotional intelligence in organization, programs for developing Emotional intelligence, measuring Emotional intelligence.

**References**

- Human Resource Management, C.B Matoria. S.V Hankar, Himalaya Publishing House.
- Personnel Management- C.B Matoria. S.V Hankar, Himalaya Publishing House.
- Human Resource Management- Gurupreet Randhawa., Atlantic Publishers & Distributers Private Limited.
- J.Jayasankar (2009). 4<sup>th</sup> Edition, Human Resource Management, Chennai: Margham Publication.

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**13MHR104I**

**COUNSELLING AND ITS**

**IMPLICATIONS Guide- Dr. J. Wilfred Angello Gerald Unit- I:**

**Basics of Counselling**

History of Counseling, Dimension of Counseling, Basics of Counseling, Common Criticisms, Orientational Models, Problem Focused Models, Work Oriented Models, Welfare Based Models, Organization Change Models, Externally Based Models.

**Unit- II: Roles of Counseling**

Multiple roles of Counseling, Counseling values Vs. Business values, Training for Counselors, Ethical issues, Counseling for Stress, Impact of Organization: Systematic Approaches, Organization Culture, Different Cultures and Counselling.

**Unit- III: Preparatory Measures of Counselling**

Preparation of Counseling, Accessing Counseling, Contracting for Counseling, Termination of Counseling, Preparation of Employee for Assessment, Contracting, Retesting, Engaging in Counseling and Termination of Counselling.

**Unit -IV: Counseling for Decision Making**

Training in Ethical Decision, Making Ethical Decision, Ethical Responsibilities for Organization and to Clients and Types of Bridge Events.

**Unit -V: Evaluation and Performance**

Usefulness of Evaluation – Various types of Evaluation administered during the Counseling process, Understand the Concept of Performance Counseling, Professional Training offered for Counseling.

**References**

- Workplace Counseling, Michad Carroll, SAGE Publications, 1999.
- Counseling and Guidance – Narayana Rao. S Tata McGr aw Hill..

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13MHR104J

## INDUSTRIAL RELATION AND ITS FEATURES

**Guide- Dr. J. Wilfred Angello Gerald Unit- I: Essentials of Industrial relation**

Meaning of Industrial Relations, Concept, Importance, Features, Problems Of Industrial Relation in Public Sector, Growth of Trade Union and Codes of Conduct.

### **Unit- II: Industrial Conflicts and Management**

Meaning of Industrial Conflict, Disputes, its impact, Causes, strikes, lockouts, Prevention and Handling, Industrial Peace and Harmony, Government Machinery for settling Conflicts and Grievances: Conciliation, Arbitration- and Adjudication.

### **Unit- III: Labour Welfare Measures**

Definition, Meaning , Concept, Objective, Importance, Scope, Types, Need, Voluntary Welfare Measures and Statutory Welfare Measures, Labour welfare Funds: Education and Training Schemes.

### **Unit -IV: Industrial Safety and Health**

Industrial Safety, Causes of Accidents, Prevention, Safety Provisions, Industrial Health and Hygiene: Importance, Problems, Occupational Hazards and Diseases: Psychological Problems, Counseling and Statutory Provisions

### **Unit- V: Welfare for Special Cases**

Welfare for Special Categories of Labour, Child labour, Female Labour, Contract Labour, Construction Labour, Agricultural Labour, Disabled, -Welfare Knowledge for Workers , Social Assistance-Social Assistance and Social Security.

### **References**

- Mamoria C.B and Sathish Mamoria, Dynamics of Industrial Relations, Himalayan Publishing House, New Delhi, 1998.
- Dwivedi, R.S, Human Relation & Organizational Behaviour, Macmillan India ltd, New Delhi 1997.
- Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2003.
- Srivastava, Industrial Relations and Labour Laws, Vikas Publications, 4th edition, 2000.

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**13MHR104K**

**DYNAMICS OF KNOWLEDGE**

**MANAGEMENT Guide- Dr. J. Wilfred Angelo Gerald Unit-I:**

**Essential for Knowledge Management**

Introduction, Definition, Meaning, Basic Types of Knowledge, Organizational Knowledge, its Management, Knowledge Conversion and Organizational Meta Knowledge.

