M. A.
PERSONNEL MANAGEMENT AND
INDUSTRIAL RELATION
SYLLABUS (2007-2010)

under

CHOICE BASED CREDIT SYSTEM
(CBCS)

ST. JOSEPH'S COLLEGE (AUTONOMOUS)
(Nationally Reaccredited with A+ Grade/
College with Potential for Excellence)
TIRUCHIRAPPALLI - 620 002
FEATURES OF CHOICE BASED CREDIT SYSTEM (PG COURSES)

The Autonomous St. Joseph’s College (1978) Reaccredited with A+ Grade from NAAC (2007) has introduced the choice based credit system (CBCS) for UG and PG courses from the academic year 2001-2002.

OBJECTIVES of Credit System:
* To provide mobility and flexibility for students within and outside the parent department
* 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. However, there could be some flexibility because of practicals, field visits and tutorials. The following Table shows the relation between credits and hours.

<table>
<thead>
<tr>
<th>Hours in a week</th>
<th>Hours (2-3)</th>
<th>Hours (4)</th>
<th>Hours (5-6)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Theory</td>
<td>Credits</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Practicals</td>
<td>Credits</td>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

For PG courses (2 years) a student must earn a minimum of 100 credits. For MCA course (3 years) the student must earn 140 credits to get a pass. For a two year PG degree course the minimum number of papers offered by a department is 18.

COURSE PATTERN
The Postgraduate degree course consists of three major components. They are Core Course, Optional Course and Extra Department Course (EDC).

Core Course
A core course is the course offered by the parent department, totally related to the major subject, components like Practicals, Projects, Group Discussion, Viva, Field Visit, Library record form part of the core course. All the students of the course must take the core courses.

Optional Course
The optional 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 optional. The optional is related to the major subject. The difference between core course and optional course is that there is choice for the student. The department is at liberty to offer optional course every semester or in any two semesters. It must be offered at least in two semesters. The staff too may experiment with diverse courses.

Extra Department Course (EDC)
EDC is an interdepartmental 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 EDCs must be taken by students.

Day College student may also take an EDC from PG SFS Course and vice versa. This provision enables students to earn extra credits. The EDCs are offered in the II and III semesters. For the day college student it is offered in the last hour and for the PG SFS course students in the first hour or zero hour. The EDCs are expected to be application oriented and inter-disciplinary.
For Two Year Degree Programme

<table>
<thead>
<tr>
<th>Credits</th>
<th>For Three Year MCA Programme</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core</td>
<td>Core - 121</td>
</tr>
<tr>
<td>84</td>
<td>Optionals - 8 (2 semesters)</td>
</tr>
<tr>
<td>Optionals</td>
<td>EDC - 8 (2 semesters)</td>
</tr>
<tr>
<td>8</td>
<td>EDC - 9</td>
</tr>
<tr>
<td>Shepherd</td>
<td>Shepherd - 2</td>
</tr>
<tr>
<td>2</td>
<td>Total - 140</td>
</tr>
<tr>
<td>Total</td>
<td>Total - 100</td>
</tr>
</tbody>
</table>

Credit System Codes:
The various papers in the different courses are coded. The following code system is adopted.
Each code indicates the following particulars:
1) The year of introduction/revision of syllabus (07)
2) Whether it is undergraduate or postgraduate course (U or P)
3) The discipline’s name is indicated by two letters as shown below:

