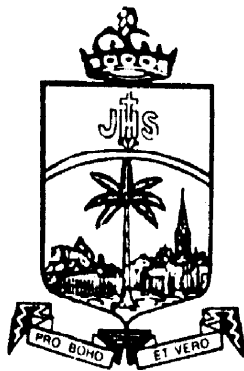


**M.A. HUMAN RESOURCE
MANAGEMENT
SYLLABUS : 2012**

**CHOICE BASED CREDIT SYSTEM
(CBCS)**



St. JOSEPH'S COLLEGE (Autonomous)

Re-accredited with 'A' Grade (3rd Cycle) 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, accredited with Five Star status in 2001, Re-accredited with **A+ Grade** from NAAC (2006), Re-accredited with **A Grade** from NAAC (3rd cycle), 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 (TANSICHE) and the Bharathidasan University, the College has reformulated the CBCS in 2008-2009 by incorporating the uniqueness and integrity of the college.

OBJECTIVES OF THE CREDIT SYSTEM

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

What is credit system?

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

Sem.	Specification	No. of Papers	Hour	Credit	Total Credits
I - IV	Core Courses (Theory & Practical)	14	6	14 x 5	70
	Project	1	--	1 x 5	05
I - IV	3 - Core Electives	3	4	3 x 4	12
	1 - Soft Skill Course (Common) (IDC-1)				
	1 - Inter Dept. Courses (IDC-2)	2	4	2 x 4	08
I - IV	SHEPHERD - Extension Activity	~	70	5	05

Total Minimum Credits **100**

Other Additional Credits (Dept. Specific) **....**

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

For PG courses a student must earn a minimum of 100 credits. 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 Departmental 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 Discussions, Viva, Field Visits, 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 Departmental 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. In

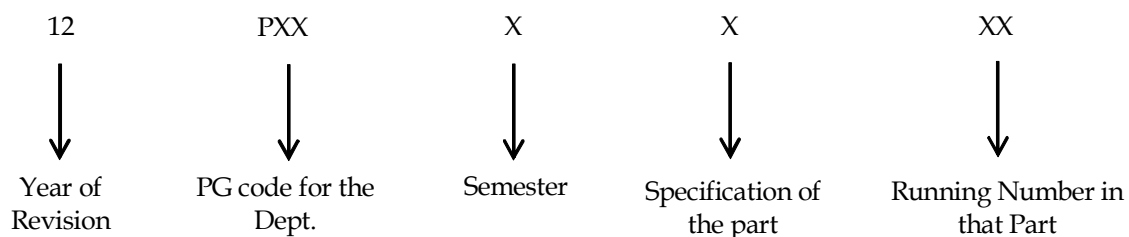
semester II, a common IDC, Soft Skills is to be offered by JASS (Joseph Academy of Soft Skills).

Day College (Shift-I) student may also take an IDC-2 from SFS (Shift-II) course and vice versa

The IDC are of application oriented and inter-disciplinary in nature.

Subject Code Fixation

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



- 01 – Core Courses: Theory & Practical
- 02 – Core electives
- 03 – Additional Core Papers (if any)
- 04 – Inter Departmental Courses
- 05 – Project
- 06 – SHEPHERD

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 2 hours duration. The remaining 40% would comprise of any three 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, etc.

- * 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.

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:

$$OPM = \frac{\sum_i C_i M_i}{\sum_i C_i} \text{ where } C_i \text{ is the credit earned for that course in any}$$

semester and M_i is the marks obtained in that course.

The Scheme of Over-all Results is as follows:

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

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 100 credits. The student has also acquired _____ (if any) additional credits from courses offered by the parent department.

M.A. HRM - Course Patterns

Sem	Paper Code	Title	Hrs/ Week	Credits	
I	12PHR1101	Dynamics of Human Resource Management	6	5	
	12PHR1102	Principles and Functions of Management	6	5	
	12PHR1103	Organizational Behaviour	6	4	
	12PHR1104	Knowledge Management	6	4	
	12PHR1105	Managerial Economics	6	4	
			Filed Exposure I (3 visits)		
		Semester Total	30	22	
II	12PHR2106	Human Resource Planning and Development	6	5	
	12PHR2107	Labour Laws and Labour Welfare	6	5	
	12PHR2108	Managerial Effectiveness	6	4	
	12PHR2109	Filed Exposure II(3 visits)	2	2	
	Elect I				
	12PHR2201A 12PHR2201B	Organizational Development OR Accounting for Managers	6	4	
	12PSK2401	IDC I: Soft skills	4	4	
		Semester Total	30	24	
III	12PHR3110	Research Methods for Managers	6	5	
	12PHR3111	Industrial Relations and Collective Bargaining	6	5	
	12PHR3112	Total Quality Management	6	4	
	12PHR3113	Internship Training (Summer Placement)	2	2	
	Elect II				
	12PHR3202A 12PHR3202B	Compensation Management OR International HRM	6	4	
	12PHR3402	IDC II: Fundamentals of HRM	4	4	
		Semester Total	30	24	
IV	12PHR4114	Counselling and Guidance	6	4	
	12PHR4115	Human Resource Information Systems	6	4	
	12PHR4116	Performance Management	6	4	
	12PHR4117	Corporate Social Responsibility	6	4	
	Elect III				
	12PHR4203A 12PHR4203B	Talent management OR Entrepreneurship Development	6	4	
	12PHR4501	Project Work		5	
		Semester Total	30	25	
2 & 3	12PHR4601	Extension programme: Shepherd	-	5	
	12PHR4301	Field Exposure III (3 to 5 days visit) (Addl. Core)		(2)	
		COURSE TOTAL	120	100	

SEM I

Hrs/Week: 6

Code - 12PHR1101

Credits: 5

DYNAMICS OF HUMAN RESOURCE MANAGEMENT

Objectives

- * To present a comprehensive framework of HRM in terms of concepts and theories.
- * To understand the functions of HRM from a national and global perspective.

UNIT: 1. BASICS AND EVOLUTION OF HRM: (12 Hrs)

HRM: concepts, nature, objectives, policy. Versions: hard and soft. PM and HRM: similarities and dissimilarities. Development of HRM, contemporary HRM thoughts: Guest, Legge, and Purcell. HRM critical appraisal: Reservations, contradictions, relevance and reactions. Current challenges of HRM, HRM in various sectors.

UNIT: 2. ORGANISATION STRUCTURE AND FUNCTIONS OF HRM: (12 Hrs)

Organization structure: concepts, types: Pre-bureaucratic, bureaucratic, post-bureaucratic, functional, and virtual. HR department, Functions: (HRP, HRD, Compensation management, performance management, employee welfare, industrial relations, legal compliance, and CSR).