**Unit- II: Motivation for Knowledge Management**

Motivation and Change towards Knowledge Management, Pro- active Change Management for Sustainable Behavioural Change.

**Unit-III: Knowledge Management Tools**

Knowledge Management Tools- Definitions, Meanings, Kinds, Importance and IPIC Approach, Structuring Knowledge and informations, Knowledge Technologies, Choosing and Screening Right Knowledge Management Tools.

**Unit-IV: Intellectual Capital**

Measuring Knowledge Management, Efforts of National and International Organizations. Methods for Measuring IC, Evaluation of Knowledge Management Measures.

**Unit-V: Knowledge Careers**

Knowledge Careers- Meaning, Definition, Function, Features, Importance, New Organizational Roles, Organizational Knowledge, Role Classifications and Knowledge Management Job Opportunities.

**References**

- Knowledge Management E.Sudhir Warior, Vikas Publishing House Pvt. Ltd, 2009.
- Knowledge Management Kai Matins Peter Heisig, Jens Verbeck. Springer International Edition, 2009.

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**13MHR 104L**

**TRAINING STRATEGIES AND**

**EFFECTIVENESS Guide: Dr. J. Wilfred Angello Gerald Unit –I:**

**Training Aligning and Strategy**

Overview of Training, Definition, Concept, Meaning, Importance, Types, Trends in Training, Career Opportunities in Training, Focus on Small Business, Strategic Planning, training process and Organization Development.

**Unit – II: Learning, Motivation and Performance**

Experimental Learning , Understanding Motivation and Performance , Understanding Learning , Social Learning Theory , Aligning Training Design with Learning Process , Motivation to Learn – Learning to be Effective Managers.

**Unit – III: Training Need Analysis, Training Design**

General Training need analysis, its Models , Framework , Output , Approaches, Focus on Small Business : TNA & Design, Organizational Constraints on Training , Developing Objective Training , Facilitation on Learning , Focus on the trainees , Focus on the Training Design , Focus on Organizational Intervention and Outcome of Design.

**Unit – IV: Contemporary Training Methods**

Off the job training: Lectures and Demonstrations, Games & Simulation, On the Training: Electronic Gadgets on Training, AV Enhancements to Training , Computer Based Training methods and Matching with Outcomes,

**Unit – V: Development and Implementation of Training**

Development of Training , its Implementation, Major Players in Training & Development , Evaluation , Types of Evaluation ,Focus on small Business : Training programs and Issues , Management Development Implications, Sources of Knowledge and Skill Acquisition , Training and development for Executives and middle level Managements

**Reference**

- P. Nick Blanchard, James W. Thacker, V. Anand Ram, Effective Training, 2010, Pearson Education.

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**13MHR104M**

## **ORGANIZATIONAL BEHAVIOUR**

**Guide - Prof.G.Louis Victor**

### **Unit - I: Introduction to Organisation Behaviour**

Basic Concepts: Contributing Disciplines to Organizational Behaviour, Challenges and opportunities for Organizational Behaviour, Developing Organizational Behaviour model and Foundation of individual behaviour.

### **Unit - II: Individual Behaviour and Perception**

Individual Behaviour , Ability and Learning Attitudes ,Measuring Employee Attitudes , Measuring Job Satisfaction , Causes, Impact , Personality, Types, Trait , Measuring Personality , Perception, Factors influencing perception , Perception and Individual Decision Making.

### **Unit – III: Motivation and Performance**

Motivation , Definition , Theories , Work environment , Employee involvement , Rewarding Employees , Emotional intelligence, Organizational behaviour application of emotion and moods, Training and development , Performance evaluation, Job enrichment, Job enlargement and Job analysis.

### **Unit - IV: Group Behaviour**

Foundation of group behaviour: Steps of group development , Group properties and decision making, difference between group and team, types of teams, training individuals into team players Interpersonal and organizational communication, channel, barriers to effective communication.