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Course</th>
<th>Subject Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Biochemistry</td>
<td>BI</td>
</tr>
<tr>
<td>2</td>
<td>Biotechnology</td>
<td>BT</td>
</tr>
<tr>
<td>3</td>
<td>Business Administration</td>
<td>BU</td>
</tr>
<tr>
<td>4</td>
<td>Chemistry</td>
<td>CH</td>
</tr>
<tr>
<td>5</td>
<td>Commerce</td>
<td>CO</td>
</tr>
<tr>
<td>6</td>
<td>Computer Applications</td>
<td>CA</td>
</tr>
<tr>
<td>7</td>
<td>Computer Science</td>
<td>CS</td>
</tr>
<tr>
<td>8</td>
<td>Economics</td>
<td>EC</td>
</tr>
<tr>
<td>9</td>
<td>English</td>
<td>EN</td>
</tr>
<tr>
<td>10</td>
<td>English - General</td>
<td>GE</td>
</tr>
<tr>
<td>11</td>
<td>Electronics</td>
<td>EL</td>
</tr>
<tr>
<td>12</td>
<td>Foundation Course</td>
<td>FC</td>
</tr>
<tr>
<td>13</td>
<td>French</td>
<td>FR</td>
</tr>
<tr>
<td>14</td>
<td>Hindi</td>
<td>HI</td>
</tr>
<tr>
<td>15</td>
<td>History</td>
<td>HS</td>
</tr>
<tr>
<td>16</td>
<td>Human Resource Management</td>
<td>HR</td>
</tr>
<tr>
<td>17</td>
<td>Information Technology</td>
<td>IT</td>
</tr>
<tr>
<td>18</td>
<td>Mathematics</td>
<td>MA</td>
</tr>
<tr>
<td>19</td>
<td>Physics</td>
<td>PH</td>
</tr>
<tr>
<td>20</td>
<td>Plant Biology &amp; Plant Biotechnology</td>
<td>PB</td>
</tr>
<tr>
<td>21</td>
<td>Personnel Management &amp; Industrial Relations</td>
<td>PM</td>
</tr>
<tr>
<td>22</td>
<td>Sanskrit</td>
<td>SA</td>
</tr>
<tr>
<td>23</td>
<td>Statistics</td>
<td>ST</td>
</tr>
<tr>
<td>24</td>
<td>Tamil</td>
<td>TA</td>
</tr>
<tr>
<td>25</td>
<td>Tamil - General</td>
<td>GT</td>
</tr>
<tr>
<td>26</td>
<td>Transport Management</td>
<td>TM</td>
</tr>
<tr>
<td>27</td>
<td>Journalism (EDC)</td>
<td>JO</td>
</tr>
<tr>
<td>28</td>
<td>Law (EDC)</td>
<td>LA</td>
</tr>
<tr>
<td>29</td>
<td>Short Hand (English) (EDC)</td>
<td>SH</td>
</tr>
</tbody>
</table>

4) The semester number (1 or 2 or 3 or 4 for 2-year course)
5) The paper number: The courses in the discipline fall into three categories
Core papers-numbers : 20 to 39
Optional papers - numbers : 41 to 49
EDC’s : 61 to 70
For MCA course offered by Department of Computer Science, the following paper numbers used:
Core papers : 51 to 80
Optional Papers : 81 to 90
The following examples illustrate the above concept.
The first semester Core papers in Chemistry is given the code 07PCH121
The EDC offered by Chemistry department in Semester III is given the code 07PCH362

**Evaluation:**
For each course there is formative continuous internal assessment (CIA) and semester examinations (SE) in the weightage ratio 50:50. The following table illustrates how one evaluates the Overall Percentage Marks (OPM) for a student in Chemistry PG course in the all papers put together

\[
OPM = \frac{(a_1 b_1 + a_2 b_2 + \ldots + a_{23} b_{23})}{(b_1 + b_2 + \ldots + b_{23})}
\]

Where \(a_1, a_2, \ldots, a_{23}\) indicate the marks obtained in the 4 semesters for 23 papers and \(b_1, b_2, \ldots, b_{23}\) indicate the corresponding credits for the 23 courses.

For example, if total credit points in 23 papers is 6860 then the OPM is given by

\[
OPM = \frac{6860}{\text{total number of credits}} = \frac{6860}{98} = 70.0
\]

If OPM is between 50 and 60, the student gets II class. If OPM is 60 and more, then the student is placed in I class. If the OPM score is 75 and more the student gets first class with distinction.

The performance in shepherd programme is indicated by a pass and is not taken into account for computing OPM.

**Declaration of result**

_______________ has successfully completed M. Sc. degree course with FIRST CLASS. The student’s overall average percentage of marks is 70. The student has acquired 2 more credits in SHEPHERD programme.
## MA PERSONNEL MANAGEMENT & INDUSTRIAL RELATIONS
### - COURSE PATTERN