UNIT: 3. COMPETENCY BASED HRM (12 Hrs)

Concepts, Types of competencies; Competency frameworks; Reasons for using competencies; Coverage of competencies; Use of competencies; Developing a competency framework; Defining technical competencies; Keys to success in using competencies; Emotional intelligence.

UNIT: 4. STRATEGIC HRM (12 Hrs)

The Concept of Strategy; Strategic HRM; Aims of Strategic HRM; Types of HR strategies, The distinction between strategic HRM and HR strategies, Approaches To Strategic HRM, Methodology for

strategy development; Role of HRM in Formulation of Strategy, Implementing Strategic HRM, Criteria for an effective HR strategy.

UNIT: 5. INTERNATIONAL HRM CONCEPTS: (12 Hrs)

International HRM: concepts, features of IHRM, issues of IHRM, Types of employees: HCN, PCN, and TCN. Cultural dimension: Hoefstede's classification, Approaches of staffing: Ethnocentric, Geocentric and Polycentric. International performance management, International compensation management, Repatriation and its process; case studies.

Text books

1. Pattanayak, Biswajeet, 2006, Human resource management, Prentice-hall of India Pvt Ltd. New Delhi.
2. Prasad L.M, Human resource management, New Delhi, Sultan chand and sons, 1998 (Unit 1- Chapter 6) (Unit 2- Chapter 5 and 7) (Unit 3- Chapter 8,9 and 10) (Unit 4- Chapter 11,15 and 25).
3. Ghosh P.K., Strategic planning and management, New Delhi, Sultan chand and sons, 1996 (Unit 1-Chapter 1) (Unit 5- Chapter 16 and 17).
4. Amstrong Michael, 2009 "A Hand book on Human resource management", Kogan page limited, Oxford university press. (Unit -III- Chapter -3) and Devanesan P. 2009, Dynamics of Human resource management, PG and Research Department of HRM. Trichy.

PRINCIPLES AND FUNCTIONS OF MANAGEMENT

Objectives

- * To understand the basic concepts and functions of management.
- * To be effective in discharging the various managerial functions.

UNIT-I: *Introduction to Management*

Management: Definition, management function and process, management roles, skills, Historical background of management: scientific management, administrative management, human relation approach, social system approach, human behavior approach, contingency approach and issues.

UNIT-II: *Planning & Organizing*

Planning: Meaning, purpose, steps, types, importance; decision making: concept, process and strategies. Organizing: Organizational structure, departmentalization, span of management, Centralization and decentralization, Managerial communication: process, barriers to effective communication and organizational communication.

UNIT-III: *Directing & Coordinating*

Direction: meaning, principles and techniques of direction. Supervision: meaning, functions and effectiveness of supervisors. Coordination: concept, types, techniques, and essentials for coordination; Conflicts: meaning, causes and management of conflicts.

UNIT-IV: *Leading*

Understanding individual and group: individual behaviour, group dynamics, features, causes; Leadership: meaning, theories, and models; Motivation: meaning, early theories, modern theories and contemporary theories.

UNIT-V: *Controlling*

Control: meaning, steps, areas, resistance, effective managerial control and benchmarking; techniques of control: budgetary, quality, inventory, management audit and human resource accounting.

Text Books

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

Reference

Stoner & Freeman: Management, New Delhi: PHI.

ORGANISATIONAL BEHAVIOUR

Objectives

- * To grasp the organizational theories that would enlighten the understanding of human behavior at work.
- * To understand team/group processes and to be able to address issues arising from individual and collective organizational behavior.

UNIT 1: BASIC BEHAVIOURAL CONCEPTS

Organisational Behaviour - Concept, meaning, objectives, approaches, S-O-B-C Models, Models of OB. Historical development of OB - Hawthorne Experiments. Five anchors of OB. Organisational Climate - Meaning, importance, determinants, and measurements.

UNIT 2: BEHAVIOUR DETERMINANTS

Personality - concept, meaning, determinants. Perception - meaning, factors, process, Difference between perception and sensation, Learning - meaning, Difference between Learning and Maturation. Motivational Theories: Content, Contextual and Contemporary theories. Stress: Sources and Causes, Stress Management. Fatigue: Sources and Causes, Fatigue Management.

UNIT 3: BEHAVIOUR MODIFICATION

B.M: Concept, meaning, application and importance. Job Satisfaction - meaning, Determinants. Work place emotions, values, attitudes. Conflict Management: meaning, types, resolution model and coping with problems employees.

UNIT 4: ORGANISATIONAL TEAM DYNAMICS

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

Organisational Effectiveness: Concept, goal, approaches, factors and managerial effectiveness. Quality of work life: Concept, factors, importance and approaches. OB and globalization, Challenges of OB.

Text Books

1. Davis & Newstrom, Organisational Behaviour, McGraw Hill Publishers, 1985 (Unit 2) Chapter - 2.
2. Fred Luthans, Organisational Behaviour, McGraw Hill Publishers, 1985 (Unit 3) Chapter - 3,4,5.
3. Prasad L.M., Organisational Behaviour, Sultan Chand & Sons, 2000 (Unit 1 & 5) Chapter - 1, 10, 11.
4. Stephen Robins, Organisational Behaviour, Prentice Hall of India, 1988 (Unit 4) Chapter - 5,7,9.

Reference Book

Uma Sekaran, Organisational Behaviour, Tata McGraw Hill, 1986.

SEM I

Hrs/Week: 6

Code - 12PHR1104

Credits: 4

KNOWLEDGE MANAGEMENT

Objectives

- * To present a conceptual framework of knowledge as a human and organizational resource
- * To understand knowledge management processes for personal and organizational effectiveness

UNIT 1: INTRODUCTION TO KM

(12 Hrs)

Knowledge as human resource

The paradigm shift: Knowledge Worker, Knowledge Society, Knowledge enabled organization. Building blocks of knowledge: Data, Information, Knowledge, Wisdom, Truth and the Knowledge Continuum. KM: Definition and distinction from Information Management Knowledge Mapping, Intellectual Capital KM: The social / organizational context, technology and human dimensions, benefits (individual / organizational / social).

UNIT 2: KM ARCHITECTURE

(12 Hrs)

KM architecture: Meaning, complexity, purpose - Ways of understanding Knowledge (types) - Technical and Cognitive aspects - The Ontological and Epistemological modes.

Knowledge conversation / conversion / creation: The S-E-C-I modes - Knowledge Spiral Developing, securing, distributing and combining knowledge - Current KM deficits in business organizations.