### **Unit - V: Leadership Behaviour**

Leadership Theories: Trait, Behavioral and Contingency theories, Contemporary models, Inspirational approach, Authentic leadership, Leadership and Power, Bases of power, Power & Tactics, Power in group and Politics.

### **References**

- S.S.Khanka, Organizational Behavior, Sultan Chand & Sons, New Delhi.
- Stephen P.Robbins and Timothy A.Judge, Organizational Behavior, Macmillan India ltd, New Delhi 1997.
- Keith Davis and John W.NewStorm, Human Behavior at Work, Pearson Education.



13MHR104N

## COMPETENCY MAPPING

**Guide- Prof.G.Louis Victor**

### **Unit-I: Introduction**

Introduction, Definition, Features, Need for competency mapping, process, Uses, Scope of competency mapping and Types of competency mapping.

### **Unit-II: Developing Competency Models**

Introduction , Organizational competency based competency model, Commitment and competence based competency model, Five level competency model, Job based competency model, Generic and specific competency model, Managerial, Behavioural and Functional competency based model- Technical and Behavioural competency model.

### **Unit-III: Competency Identification**

Introduction, Identification tools, Sample questionnaire for competency identification, How to validate identified competencies, Steps to define competencies and Competency mapping process.

### **Unit-IV: Competency Mapping**

Competency mapping methodology , Development of competency set, competency approach in recruitment and retention, Benefits of competency appraisal can practices, Technical competencies, Keys to success in using competencies and Emotional intelligence.

### **Unit-V: Competency Based Pay and Job Analysis**

Meaning of competency based pay, Uses of competency based pay, Competency based pay in practices, Competency based pay: pros, cons & results, Job analysis on competency, Reason for using competency in job analysis and Comparing traditional Vs Competency based job analysis.

### **Reference**

- R.K Sahu, 2009, Competency Mapping, Anurag Jain, Excel Books publishers.
- Gary Desslar, 2009, 11<sup>th</sup> Edition, Human Resource Development, Phi Publication Private Limited.
- Uday Kumar Halder, 2010, 2<sup>nd</sup> Edition, Human Development, Oxford University Press.

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**13MHR1040**

## **PERFORMANCE MANAGEMENT**

**Guide - Prof. G. Louis Victor**

### **Unit- I: Introduction**

Performance Management: Meaning and definition, objectives, guidelines, steps, principles and system. Performance Appraisal: Meaning and definition, objectives, benefits, challenges, elements of effective management, difference between performance management and performance appraisal

### **Unit- II: Performance Appraisal Process**

Performance appraisal: definition, features, expectations of performance appraisal , designing performance appraisal system , developing and implementing performance appraisal system , process of performance appraisal and advantages of performance appraisal.

### **Unit- III: Methods of Performance Appraisal**

Ranking method , graphical scale rating method , forced choice method , easy appraisal method , paired comparison method , field review method , critical incident method , narrative , descriptive method , behaviorally anchored rating scale , 360 degree appraisal and balance score card.

### **Unit- IV: Problems and issues in Performance Management**

Problem with rating scales, problems in appraisal, issues in performance management, Addressing appraisal problems, Developing a legally defensible appraisal process and Performance development.

### **Unit- V: Performance Improvement and Global Context**

Appraisal interview – performance related skill training – counseling toward effective perform – performance evaluation – issuing managing performance in the global context – criteria for appraising international employee.

### **References**

1. Armstrong, Micheal and Baroan, Angela (2007) Performance Management, Jaico Publication Mumbai.
2. Pattanayak, B (2008), Human Resources Management Prentice. Hall of India Private Limited, New Delhi
3. L M. Prasad, (2009) Principles and Practice of Management
4. Kohil.A.S.T, Performance of Management, 5th Edition, Oxford University Press.

**13MHR104P**

**EMPLOYEE MOTIVATION AND TRAINING**

**Guide- Prof. G. Louis Victor**

**Unit – I: Introduction**

Definition, Meaning, The Motivation process, Importance of Motivation, Types of Motivation, Concept of motivation and Motivation Challenges.