<table>
<thead>
<tr>
<th>Sem.</th>
<th>Subject Code</th>
<th>Subject Title</th>
<th>Hrs / Week</th>
<th>Cr</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>07PPM121</td>
<td>Managerial Economics</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>07PPM122</td>
<td>Organizational Behaviour</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>07PPM123</td>
<td>Principles and Practice of Management</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>07PPM124</td>
<td>Managerial Communication Skills</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>07PPM125</td>
<td>Principles of Counselling (Internal)</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Library</td>
<td></td>
<td></td>
<td>2</td>
</tr>
<tr>
<td></td>
<td><strong>Total for Semester I</strong></td>
<td></td>
<td><strong>30</strong></td>
<td><strong>23</strong></td>
</tr>
</tbody>
</table>

| II   | 07PPM226     | Human Resources Management                | 5          | 4  |
|      | 07PPM227     | Labour Laws - I                           | 5          | 4  |
|      | 07PPM228     | Research Methods and Statistics           | 5          | 4  |
|      | 07PPM229     | Accounting for Managers                   | 5          | 4  |
|      | 07PPM230     | Introduction to Computers and Internet    | 5          | 4  |
|      | * EDC        |                                           | 4          | 3  |
|      | Library      |                                           |            | 1  |
|      | **Total for Semester II** |                               | **30**    | **23** |

| III  | 07PPM331     | Marketing Management                      | 5          | 4  |
|      | 07PPM332     | Labour Laws-II                            | 5          | 4  |
|      | 07PPM333     | Industrial Relations and Collective Bargaining | 5          | 4  |
|      | 07PPM334     | Performance Appraisal and Assessment Centres | 5          | 4  |
|      | 07PPM335     | Operation Research                        | 5          | 4  |
|      | * EDC        |                                           | 4          | 3  |
|      | In-Plant Training (for 45 days in Summer Vacation) | 5          |     |
|      | Library      |                                           |            | 1  |
|      | **Total for Semester III** |                                | **30**    | **28** |

| IV   | 07PPM436     | Human Resources Information System        | 6          | 5  |
|      | 07PPM437     | Compensation Management                    | 6          | 5  |
|      | 07PPM438     | Corporate Social Responsibility            | 6          | 4  |
|      | 07PPM439     | Personality Development for Managerial Effectiveness | 6          | 5  |
|      | 07PPM440     | Project Work                               | 6          | 5  |
|      | **Total for Semester III** |                               | **30**    | **24** |

|      | SHEPHERD     |                                           |            | 2  |
|      | **Total for all Semesters** |                             | **120**   | **100** |

* Code numbers according to the subjects chosen.
MANAGERIAL ECONOMICS

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 I

Unit II
Demand decisions - Demand concepts - demand analysis - demand elasticity and demand estimates and demand forecasting.

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

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

Unit V
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.

REFERENCES
Sem. I
07PPM122

Hours/week : 6
Credits : 5

ORGANISATIONAL BEHAVIOUR

Unit I

Unit II
Motivation and job Satisfaction - Human needs and wants - Achievement motivation - Power motivation, Maslow’s Hierarchy of needs - Herzberg’s two factor model - ERG model - Valance model - Expectancy model. job satisfaction - Benefits of job satisfaction - Involvement - Organisational committment

Unit III
Personality Development - Inter Personal relationship - Johari window - Transactional Analysis - Three ego status - Simple and Complex type - Life positions and Benefits of T.A.

Unit IV

Unit V
Organisational Changes and Organisational Development - The nature of work change - responses to change - cost and benefit - resistance to changes - reasons for resistance - types of resistance - benefits of resistance - implementing changes successfully - three stages of change - organisational learning curve for change - building support for change.
Understanding Organisational development - characteristics of organisational development - organisational development process - benefits and limitations of OD.

REFERENCES
Sem. I
07PPM123

PRINCIPLES AND PRACTICE OF MANAGEMENT

Unit 1: Nature of Management
Definitions, meaning, scope, administration and management, Science or Art, Management as a profession, universality of management, hierarchy [top, middle and supervisory levels]. Principles of management.

Unit 2: Development of Management Thought
Taylor and Scientific Management, principles of scientific management. Contributions of fayol, Barnard and social systems theory, contributions of Herbert Simon, Contributions of Peter Drucker, contributions of behavioural scientists, contributions of systems scientists.

Unit 3: Planning and organising
Definition and features of planning, Nature of planning, importance of planning, types of planning, steps in planning, management by objectives, strategies and policies, definition of organisation, importance of organisation, principles of organisation, span of management
Authority - meaning, definition, characteristics, nature of authority. Responsibility - meaning, definition, accountability, delegation and decentralisation, departmental and line organisation, line and staff, committees, organisation chart.

Unit 4: Direction and Coordination
Meaning and definition of direction, importance and principles of direction, techniques of direction, meaning of supervision, functions of supervisor, meaning of coordination, elements and features of coordination, importance of coordination, cooperation and coordination. Systems approach, steps for effective coordination, meaning and causes of conflicts, management of conflicts.

