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
  v To provide mobility and flexibility for students within and outside the parent department as well as to migrate between institutions
  v To provide broad-based education
  v To help students learn at their own pace
  v To provide students scope for acquiring extra credits
  v To impart more job oriented skills to students
  v 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.

<table>
<thead>
<tr>
<th>Sem.</th>
<th>Specification</th>
<th>No. of Papers</th>
<th>Hour</th>
<th>Credit</th>
<th>Total Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>I – IV</td>
<td>Core Courses (Theory &amp; Practical)</td>
<td>14</td>
<td>6</td>
<td>14 x 5</td>
<td>70 Additional</td>
</tr>
<tr>
<td></td>
<td>Project</td>
<td>1</td>
<td>--</td>
<td>1 x 5</td>
<td></td>
</tr>
<tr>
<td>I – IV</td>
<td>3 – Core Electives</td>
<td>3</td>
<td>4</td>
<td>3 x 4</td>
<td>12</td>
</tr>
<tr>
<td>I – IV</td>
<td>2 – Inter Dept. Courses (IDC)</td>
<td>2</td>
<td>4</td>
<td>2 x 4</td>
<td>08</td>
</tr>
<tr>
<td>I – IV</td>
<td>SHEPHERD – Extension Activity</td>
<td>~</td>
<td>70</td>
<td>5</td>
<td>Additional</td>
</tr>
</tbody>
</table>

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 IDCs 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:

08 PXX X X XX

<table>
<thead>
<tr>
<th>Year of Revision</th>
<th>PG code for the Dept.</th>
<th>Semester</th>
<th>Specification of the Part</th>
<th>Running Number in that Part</th>
</tr>
</thead>
</table>

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

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

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:

\[ OPM = \frac{\sum Ci Mi}{\sum Ci} \]

where \( Ci \) is the credit earned for that course in any semester and \( Mi \) is the marks obtained in that course.

The Scheme of Over-all Results is as follows:

<table>
<thead>
<tr>
<th>Class</th>
<th>Arts (OPM)</th>
<th>Science (OPM)</th>
</tr>
</thead>
<tbody>
<tr>
<td>SECOND</td>
<td>50 to 59.99</td>
<td>50 to 59.99</td>
</tr>
<tr>
<td>FIRST</td>
<td>60 to 74.99</td>
<td>60 to 79.99</td>
</tr>
<tr>
<td>DISTINCTION</td>
<td>75 &amp; Above</td>
<td>80 &amp; Above</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Sem</th>
<th>S.No</th>
<th>Paper Code</th>
<th>Title</th>
<th>Hrs / week</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1</td>
<td>10PHR1101</td>
<td>Business Environment</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>10PHR1102</td>
<td>Managerial Economics</td>
<td>6</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>10PHR1103</td>
<td>Organisational Behaviour</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>10PHR1104</td>
<td>Principles and Functions of Management</td>
<td>6</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>10PHR1105</td>
<td>Dynamics of Human Resource Management</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Semester Total</strong></td>
<td><strong>30</strong></td>
<td><strong>23</strong></td>
</tr>
<tr>
<td>2</td>
<td>6</td>
<td>10PHR2106</td>
<td>Dynamics of Personal and Managerial Effectiveness</td>
<td>6</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>7</td>
<td>10PHR2107</td>
<td>Human Resource Planning</td>
<td>6</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>8</td>
<td>10PHR2108</td>
<td>Labour Laws and Labour Welfare</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>9</td>
<td>Elect I</td>
<td>Counseling Skills for Managers OR Knowledge Management</td>
<td>6</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>10PHR2201A</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>10PHR2201B</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>10</td>
<td>10PHR2109</td>
<td>Field Exposure 1</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>11</td>
<td>10PHR2401</td>
<td>IDC 1 : Fundamentals of HRM</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Semester Total</strong></td>
<td><strong>30</strong></td>
<td><strong>23</strong></td>
</tr>
<tr>
<td>3</td>
<td>12</td>
<td>10PHR3110</td>
<td>Compensation Management</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>13</td>
<td>10PHR3111</td>
<td>Industrial Relations and Collective Bargaining</td>
<td>6</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>14</td>
<td>10PHR3112</td>
<td>Research Methods for Managers</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>15</td>
<td>Elect II</td>
<td>Organization Development OR Financial Reporting and Analysis</td>
<td>6</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>10PHR3202A</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>10PHR3202B</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>16</td>
<td>10PHR3113</td>
<td>Internship Training (Summer Placement)</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>17</td>
<td>10PHR3402</td>
<td>IDC 2 : Personality and Soft Skills Development</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Semester Total</strong></td>
<td><strong>30</strong></td>
<td><strong>24</strong></td>
</tr>
<tr>
<td>4</td>
<td>18</td>
<td>10PHR4114</td>
<td>Human Resource Development</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>19</td>
<td>10PHR4115</td>
<td>Performance Management</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>20</td>
<td>10PHR4116</td>
<td>Total Quality Management</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>21</td>
<td>10PHR4117</td>
<td>Corporate Social Responsibility</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>22</td>
<td>Elect III</td>
<td>Information Systems for Managers OR International HRM</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>10PHR4203A</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>10PHR4203B</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>23</td>
<td>10PHR4501</td>
<td>Project Work</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Semester Total</strong></td>
<td><strong>30</strong></td>
<td><strong>25</strong></td>
</tr>
<tr>
<td>2 &amp; 3</td>
<td>24</td>
<td>10PHR3601</td>
<td>Extension Programme : Shepherd</td>
<td>-</td>
<td>5</td>
</tr>
</tbody>
</table>