UNIT 3: STRATEGIC KM

(12 Hrs)

Defining strategy: Meaning, need - Organizational strategy: Internal and external environmental factors - Knowledge as strategy and strategic KM - The Two Thrusts of strategic KM - Knowledge Leadership: Views of Peter Senge and Peter Drucker - The Seven Strategic Levers - Creating successful knowledge strategies on organizations - KM in practice.

UNIT 4: KNOWLEDGE SHARING (12 Hrs)

Knowledge sharing: Meaning, need, importance - A critical human behavior - An interactive system: Context, structure, roles, processes, culture, - Guidance for knowledge sharing - Measurement of knowledge sharing behavior - Knowledge sharing practices - Barriers to knowledge sharing - Knowledge sharing skills

UNIT 5: KNOWLEDGE COMPETENT ORGANISATION (12 Hrs)

Major areas of organizational competence - Knowledge as the primary source of organizational effectiveness - Knowledge functions of organization - KM processes in organizations - Conditions for organizational knowledge creation - The Five Phase Model of organizational knowledge - Challenges in organizational KM - Learning Organizations: Views of Peter Senge (The Fifth Discipline) - Case studies.

Text Books

1. Devanesan, P. (2009) Knowledge Management, Department of HRM Publication, St. Joseph's College, Tiruchirapalli [Units: 1 to 5]
2. Pattanayak, B. (2005) Human Resource Management, Prentice-Hall of India, New Delhi (Chapter 20 Knowledge Creation and Management) [Units 2 & 5]

Reference Books

1. Amrit, Tiwana (2001) The Essential Guide to Knowledge Management, Pearson Education.
2. Amrit, Tiwana (2000) The Knowledge Management Tool Kit, Pearson Education.
3. Dixon, N.M. (2000). Common knowledge: How companies thrive by sharing what they know, Boston, Mass: Harvard Business School Press.

SEM I

Hrs/Week: 6

Code - 12PHR1105

Credits: 4

MANAGERIAL ECONOMICS

Objectives

- * To know the economic background against which business organisations have to operate today.
- * To understand the dynamics of the basic economic factors towards effective decision making and managerial functioning.

UNIT 1

Meaning and scope of managerial economics - fundamental concepts - scarcity, marginalism, opportunity cost - discounting - risk and uncertainty - profits - optimization.

UNIT 2

(12 Hrs)

Demand decisions - Demand concepts - demand analysis - demand elasticity 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

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

References

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

COMPONENTS OF FIELD EXPOSURE

- * Organizing the Event: Days, Organizations, Logistics, Accompanying Staff
- * Exposure
- * Observation
- * Interaction
- * Learning
- * Report & Viva

HUMAN RESOURCE PLANNING AND DEVELOPMENT

Objectives

- * To understand the principles, policies and practices related to Human Resource Planning and Human Resource Development.
- * To develop and assess one's own competencies towards a career in HRM.

UNIT: 1. HRP AND HRD BASICS: (12 Hrs)

HRP: concept, importance, process and functions. Forecasting of human resource needs and methods, gap analysis, human resource inventory, barriers to effective human resource planning and measures, HRP in corporate strategy HRD, concepts, functions, policies and practices, case studies.

UNIT: 2. HUMAN RESORCE DEVELOPMENT SYSTEM: (12 Hrs)

HRD VS HRM, organization of HRD system, human reengineering, learning and development culture, learning process, and computer based learning, learning organization, role of HR in career learning organization, HRD department and functions, HRD for organizational effectiveness, HRD cycle, strategies of HRD; case studies.

UNIT: 3. HUMAN RESOURCE PLANNING PRACTICES: (12 Hrs)

Recruitment: concepts, policy, methods: Selection; concept, process. Staffing, concepts, factors. Staffing strategy. Placement: concept, process. Job analysis: concepts, process, uses: Job description: benefits, problem: Role analysis, Job specification, MBO and work rules. Job evaluation: concepts, methods, Case studies.

UNIT: 4. HRD AND TRAINING: (12 Hrs)

Concepts: Socialization, Orientation, Training, Induction: Training policy, Training needs analysis (TNA). Training Methods:

On the job training: types, (J I T, Apprenticeship, job Rotation, Mentoring and coaching), Off- the- job training: types (Lecture, Vestibule or Simulated, Brain storming and Transactional Analysis): Training needs in a changing environment and Evaluation of a training programme.

UNIT: 5. MDP AND CAREER MANGEMENT (12 Hrs)

MDP, concepts, need, Career Planning: concepts, steps. Career management, concepts, succession planning, and performance counseling. HR research, HR audit: concepts, process and benefits: HR accounting: concepts, objectives, types, advantages and disadvantages.

Text books

1. Prasad L.M, Human resource management, New Delhi, Sultan chand and sons, 1998 (Unit 1- Chapter 6 and 7) (Unit 2- Chapter 6) (Unit 3- Chapter 11 and 14) (Unit 4- Chapter 8, 9, and 10) (Unit 5- Chapter 6 and 14).
2. Ghosh .P.K, Strategic planning and management, New Delhi, Sultan chand and sons, 1996 (Unit
3. Amstrong Michael, 2009 "A Hand book on Human resource management", Kogan page limited, Oxford university press. (Unit - II, III- Chapter - 3,4,5).
4. Xavier Vincent J, Human resource planning Package), Trichy, PG and research department of HRM, St.Joseph's college, (Unit 3 and 4).

LABOUR LAWS AND LABOUR WELFARE

Objectives

- * To understand the concepts and principles of industrial legislation and labour welfare.
- * To have an insight into the impact and limitations of labour laws in the local and global context.

UNIT -I: Basic Concepts

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 -II: Safety and Welfare

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 -III: Social Security and Liability

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 -IV: Payment of Wages and Bonus

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: Payment of subsistence allowance Act and case laws.

UNIT V: Legislation for women and children:

The Maternity benefit Act, 1961: benefits, penalties, procedure. Sexual harassment bill 2006. Tamilnadu government enactments: The TN Catering establishment Act, 1955: registration and procedure-hours of work, spread over, holidays leave-rules regarding discharge and dismissal. TheTamilnadu shops and establishment Act, 1947: opening and closing hours-hours of work and holidays - permissible deduction. The Contract labour Act, 1970 (regulation and abolition): scope and coverage-prohibition of contract labour - licensing of contractor, welfare and health of contract labour and The Right to information Act, 2005 and case laws.

Reference

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

SEM II
12PHR2108

Hrs/Week: 6
Credits: 4

MANAGERIAL EFFECTIVENESS

Objectives

- * To understand the meaning of and the need for being a successful manager.
- * To equip the students with the right attitudes and skills towards achieving greater levels of managerial effectiveness.