Unit 5: Controlling
Definition, meaning, elements, steps in establishing control procedure, control techniques, requirements of good control system. Budget - meaning, definition, types, zero based budgeting responsibility accounting, budgetary control. Report - meaning, types - PERT and CPM - management by exception.

REFERENCES
MANAGERIAL COMMUNICATION SKILLS

Objectives
To help the students prepare themselves to effectively communicate in organisations and in society.

Unit-I
Effective professional communication - Communication process - Congruence Listening, Listening with eyes - communication TRIAD - Inverted curve.

Unit-II

Unit-III
Communicative Language Teaching (with Basic Language patterns) - Parts of speech; Types of questions; phrases that express one’s emotions and feelings; Types of sentences; Making sentences; Describing Animals, Places, Objects and Persons; Introducing oneself to others; Dialogue at the context given.

Unit-IV
Interview : Types- Preparing for interview - facing an interview - Skills for participating in Group discussions and brain-storming.

Unit-V
a. Public speaking : Preparing a speech - Effective presentation.
b. Body Language.

Evaluation will be entirely internal. The final evaluation will be conducted by a member of the Dept. of English who has not taught the units.

References
Sem. I
07PPM125

PRINCIPLES OF COUNSELLING

Unit-I: Introduction to Counselling
✧ Basic concepts of counselling and guidance
✧ Objectives, types and principles of Counselling
✧ Theories of Counselling: Humanistic theory, Psycho-analytic theory, Behavioural theory
✧ Counselling and modern trends.

Unit-II: Occupational Health Hazards
✧ Meaning, nature, types of occupational disease, sickness and ill health
✧ Legal framework - Health and Safety at work - workmen’s compensation Act, 1923
✧ Management of occupational health hazards - Technical control activity - motivational activity
✧ Worker’s role in hazard prevention.

Unit-III: Problem worker
✧ Causes of problem situation
✧ Deviation behaviour among workers - emotionally disturbed, psychotic and neurotic
✧ Alcoholism and drug addiction
✧ Indiscipline and absenteeism
✧ Fatigue and monotony
✧ Work stress/Employee stress & frustration, management of stress

Unit-IV: Employee counselling
✧ Definition, Principles and functions
✧ Counselling in industry: Goals, needs and programmes
✧ Prerequisites for employee Counselling
✧ Types - Directive vs. Non-directive, Preventive vs. Curative, Referral services to experts
✧ Process - Study, diagnosis, treatment, follow up
✧ Fields of Industrial counselling
✧ T.A. in industrial counselling
✧ Performance appraisal and counselling
✧ Retirement counseling

Unit-V: Industrial social work
✧ Social work practice in industry
✧ Working with individual, group and industrial community
✧ Qualities and Skills of Industrial Counsellor

Reference
HUMAN RESOURCE MANAGEMENT

Objectives
This course enables students to understand and apply the principles, policies and practices relating to the procurement, development, maintenance and utilization of human resources. It will consider, in turn, each of the main tasks involved in the management of human resources. The course also provides students with ample opportunities to critically analyse the main approaches which have developed to guide management action. A particular feature of the course is its international perspective.

Unit-I
HRM - meaning, objectives, scope and difference between HRM and Personnel Management - Evolution of HRM, Systems Approach, HRM model, environmental influences, HR philosophy, policy, Strategic HRM, HRM Functions, Organisation of HR department.

Unit-II
HR Planning - objectives, process, forecast - supply and demand of man power, HR inventory, job analysis and its methods, job description, job specification, job evaluation, job design, job study, performance standards.

Unit-III
Hiring and Retaining - sources, methods, outsourcing, selection policy, steps, placement, and induction, importance of Compensation Management and Performance Management.

Unit-IV
Training the work force: Importance, scope, training verses development, training process, techniques - Career Management - Planning and Development.

Unit-V
HR audit, HR accounting, absenteeism, labour turnover, separations, promotion, transfer, research in HRM, HR records, importance of HRIS, management of knowledge workers - HRM in future, International HRM.

REFERENCES
Sem. II Hours/week : 5
07PPM227 Credits : 4

LABOUR LAWS - I

Objectives
A worker is not merely a stimulus-response mechanism who is motivated by some economic incentives. He is a social being and as such must be provided with the necessary facilities to perform his tasks. In order to ensure this, governments enact and enforce laws that help promote the welfare of the workers in different establishments. Our special concern is the Indian situation.