**COURSE TOTAL**

|                  | 120 | 100 |
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

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

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

Planning goals and Strategies
Evolution of Industrial Policy
Regulatory and Promotional framework
UNIT 4   EXTERNAL SECTOR   
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   
Economic Reforms: Liberalisation, Globalisation and Privatisation
Economic reforms and Social Justice
Social stratification, social mobility, inequality, poverty,

Text Book:
3. Cherunilam Francis,"International business" Wheeer publications,New Delhi,2001 [Unit-1,2,3,4]

References:
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)

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:

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 MODIFICATION (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:

Reference Book:
1. Uma Sekaran, Organizational Behaviour, Tata McGraw hill, 1986
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 & COordinating  (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 coordination

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
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:

Reference Books:
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.

UNIT 2: INTERPERSONAL AND GROUP EFFECTIVENESS  
(12 Hrs)
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


Reference:

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 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:
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 Right to Information Act, 2005 and case laws.

Text Books:

Reference Books:
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, counsellor-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:
Objectives:
· To present framework of knowledge 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:

Reference Books:
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)

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


UNIT III: Training & Development (8 Hrs)

Unit IV: Performance Appraisal (8 Hrs)

Unit V: Compensation (8 Hrs)
Syllabus: 2010

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

Text Books:


Reference Books:

1. Ghose, P.K., 2005, Strategic Planning and Management, Sultan Chand & Sons: New Delhi

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 or 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:
3. Dipak Kumar Bhattacharya, Compensation Management, New Delhi, Oxford University Press, 2009 [Unit 1,3] - Chapter-1, 5

Reference Books:
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

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

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

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:
3. Maonoppa, A., Industrial Relations, TMH, 1999, New Delhi. [Unit 1] - Chapter 1, 2

Reference:
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-1 BASIC 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

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:

4. Young, Pauline V. “Scientific Social Surveys and Research”
Objectives

- To enable the students understand the dynamics of Organizational Change
- To offer them theoretical foundations and practical exposure 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:
2. French, Bell and Zawacki, Organization Development Theory, Practice and Research, Universal Book Stall, Third edition,

Reference:
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  

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  

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- Chapter 1 & 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 Management, 2001, 1999, Sultan Chand and Sons, New Delhi-23. [Unit 4 & 5- Chapter 6, 7 & 8] [Unit 5 - Chapter 10, 11 and 12]

Reference

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:
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
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 one's 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:
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 Publishing 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]


**Reference Books:**


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)


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 triology, 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:

Reference:
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:

   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:

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:
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]

Reference Book:
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.

Textbook:

Reference Books:
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.


5. Using web for learning

5. Career Oriented Presentation Skills

- Resume writing
- Managing Interviews
- Career Anchoring

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 NANOBIOTECHNOLOGY
10PPB3402 REMOTE SENSING AND GIS

TAMIL
10PTA2401 முருக; gz; Nj j k k; - 1
10PTA3402 முருக; gz; Nj j k k; - 2