UNIT I: 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 II: PUBLIC VICTORY (12 Hrs)

Think Win/Win: Six paradigm of human interaction Seek first to understand then to be understood: Empathetic listening - diagnosing - understand and perception. Synergize: Synergy in class room, business synergy and communication, Force field analysis.

UNIT III: CONTINUOUS RENEWAL (12 Hrs)

Sharpen the Saw: Four dimensions of renewal, balance in renewal synergy, renewal upward spiral Case discussions, Role play and Exercises.

UNIT IV: CORRESPONDENCE SKILLS (12 Hrs)

What is an effective Business letter, the language of a business letter and the lay-out of a business letter. Enquiries and Replies: Hints for drafting an 'Enquiry' and 'Reply'. Claims and Adjustments: Hints for drafting complaints and making adjustments. Collection letters: How to write an effective collection letter, Collection series - Sending statement of account, Reminders, Inquiry and discussion,

Appeal and Urgency, Demand and Warning. Circular letters: Situations that need circular letters. Banking Correspondence, Insurance Correspondence, Import and Export Correspondence.

UNIT V: JOB CAREER SKILLS

(12 Hrs)

Application letters, Interview letters, References, Testimonials, Letters of Appointment, Confirmation, Promotion, Retrenchment and Resignation. How to run a meeting: Meetings and Meeting of minds, making disagreement productive, Instructions for observers, How to be an effective participant, How to be an effective discussion leader and how to write and read minutes. How to write a memo and how to write a Grievance.

Text Books

1. Korlahalli & Rajendra Pal, Essentials of Business Communication, Sultan Chand & Sons. (Unit 1,2) - Section 2
2. E.H. McGrath S.J. Basic Managerial skills for all, Prentice - Hall of India Private ltd., (Unit 2) - Chapter 2,6
3. Covey R. Stephens, 2000, The Seven Habits of Highly Effective People, London, Simon & Schuster Publications (Unit - 3,4,5) Chapter 2, 4, 5, 6, 7.

Reference book

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

ORGANIZATIONAL DEVELOPMENT

Objectives

- * To enable the students to know the dynamics of organizational change
- * To offer them theoretical foundations and practical exposure on change management.

UNIT 1: INTRODUCTION (12 Hrs)

Concept, Characteristics, Scope Historical Perspective
Underlying Assumptions and Values Organizations as systems
Planned Change.

UNIT 2: OPERATIONAL COMPONENTS (12 Hrs)

Diagnostic Component, Action Component, Process
Maintenance Component, Action Research and OD.

UNIT 3: OD INTERVENTIONS (12 Hrs)

Team Interventions, Inter - group Interventions, Personal,
Interpersonal and group process interventions, Comprehensive
Interventions.

UNIT 4: IMPLEMENTATION AND ASSESSMENT (12 Hrs)

Structural Interventions - Implementation - conditions for
failure and success in OD efforts Assessment of OD and change in
organizational performance.

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

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

Issues in Consultant - Client relationships. The Future of OD,
Some Indian Experiences in OD.

Text Books

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

Reference

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

SEM II
12PHR2201B

Hrs/Week: 6
Credits: 4

ACCOUNTING FOR MANAGERS

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

Objectives

- * To understand the principles and functions of accounting
- * To prepare and analyse financial statements for managerial decisions.

UNIT 1: BASIC CONCEPTS OF ACCOUNTS (12 Hrs)

Accounting: Definition, objectives, principles, functions, need, developments, branches and systems of accounting. Journal and ledger: Meaning, types, rules for debit and credit. Trial balance: preparing and subdivisions.

UNIT 2: FINANCIAL FRAME WORK (12 Hrs)

Final accounts, Trading accounts, Profit and loss accounts, Balance sheet: meaning and components Depreciation: meaning and reasons financial statement: meaning, nature, limitations, types and steps. Fund flow and Cash flow statement: meaning, uses and differences between them.

UNIT 3: UNDERSTANDING COST MANAGEMENT (12 Hrs)

Cost: concept, classification, elements, work in progress, operating cost Marginal costing: meaning, break even analysis, Cost volume profit analysis, margin of safety, advantage and disadvantage of marginal costing.

UNIT 4: FINANCIAL ANALYSIS (12 Hrs)

Financial management: meaning, objectives, interdisciplinary nature and profit maximization. Time value of money: classification, long term and short term nature, source, risk and returns. Inventories: meaning, types, benefits, ABC analysis, VED analysis, EOQ, safety stock, danger stock, minimum stock level, maximum stock level, receivable management

UNIT 5: FINANCIAL DECISION

(12 Hrs)

Budget: meaning, types, zero base budgeting, budgetary control, Capital budgeting and dividend. Working capital management's: objectives, approaches, determinants and policies. 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- Chap1&2] [Unit 2 - Chap3, 4 10] [Unit 3-Chap- 1] Dr . MaheswariS.N,Principlesof Cost and ManagerialAccounting,2000,Sultan Chand and Sons, New Delhi-23. [Unit 2- B: chap1, 3&4] [Unit 3- chap 2, 11,15&19]
2. Dr.Maheswari S.N, Financial Managemant , 2001, 1999, Sultan Chand and Sons, New Delhi-23. [Unit 4 & 5- Chapter 6, 7 & 8] [Unit 5 - Chapter 10, 11 and 12]

Reference

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

IDC-I: SOFT SKILLS

Unit 1: Effective Communication & Resume Writing 12 Hours

Effective Communication

Definition of communication, Process of Communication, Barriers of Communication, Non-verbal Communication, Johari Window, The Art of Listening, Kinesthetic, Production of Speech, Organization of Speech, Modes of delivery, Conversation Techniques, Dialogue, Good manners and Etiquettes.

Resume Writing

What is Resume? Types of Resume? Chronological, Functional and Mixed Resume, Steps in preparation of Resume.

Unit II: Group Discussion, Interview Skills & Team Building

18 hours

Group Discussion (GD)

Group Discussion Basics, GD Topics for Practice, Points for GD Topics, Case-Based and Article based Group Discussions, Points for Case Studies, and Notes on Current Issues for GD.

Interview Skills

Common interview questions, Attitude, Body Language, The mock interviews, Phone interviews, Behavioral interviews.

Team Building

Team Vs Group - synergy, Stages of Team Formation, Dabbawala-Case Study-PPT, Broken Square-Exercise, Group dynamics, Win as much as you win- Exercise, Leadership - Styles, Work ethics.