Unit-I: Basic Concepts
1. Labour Law: History - nature scope and object of and labour legislation special features of labour legislation: social security, social assistance, social insurance
2. Labour Policy: Need for such a policy Enactment of various laws Relevance of these laws to society at large

Unit-II: Safety and Welfare

Unit-III: Laws Relating To Industrial Relations
2. The Industrial Employment (Standing Orders) Act 1946

Unit-IV: Laws Relating to Wages
Important legislations concerning these:
1. The Payment of Wages Act 1936
2. The Minimum Wages Act 1948
3. The Payment of Bonus Act 1965

Unit-V: Miscellaneous Act
3. The Employment Exchanges (Compulsory Notification of Vacancies) Rules 1960

References
RESEARCH METHODS AND STATISTICS

Objectives
Research Methodology enables the researcher to pursue Research scientifically and systematically. This paper attempts to give scientific orientation to the budding researchers in the choice of the problem, methods, data collection, analysis and interpretation. The statistical tools help the students to apply the suitable technical tools and also give scientific tinge to the research.

Unit I
Social Research: Definition and objectives of research. Types and Methods: Social surveys, case study, statistical and experimental methods, qualitative research. Hypothesis: Assumptions, hypothesis, theory, law.

Unit II

Unit III
Sampling - Types - Primary and Secondary data - methods of collecting primary data - Analysis of Data - Classification - Tabulation - Scaling Techniques - Attitude scales Thurstone and Likert scale - Bogardus socio-metric scale - Research report - Foot notes - Appendices.

Unit IV
Measures of central tendency; Mean, Median and Mode - Measures of Dispersion - Quartile Deviation - Mean Deviation - Standard Deviation - Skewness, Coefficient of Variation

Unit V
Correlation - Karl Pearson’s correlation coefficient - Rank correlation - Regression equations test of significance - ‘t’ Test, ‘F’ test and Chi square test

REFERENCES
Sem. II  
07PPM229  

ACCOUNTING FOR MANAGERS

Aim
This paper aims at enabling future personnel manager to be familiar with basic financial accounting method that can be used for managerial decision making.

Unit 1

Unit 2
Financial statements and their nature- meaning and definition of capital and revenue items - preparation of trading, profit and loss account and balance sheet.

Unit 3

Unit 4
Cost accounting - meaning - elements of cost-classification of cost - cost reduction meaning and definition - cost volume profit analysis - break even analysis - application of marginal costing technique in managerial decision making.

Unit 5
Budgetary control - meaning - budget as a management tool - classification of budgets - functional budgets - fixed and flexible budget.

References
5. Maheswari, S.N., Cost and Management Accounting, New Delhi: S.Chand, 1987
INTRODUCTION TO COMPUTER AND INTERNET

Objectives
Computers provide effective platform to handle rapidly changing modern managerial scenario. This paper introduces the essential features of Computers, emerging technologies and its applications in personnel administration.

Unit 1

Unit 2
Networking fundamentals - Network options - communication interface devices - Network protocols - Intranet and Extranet - Internet fundamentals - working of Internet - services - service providers - search engines - Domain names - E-Commerce - an overview - Benefits and shortcomings - E-commerce applications - Electronic Data Interchange (EDI) - Tele conferencing - video messaging.

Unit 3
Windows basics - window operations- working with Control panel - Folder operations- windows explorer - accessories - working with Recycle Bin - MS-Word - Creating and Editing a document - Formatting features - Find, Replacing a text and spell check - Table manipulations - Mail-merge.

Unit 4
Features of Electronic spread sheets - cell manipulations - Printing a sheet - Charting features - Functions and formulas - conditional formatting - Data validations - sorting - Filters - Criteria.

Unit 5
MS-PowerPoint features - Creating and Enhancing of presentations - presenting a show - PowerPoint views. MS-Access - features - creation of Databases - Database manipulations - Forms - Queries - Reports.

Hands on experience: Windows - MS-Word - MS-Excel - MS-PowerPoint - MS-Access - SPSS.

Text Books
1. V.K. Kapoor, “Computers and Information Technology”, Sultan Chand & Sons, 2004 (Units 1 & 2)
MARKETING MANAGEMENT

Unit-I
Marketing - Definition - Scope - Core marketing concepts - Marketing tasks - Company orientations toward the marketplace - Levels, Patterns and bases for market segmentation.

Unit-II
Process of New Product Development - Product levels - Product line and mix decisions - Meaning of brand and trade mark - Packaging and labeling.