**Unit – II: Motivational Applications**

Motivation Perspectives , Motivation in action, Empowering employees , Communicating with Employees , Communicating with Employees , Theories , Hierarchy of Motivation , Motivation & Performance , Motivation & Behaviour , Role & Motivation model.

**Unit – III: Research on Employee Motivation & Training**

Objective of Motivation, Process of Motivation, Self Motivation or Attitude motivation, Steps in motivation, Guidelines for motivating employees & managers, Research on Training methods selection and Identifying Training objectives.

**Unit – IV: Employees Training**

Need for Basic purpose of Training , Three terms of Training , Principles or concepts of Training , Improving effectiveness of Training , Improving effectiveness of Training , Learning & Learning Theories and Training Evaluation.

**Unit- V: Management Techniques**

Executive motivation, Group motivation, Techniques designed to increase motivation, Moral, Morale building, Training for different employees and Training courses.

**References**

1. Human Resource Management – Text & Cases, Sixth Edition, K.Aswhappa.
2. Human Resource & Research Methods , Dipak Kumar Bhattacharya, Oxford Higher Education ,
3. Personnel Management –Text cases, C.B.Mamoria and S .V.Gankar.
4. Principles & Practice of Management, LM Prasad, Sultan Chand & Sons, New Delhi.

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**13MHR104Q**

## **HUMAN RESOURCE DEVELOPMENT**

**Guide- Prof. Y.Vijila**

### **Unit-I: Introduction to HRD**

Meaning, Definition, Objective and Function of HRD, Meaning, Definition, Nature, Features, Scope and Objective of HRM, Different between HRD & HRM.

### **Unit-II: Talent Management**

Meaning, Elements and Process of Talent Management, Characteristics of HR and Talent Management Process.

### **Unit-III: Competency Development**

Meaning, Definition, Objective, Benefits, Methods and Model of Competency Mapping, Step in Competency Mapping, Competency gap in Training and Development.

### **Unit: IV: Quality of Work Life (QWL)**

Meaning, Definition and Objectives, Principles, Scope and Approaches of Quality of Work Life, Areas of Quality of Work Life Measurement, Obstacles to Quality of Work Life Program.

### **Unit: V: Management Development**

Meaning, Definition, Objectives and Need for Management Development , Training Vs Development, Career Planning and Career Development, Empowerment and Potential appraisal.

### **References**

- Aswathappa, Human Resource Management, Text and Cases, Tata McGraw Hill, 2010.
- Santhosh Sharna Priyashu Saxena Human Resource Development First edition.
- Gary Desslar, 2009, 11<sup>th</sup> Edition Human Resource Management, Phi Publication Private Limited.
- Uday Kumar Haldar, 2010 2<sup>nd</sup> Edition, Human Resource Development Oxford University Press.
- H.John Bernardin 2003, 3<sup>rd</sup> Edition, Human Resource Development, Tata McGraw Hill Edition.
- Gurpreet Randhawa, 2007 Human Resource Management Atlantic Publication & Distributors (P) Limited.

**13MHR104R**

**EMPLOYEE MOTIVATION AND JOB PERFORMANCE**

**Guide: Prof. Y.Vijila**

**Unit-I: Introduction**

Definition, The meaning of Motivation, Nature of Motivation, Importance of Motivation, Motivational challenges, Motivational factor, Sense of Belonging as a factor of Motivation, Role of Motivation in effective functioning , Motivation and effective person in the context functioning , Defining and Delaminating the domain of human Motivation.

**Unit-II: Theories of Motivation**

The Content theories of Motivation - Maslow’s Hierarchy of needs, Hertzberg’s Two- Factor Theory of Motivation, Alderfert’s ERG Theory. The Process Theories of Work Motivation - Vroom’s Expectancy Theory of Motivation and Porter Lawler Model.

**Unit –III: Types of Rewards**

Rewards – Membership & Seniority Based Rewards, Job Status Based Rewards, Competency Based Rewards, Performance Based Rewards, Motivational Needs & Process, Primary Motives, General Motives, Secondary Motives and Work Motivation Approaches.