Unit III: Personality Development, Attitude & Motivation 18 hours

Personality Development

Self awareness, Assertiveness, Goal setting, Problem-solving, Conflict and Stress Management, Decision-making skills, Positive and Creative thinking, Lateral thinking, Time management.

Attitude

Concept, Significance, Factors affecting attitudes, Positive attitude, Advantages, Negative attitude, Disadvantages, Ways to develop positive attitude, Difference between Personalities having positive and negative attitude.

Motivation

Concept of motivation, Significance, Internal and external motives, Importance of self-motivation, Factors leading to demotivation.

Unit IV: Numerical Ability**8 hours**

- * Average, Percentage
- * Profit and Loss, Simple Interest, Compound Interest
- * Time and Work, Pipes and Cisterns
- * Time and Distance, Problems on Trains, Boats and Streams
- * Calendar, Ratios and Proportions.

Unit- V: Test of Reasoning**8 hours****Verbal Reasoning**

- * Series Completion, Analogy
- * Data Sufficiency, Assertion and Reasoning
- * Logical Deduction

Non-Verbal Reasoning

- * Series
- * Classification

References

- * Aggarwal, R.S. *Quantitative Aptitude*, S.Chand & Sons.
- * Aggarwal, R.S. (2010). *A Modern Approach to Verbal and Non Verbal Reasoning*. S.Chand & Co., Revised Edition.
- * Alex, K. (2009). *Soft Skills*. New Delhi S. Chand & Company Ltd.

- * Covey, Stephen. (2004). *7 Habits of Highly effective people*, Free Press.
- * Egan, Gerard. (1994). *The Skilled Helper* (5th Ed). Pacific Grove, Brooks/Cole.
- * Khera, Shiv (2003). *You Can Win*. Macmillan Books , Revised Edition.
- * Murphy, Raymond. (1998). *Essential English Grammar*. 2nd ed., Cambridge University Press.
- * Prasad, L. M. (2000). *Organizational Behaviour*, S.Chand & Sons.
- * Ravindran, G., Elango, S.P.B., Arockiam, L. (2009). *Success through Soft skills*. IFCOT publications
- * Sankaran, K. & Kumar, M. *Group Discussion and Public Speaking*. M.I. Pub, Agra, 5th ed., Adams Media.
- * Schuller, Robert. (2010). *Positive Attitudes*. Jaico Books.
- * Thamburaj, Francis (2009). *Communication Soft skills*. Grace Publications.
- * Trishna's (2006). *How to do well in GDs & Interviews*, Trishna Knowledge Systems.
- ** Yate, Martin. (2005). *Hiring the Best: A Manager's Guide to Effective Interviewing and Recruiting**

SEM III
12PHR3110

Hrs/Week: 6
Credits: 5

RESEARCH METHODS FOR MANAGERS

Objectives

- * To understand the concept of and the need for research in management studies and profession.
- * To be exposed to the various quantitative and qualitative research methods as applicable to the management profession.

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

UNIT-3 SAMPLING TECHNIQUES AND SCALIN (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

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

Reference Books

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

SEM.III
12PHR3111

Hrs/Week: 6
Credits: 5

INDUSTRIAL RELATIONS AND COLLECTIVE BARGAINING

Objectives

- * To understand the basic concepts and nuances of industrial relations.
- * To focus on collective bargaining and Trade Unions in the post-globalised business scenario.

UNIT I: INDUSTRIAL RELATIONS (12 Hrs)

Definition of IR Concept - Industrial disputes: meaning & causes Importance of good labour management relations - Industrial Dispute Act 1947: Disputes settlement machineries, Awards and settlements, Strike and lockout, Lay - off and retrenchment Present day industrial worker - Directive principles of State policy - creating and adopting labour policy. Role of ILO in industrial relations.

UNIT 2: TRADE UNIONS IN INDIA (12 Hrs)

History and growth of trade Union-purpose and functions. Trade Unions and Economic Developments. Pitfalls and suggestions to improve. The Trade Unions Act, 1926.

UNIT3: COLLECTIVEBARGAINING (12 Hrs)

Meaning, Nature, Types, Process and importance, Status of Collective Bargaining in India. Suggestions to improve Collective Bargaining. Negotiations - Types of Negotiations - Problem solving attitude. Exit policy, Voluntary retirements and Golden Handshake, Negotiation skills, Impact of Globalization on CB.

UNIT 4: DISCIPLINE AND GRIEVANCE HANDLING (12 Hrs)

Discipline: Causes of Indiscipline - Maintenance of discipline. Domestic enquiry: concept and practice - Principles of Natural Justice - Some important industrial pronouncements - Principles of Hot stove rule. Grievance handling: Constitution of Grievance committee

- Meaning of Grievance – Sources of grievance, benefits, redressal machinery. The Industrial Establishment (Standing Orders) Act, 1946.

UNIT 5: WORKERS' PARTICIPATION IN MANAGEMENT

(12 Hrs)

Concept - practices in India works committees, Joint management councils. Employee Directors on board of Nationalized Banks. The voluntary scheme of worker's participation followed Quality circles, Suggestions for Improvement.

Text Books:

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

Reference

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

SEM III
12PHR3112

Hrs/Week: 6
Credits: 4

TOTAL QUALITY MANAGEMENT

Objectives

- * To understand the concept and principles of TQM in today's context.
- * To learn to apply these concepts and principles in developing the human resources for organisational effectiveness.

UNIT 1: INTRODUCTION TO TQM (10 Hrs)

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

UNIT 2: TQM PRINCIPLES (10 Hrs)

Customer satisfaction, Customer perception of quality, customer complaints, service quality, customer retention, employee involvement - motivation, empowerment, teams, recognitions, rewards, performance appraisal, benefits, continuous process improvements - Juran trilogy, PDCA 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

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

Reference

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

**INTERNSHIP TRAINING
(SUMMER PLACEMENT)**

Components of Field Exposure

- * Organizing the Event: Days, Organizations, Logistics, Accompanying Staff
- * Exposure
- * Observation
- * Interaction
- * Learning
- * Report
- * Viva

SEM III
12PHR3202A

Hrs/Week: 6
Credits: 4

COMPENSATION MANAGEMENT

Objectives

- * To understand the conceptual foundation and the theories of wages.
- * To study the methods and machineries of wage and salary administration.

UNIT 1. BASIC CONCEPTS (12 Hrs)

Wage and salary: Concept, meaning, purpose and structure
Types of wages: Minimum wage, fair wage, living wage, statutory minimum wage and need based minimum wage. Problems in wage and salary administration Principles to be followed in wage fixation
Authorized deductions in wage and conditions regarding imposition of fines on employees age survey.

UNIT 2. THEORIES OF WAGES (12 Hrs)

Ricardo's Subsistence Theory of wages (Iron Law of Wages), Adam Smith's Wage Fund Theory, Surplus Value Theory of Karl Marx, Residual Claimant Theory, Profit Maximation theory. Wage policy - concept, importance, wage policy on ILO National wage policy in India.

UNIT 3. METHODS OF WAGE FIXATION (12 Hrs)

Computation of wage & salary structure. Wage differentials. Linkage of wages with productivity Consumer price index numbers Dearness allowance and fringe benefits Executive remuneration and perks Labour cost - control of labour cost.

UNIT 4. MACHINERIES OF WAGE FIXATION (12 Hrs)

Wage boards Pay commissions - Role of conciliation, adjudication and arbitration in wage fixation Collective agreements and productivity agreements Profit sharing and bonus - Landmark judgments of the Supreme Court in wage area.

UNIT 5. INCENTIVE SYSTEMS

(12 Hrs)

Incentive payment plans: Rowan, Halsey, Taylor, Gantt, Emerson, Scanlon etc., Profit Sharing, details of the schemes, merits and demerits - Why incentives fail? - Productivity oriented incentive schemes with example. Premium and group bonus schemes - Principles and procedures to make incentive schemes effective. ESOP schemes.

Text Books

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

Reference Books

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

SEM III
12PHR32O2B

Hrs/Week: 6
Credits: 4

INTERNATIONAL HRM

Objectives

- * To enable the student to understand the concept and practice of HRM in cross - cultural contexts and its implication for management.
- * To prepare the student intellectually and psychologically towards taking up global HRM assignments.

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. The Repatriation Process. Individual Reactions to Re-entry. Multinational Responses. Designing a Repatriation Programme. HRM in the Host Country Context. Industrial Relations: Key Issues, Trade Unions, Regional Integration, The Issue of Social Dumping, Impact of Digital Economy.

UNIT 5

(10 Hrs)

Performance Management. Cultural Dimensions, Hoefstede's Classification. International Business Ethics and HRM. Ownership Issues.

Research and Theoretical Development.

Text book

1. Peter J. Dowling and Demic E. Welch. 2004. International Human Resource Management. 4th Edition. Thomson Learning International (the book covers all the units) New Delhi.
2. S.K. Bhatia. 2005. International Human Resource Management. Deep and Deep, New Delhi.

SEM III
12PHR3402

Hrs/Week: 4
Credits: 4

IDC-II: FUNDAMENTALS OF HRM

Objectives

- * To present a comprehensive framework of HRM.
- * To understand the concepts, theories and approaches of HRM.

UNIT: Introduction (8 Hrs)

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

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

Manpower Planning - Job Analysis - Job Specification - Job Description - Job Design and redesign. Recruitment & Selection: Recruitment Policy - Sources of Recruitment - Methods of Selection - Placement and Induction - Promotions and Transfers - Demotions and Separations.

UNIT III: Training & Development (8 Hrs)

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

Unit IV: Performance Appraisal (8 Hrs)

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

Unit V: Compensation (8 Hrs)

Compensation Plan - Methods - Job Evaluation - Individual - Group - Incentives - Bonus - Fringe Benefits - Wage Policy - Executive compensation - Issues.

Text Books

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

Reference Books

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

COUNSELLING AND GUIDANCE

OBJECTIVES

- * To understand the meaning and principles of and the need for industrial counseling.
- * To have an exposure to the practical skills and nuances of counseling in organizational settings.

UNIT - I. BASIC CONCEPTS, EMERGENCE & GROWTH OF COUNSELING PSYCHOLOGY

Meaning of the terms counseling, counselor, counselee - process of counseling - individual & group counseling - the emergence of counseling since world war II - Infancy the 1940's, Childhood the 1950's, Adolescence the 1960's & 70's, Young adulthood the 1980's, Maturity the 1990's and beyond - the importance of psychology in counseling.

UNIT - II. DEVELOPMENTAL TASKS AND PERSPECTIVES

Psycho-analytic - Learning - Cognitive - Evolutionary/socio-biological and Contextual - Urie Bronfenner's bio-ecological theory of concentric circle - Erikson's theory of psycho-socio-cultural development - understanding the problems in the Indian educational context with its diversity nature of cultures, religions and linguistics.

UNIT - III. APPROACHES TO COUNSELLING

Approaches: The Directive/authoritarian (psychoanalytic) approach, Organic approach, Psychological and Socio-psychological approach & Eclectic approach, Humanistic approach, The person-centered therapy of Carl Rogers (self theory approach) - The Gestalt therapy of Fritz Perls: Growth and Maladjustment Theory of personality.

UNIT - IV. COUNSELLING SKILLS IN VARIOUS SETTINGS

Non-verbal communication interview - counselor-counselee relationship - levels of counseling techniques; non-verbal behaviour, verbal behaviour, covert behaviour, general strategies and

interpersonal manner - counseling in different settings; group - educational, family, clinical, career & guidance and industries.

UNIT - V. ETHICAL STANDARDS AND PROFESSIONAL PREPARATION & TRAINING

Ethical standards/principles - responsibility, competence, moral and legal standards, public statements, confidentiality, welfare of the client, professional relationship, assessment skills and research with human participants - professional preparation - practical skills/methods: behavioural and cognitive treatment procedures (desensitization, flooding, assertiveness, participant modeling, self control procedures) - free association of Sigmund Freud - the rational emotive therapy of Albert Ellis - the cognitive therapy of Aaron T. Beck - the status of guidance and counseling movement in India.

Text Books

1. Narayana Rao, Counseling and Guidance, New Delhi, Tata McGraw-Hill, 2003 [Unit I - Chapter 1] [Unit II - Chapters 3 & 4] [Unit III - Chapters 5 - 7] [Unit IV - Chapter 8] [Unit V - Chapters 13 -15].
2. Charles J. Gelso, Bruce R.Fretz, Counseling Psychology, Bangalore, PRISM Books pvt ltd, 1995 [Unit I - Chapters 1 - 2] [Unit III - Chapter 9] [Unit IV - Chapter 6] [Unit V - Chapters 3 & 8].

Reference Books

1. Antony D. John, Dynamics of Counseling, Nagercoil, Anugraha Publications, 1994.
2. Charles J. Gelso, Bruce R.Fretz, Counseling Psychology, Bangalore, PRISM Books Pvt. Ltd., 1995.
3. Diane E. Papallia, Sally Wendkos Old, Ruth Duskin Feldman., Human Development.
4. Eggert A. Max, Perfect Counseling, UK, Random House Business Books, 1999.
5. Fuster, J.M., Psychological counseling in India, London, Macmillan and Co., 1964.
6. Lindon Jennie and Lindon Lance, Mastering Counseling Skills, London, 2000.
7. S.K.Mangal, Introduction to Psychology.