**Unit-IV: Goals of Motivation**

Personal Goals, Goal Content, Goal Hierarchies, Goal Setting Process, Goal Orientations, Wishes Current Concerns and Intentions, the Role of Consciousness, Goals and Standards for Goal Attainment.

**Unit-V: Job Performance**

Meaning , Needs and Importance of Performance , Concept of Job Performance , Objectives of Job Performance , Methods of Appraising Job Performance , Errors and Problems in Performance Appraisal and Feedback.

**References**

- Abraham H. Maslow, Motivation and Personality, 3<sup>rd</sup> Edition
- Martin .E.ford , Motivating Human, SAGE Publications
- Fred, Luthans, Organizational Behavior, McGraw-Hill International Edition, 7<sup>th</sup> Edition
- Dreher Dougherty – Human Resource Strategy – Tata M cGraw-Hill Edition 2005.

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**13MHR104S**

## **STRESS MANAGEMENT**

**Guide- Prof. Y.Vijila**

### **Unit- I: Stress Management**

Meaning- Nature of Stress-Types of Stress-Sources of stress-Faces of Stress-The Stress response-Stress Outcomes-Stress ideology-Stress Management interventions.

### **Unit-II: Preventions of stress and its causes**

Meaning - Factor Causing stress - Identifying Stressors - Stressors in Organizational - Job Stress – Occupational Stress - Environmental stress ors -Reducing and Preventing stress at work - Low stress Diet – Managerial implication of stress.

### **Unit- III: Job Environment Stress (Work Place stress)**

Introduction – Sources of work place stress – Stress response – WPS effect health - Preventing the WPS-Tips to Manage Job Environmental stress- Implement Policy of work place stress - Experiencing WPS.

### **Unit-IV: Counselling for Stress**

Introduction – Objectives – Benefits – Purpose - Counselling Performance -Effective Counselling Skills - Process of Counselling - Counselors Responsibility.

### **Unit-V: Mentoring**

Meaning - Mentor styles - Mentor Capability - Way of processing the essential skills - Basic Assumptions – Mentor scale Group Mentoring-Clearing Mentors in new ways.

### **References**

- Gary Dessler ,2009; Human Resource Management ,11<sup>th</sup> edition , PHI learning pvt.ltd.press.
- Carol A.Turking,2005, Stress management for busy people, Tata mcgraw hill.
- Robert Epstein,2005,Stress management and relaxation activities for trainers, Tata mcgraw hill education.
- K.Aswathappa ,2010, Human Resource Management,6<sup>th</sup> edition, tata mcgraw hill . .

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**13MHR104T**

**STRESS MANAGEMENT AND PERSONALITY**

**Guide - Prof. Y.Vijila**

**Unit- I: Stress**

Meaning, Definition, Sources, Types, Model and Symptoms of Stress and Methods of Managing Stress.

**Unit- II: Stress Management**

Definition , Classification - Internal and external stress , Effects of stress on cognition, behavior and physiology , The coping process , Types of coping strategies , Stress management through yoga and transcendental meditation.

**Unit- III: Work Stress**

Meaning , Definition , What is not stress , Work stress model , Stressors , Sources of stress, individual level stressors, group level stressors, organizational and extra organization level stressors, outcome; burnout, stress management , Individual strategies, organizational strategies , Stress and performance.

**Unit-IV: Personality**

Meaning, Definition and Determinants of Personality, Personality traits, Theories of personality and Personality development.

**Unit- V: Personality and Stress Management**

What is personality, Definition, Types of personality , How / what does it matter in Human Resources , Personality and Recruitment , Need of improving one's personality , What is stress , Definition , Types of stress , stress and its impact , Why does the stress matter , How does the stress affect the personality and Stress control.

**References**

- K. Aswathappa, Organisational Behaviour, Himalaya Publishing House, 8<sup>th</sup> Edition.
- R.C.Bhatia, Ane's Students Edition.
- Fred Luthans, McGraw Hill, International Edition, 12<sup>th</sup> Edition.
- J. Jayasankar, Organisational Behaviour.
- M. Siva Kumar, Organizational Behaviour, A.R.Publication.

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