SEM: IV

12PHR4115

Hrs/Week: 6

Credits: 4

HUMAN RESOURCE INFORMATION SYSTEMS

Objectives:

- * To understand the nature of and the need for IT enabled managerial practices.
- * To integrate and strike a healthy balance between the human and technical aspects of effective HRM practices.

UNIT: 1. BASICS AND EVOLUTION OF IS:

IS and MIS: Meaning, definition, nature, objectives, Evolution of information systems, Types of information systems: MIS, DSS, EIS, ES, AIES and HRIS, Modern information system,

UNIT: 2. DATA BASED MANAGEMENT:

Concepts, objectives, characteristics, components, models, types, data base software, data language, data manipulation, quarry language and report generator: Designing data architecture, centralized data base, distributed data base, data base for strategic planning.

UNIT: 3. SYSTEM DEVELOPMENT:

Concept, Meaning, purpose, strategy of system development, methods of system development, end user development, HR information system development: Planning of HRIS, system analysis and design, system implementation and maintenance, outsourcing information system.

UNIT: 4. SYSTEM ANALYSIS AND IMPLEMENTATION:

System analysis: Feasibility study, requirement analysis, structured analysis, tools for system analysis, system implementation, hardware and software acquisition, installation, conversion, user training.

UNIT: 5. APPLICATIONS OF HRIS:

Application of IS in HR function: software for HR functions: IS for recruitment and selection, IS for Training and development,

IS for employee relationship management, IS for performance management, IS for decision support, employee portals for HR, IS for knowledge management.

Text books:

1. Prasad L.M and Usha Prasad, Information system and technology, New Delhi, Sultan chand and sons, 2004 (Unit 1 - Chapter 1, 5, 7, 8, 9,) (Unit 2 - Chapter -5) (Unit 3 - Chapter 11) (Unit 4 - Chapter 12,13).
2. Xavier Vincent J, Human resource information system Package), Trichy, PG and research department of HRM, St. Joseph's College, (Unit 5).

SEM IV
12PHR4116

Hrs/Week: 6
Credits: 4

PERFORMANCE MANAGEMENT

Objectives

- * To present a conceptual framework of performance, performance appraisal and performance management towards the overall organizational effectiveness.
- * To enable students to develop performance related skills as individuals and teams.

UNIT 1: BASIC CONCEPTS

Performance: Meaning, factors, criteria, job analysis, goals and work standards - Performance appraisal: Meaning, definitions, objectives, benefits, types, links - A brief history of performance appraisal - Performance management: Meaning, definitions, concerns, scope, objectives - principles and benefits - Performance Appraisal and Performance Management: Comparison - Context, distinction - Performance management cycle and sequence

UNIT 2: PERFORMANCE MANAGEMENT PROCESSES

Performance Appraisal (PA) Stages: Overall approach, where and how introduced? - Who to be covered, Project Team, Role of HRM, Pilot Test and Implementation - PA system in operation: Training, Monitoring, Steps in the process - Holistic approach to performance management: Context, Culture, Functionality, Job design, Team work, OD, Purpose and value statements, Strategic HR management - Agreement between objectives and performance standards - Effective goal setting - Supervisor's role.

UNIT 3: METHODS OF APPRAISAL

Measuring performance: Purpose, principles, issues, what to measure, criteria, classification, Traditional Methods: Ranking/Merit Rating, Paired Comparison, Grading, Forced Distribution, Check List, Critical Incident, Graphic Rating Scale, Essay, Field Review, Confidential Report - Modern Methods: MBO, BARS, HR

Accounting, 360Degrees Appraisal, Balanced Score Card, Computerized and web based appraisal - Recent Trends: Merging the methods, Focus on achievement, Team appraisal - Rational performance management - Documentation and Assessment Centres

UNIT 4: PROBLEMS/ISSUES IN PERFORMANCE MANAGEMENT

Problems with Rating Scales - Appraisal Issues/Pitfalls - Constraints in performance management - How to address and avoid appraisal problems - How to handle a defensive employee - How to criticize an employee and How to issue a written warning - Legal and ethical issues - Guidelines for developing a legally defensible appraisal process.

UNIT 5: PERFORMANCE DEVELOPMENT

Performance Development Framework: Structural and cultural factors - Appraisal Interview: Meaning and purpose, Types, Process, Guidelines, Skills - Performance and development reviews - Coaching and Counseling -Managing under performers - Performance management training -Evaluating performance management - Case studies.

Text Book

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: Chapter 12, 19, 20, 21] Case studies: pp 127 - 168
2. Pattanayak, B. Human Resource Management, Prentice Hall of India Private Limited, New Delhi, 2009 [Unit 1: Chapter 8 & 9; Unit 2: Chapter 8; Unit 3: Chapter 8 & 11; Unit 4: Chapter 8; Unit 5: Chapter 8]
3. Dessler, Garry and Varkkey, Biju. Human Resource Management. Pearson Education Inc., Dorling Kindersley (India) Pvt. Ltd. Delhi, 2009 (Indian Subcontinent Adaptation) [Units 1 to 5: Chapter 9, pp.337-370], Case studies: pp.372-375.

Reference Books

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

SEM IV
12PHR4117

Hrs/Week: 6
Credits: 4

CORPORATE SOCIAL RESPONSIBILITY

Objectives

- * To understand the concept of and the need for CSR as applicable to the business corporations and corporate executives.
- * To sensitize the students on the value orientations and ethical concerns that should drive business today.

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.

UNIT 3 THE CORPORATE CITIZEN AND ITS STAKEHOLDERS

Consumers and business ethics: consumers as stakeholders, ethical issues in marketing, ethical challenges of global market place, consumers and corporate citizenship, sustainable consumption. Suppliers, competitors as stakeholders; ethical issues and suppliers, ethical issues and competitors, ethical challenges of global business networks, ethical sourcing and fair trade

UNIT 4: CIVIL SOCIETY AND BUSINESS ETHICS (10 Hrs)

Meaning of civil society, civil society organisations as stakeholders, ethical issues and CSOs Corporate Citizenship and civil society; Community development projects, Business-CSO collaboration. Civil society, business and sustainability.

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

Ethical issues in the relation between business and government Globalisation and business - government relations Corporate citizenship and regulation Governments, business, and sustainability.

Text Book

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

Reference Book

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

SEM: IV
12PHR4203A

Hrs/Week:6
Credits: 4

TALENT MANAGEMENT

Objective

- * To understand talent management as a pivotal managerial practice in the highly competitive business environment of today.
- * To motivate the students towards the identification and development of their own talents so as to cope with the challenging demands of securing and sustaining suitable placements.

Unit-I

Introductions , overview of talent management and the employment life cycle, Talent:- engine of new economy, difference between talents and knowledge workers, leveraging talent, the talent value chain, elements of talent friendly organizations.

Unit-II

Talent Management System – elements and benefits of Talent Management System; creating TMS, challenges of TMS; building blocks of talents management: competencies - performance management, evaluating employee potential, Workforce analysis; talent management strategy aligned with business strategy.

Unit-III

Talent Planning – succession management process; cross functional capabilities and fusion of talents; talent development budget, value driven cost structure; contingency plan for talent; building a reservoir of talent, leadership coaching

Unit-IV

Return on talent; ROT measurements; optimizing investment in talent; integrating compensation with talent management; developing talent management information system Competencies; Talent Acquisition.

UNIT-V

Talent Acquisition; Onboarding Talent Review Sessions; Talent and Acceleration Pools Retention and Engagement Career Management/Development Planning Measuring effectiveness; technology.

Books for Reference

1. Berger, Lance A and Dorothy Berger (Eds.) The Talent Management Handbook, Tata McGraw Hill, New Delhi.
2. Chowdhary, Subir, The Talent Era, Financial Times/Prentice Hall International.
3. Chowdhary, Subir, Organization 2IC, Pearson Education, New Delhi.
4. Sanghi, Seema, The Handbook of Competency Mapping, Response Books, New Delhi.

SEM-IV

Hrs/Week: 6

Code 12PHR4203B

Credits: 4

ENTREPRENEURSHIP DEVELOPMENT

Objectives

- * To present a comprehensive framework of Entrepreneurship Development in terms of concepts and theories.
- * To understand the functions Entrepreneurship Development.

UNIT-I

(12 Hrs)

Entrepreneur: Meaning; Evolution of the Concept; Functions of an Entrepreneur, Types of entrepreneur, Entrepreneur - an emerging class, Concept of Entrepreneurship - Evolution of Entrepreneurship; Development of Entrepreneurship; The entrepreneurial Culture; Stages in entrepreneurial process.

II-UNIT

(12 Hrs)

Creativity and Innovation: Creativity, Exercises on Creativity, Source of New Idea, Ideas into Opportunities. Creative problem solving: Heuristics, Brainstorming, Synaptic, Value Analysis - Innovation and Entrepreneurship: Profits and Innovation, Globalization, Modules of Innovation, Sources and Transfer of Innovation, Why Innovate, What Innovation, How to Innovate, Who Innovates.

UNIT-III

(12 Hrs)

Business Planning Process Meaning of business plan, Business plan process, Advantages of business planning, Marketing plan, Production/operations plan, Organizational plan, financial plan, Final project report with feasibility study, preparing a model project report for starting a new venture.

UNIT-IV

(12 Hrs)

Institutions supporting entrepreneurs Small industry financing developing countries, Overview of financial institutions in India, Central level and state level institutions, SIDBI, NABARD, IDBI, SIDO, Indian Institute of Entrepreneurship, DIC, Single window, Latest Industrial policy of Government of India

UNIT-V

(12 Hrs)

Family Business, Importance of family business, Types, History, Responsibilities and rights of shareholders of a family business, Succession in family business, Pitfalls of the family business, strategies for improving the capability of family business, Improving family business performance.

TEXT BOOKS

1. Poornima Charantimath, Entrepreneurship Development- Small Business Enterprise, Pearson Education, 2007.
2. Robert D Hisrich, Michael P Peters, Dean A Shepherd, Entrepreneurship, 6th Edition, The McGraw-Hill Companies, 2007.

REFERENCE BOOKS

1. Dr. Mathew J. Manimala, Entrepreneurship theory at crossroads, Biztantra, 2007.
2. Vasant Desai, Entrepreneurial Development and Management, Himalaya Publishing House, 2007.
3. Maddhurima Lall, Shikha Sahai, Entrepreneurship, Excel Books, 2006.
4. Kurakto, Entrepreneurship-Principles and practices, 7th Edition, 2007, Thomson publication.

INTER DEPARTMENTAL COURSE – IDC

BIOCHEMISTRY

12PSK2401	SOFT SKILLS
12PBI3402	FIRST AID MANAGEMENT

BIOTECHNOLOGY

12PSK2401	SOFT SKILLS
12PBT3402	APPLIED BIOTECHNOLOGY

BOTANY

12PSK2401	SOFT SKILLS
12PBO3402	HORTICULTURE & LANDSCAPING

CHEMISTRY

12PSK2401	SOFT SKILLS
12PCH3402	HEALTH CHEMISTRY

COMMERCE

12PSK2401	SOFT SKILLS
12PCO3402	FINANCIAL ACCOUNTING FOR MANAGERS

COMMERCE (CA)

12PSK2401	SOFT SKILLS
12PCC3402	CAREER PLANNING AND MANAGEMENT

COMPUTER APPLICATIONS

12PSK2401	SOFT SKILLS
12PCA3402	COMPUTER APPLICATIONS FOR SOCIAL SCIENCES
12PCA3403	FUNDAMENTALS OF PROGRAMMING

COMPUTER SCIENCE

12PSK2401	SOFT SKILLS
12PCS3402A	FLASH
12PCS3402B	WEB DESIGN

ECONOMICS

12PSK2401	SOFT SKILLS
12PEC3402	INDIAN ECONOMY

ELECTRONICS

12PSK2401	SOFT SKILLS
12PEL3402	COMPUTER HARDWARE

ENGLISH

12PSK2401	SOFT SKILLS
12PEN3402	ENGLISH FOR MEDIA STUDIES

HISTORY

12PSK2401	SOFT SKILLS
12PHI3402	INDIAN CONSTITUTION

HUMAN RESOURCE MANAGEMENT

12PSK2401	SOFT SKILLS
12PHR3402	FUNDAMENTALS OF HRM

INFORMATION TECHNOLOGY

12PSK2401	SOFT SKILLS
12PIT3402A	FLASH
12PIT3402B	WEB DESIGN

MATHEMATICS

12PSK2401	SOFT SKILLS
12PMA3402	OPERATIONS RESEARCH

PHYSICS

12PSK2401	SOFT SKILLS
12PPH3402	MODERN PHOTOGRAPHY

TAMIL

12PSK2401	நுண்வகைகமைத்திறன்கள்
12PTA3402	அரசுப்பணித்தேர்வுத் தமிழ் - I