Unit-III
Setting the Price - adapting the Price - initiating and responding to Price changes.

Unit-IV
Channel functions, Flows, Levels service sector channels - Channel management - Types of retailing and wholesaling - Trends in retailing - Direct marketing - benefits - Channels of direct marketing on-line marketing - Conduct - advantages - disadvantages.

Unit-V
Developing and Managing an Advertising programme - deciding on media and measuring effectiveness - Purpose and decisions in sales promotion - Principles of Personal selling - relationship marketing.

Reference
2. Cravens, Hills and Woodruff, Marketing Management, Richards D. Irwin, 1988
Sem. III  
07PPM332  

LABOUR LAWS - II  

Unit I  
- The Mines Act 1952.  
- Trade Union Act 1926  
- Plantation Labour Act 1951  

Unit II  
Accidents And Compensation:  
- The Workmen’s Compensation Act 1923  
- The Tamil Nadu Workmen’s Compensation Rules  

Unit III  
Social Security Legislation:  
- The Employees State Insurance Act 1948.  

Unit IV  
Legislation on Employment of Women and Children  

Unit V  
Tamil Nadu Acts  
- The Tamil Nadu Industrial Establishments (National and Festival Holidays) Act, 1958.  
- The Tamil Nadu Industrial Establishments (Conferment of Permanent status to Workmen) Act 1981.  
- The Tamil Nadu Control of Industrial Major Accident Hazards Rules 1994.  

References  
INDUSTRIAL RELATIONS AND COLLECTIVE BARGAINING

This paper aims at orienting the students to the functions of Industrial relations with relevance to the Indian context.

Unit I: Industrial relations
2. Present day industrial worker - comparison with predecessor Industrial disputes: meaning-causes. Importance of good labour management relations-causes of industrial unrest.
4. Role of ILO in industrial relations.

Unit II: Trade Union Movement in India
1. History and growth of trade Union—purpose and functions.
2. Trade Unions and Economic Developments.
3. Pitfalls and suggestions to improve.

Unit III: Collective Bargaining
4. Negotiations—Types of Negotiations—Problem solving attitude.
5. Exit policy, Voluntary retirement and Golden Handshake.

Unit IV: Discipline and Grievance handling
   Domestic enquiries - concept and practice - Principles of Natural Justice - Some important industrial pronouncements - Principles of Hot stove rule.

Unit V: Worker’s participation in management

REFERENCES
1. Chand, K.V.K., Industrial relations
2. Manoppa, A., Industrial relations, TMH, 1999
3. Laladas D.K., Industrial relations in India
4. Manohar Lal, Industrial Relations & Labour Legislation
5. Yoder, Dale and others, Personnel Management & Industrial Relations, New Delhi, Prentice Hall, 1959
6. Mamoria, C.B., Industrial Labour and Industrial Relations in India, Kitab Mahal, 1975
PERFORMANCE APPRAISAL AND ASSESSMENT CENTRES

Objectives
To understand the value and uses of Performance Appraisals and Develop skills in effective appraisal and develop capacities of human resources.

Unit I
Performance, Performance Management - meaning, approach, process, Formal and Informal Appraisal
Merit rating and performance appraisal - meaning, importance and objectives.
Potential Appraisal - Meaning and objectives

Unit II
Performance Planning and Development
Job analysis, role analysis, job description, Performance Standard setting process, Preparation of performance standards and job descriptions for different categories of jobs.

Unit III
Designing an Appraisal System
Appraisers, Appraisees, Contents of Appraisal for different categories, preparation of contents for appraisal for different categories, Process of Appraisal, Factors affecting appraisal, Essentials of good appraisal system.

Unit IV
Appraisal Methods
Traditional Methods
Modern Methods: Assessment Centre, Management by Objectives, BARS, Human Asset Accounting, 360 degree appraisal

Unit V
Rating errors, Control of rating errors, Feedback and Post-appraisal Interview - Uses of Appraisee Data, Career Planning, Career Development within the organisation.

Reference
OBJECTIVE RESEARCH

Objectives
The objective of the paper is to equip the students of management to acquire the knowledge of Mathematical tools to solve the complex managerial and business problems.

Unit I: Linear Programming Problem
Introduction - Mathematical formulation of the problem - Graphical solution method - General linear programming problem - Canonical and standard forms.

Unit II: The Simplex Method
Introduction - The Computational procedure

Unit III: Transportation Problem (TP)
Introduction - Loops in Transportation table - Finding initial basic feasible solution (NWC method, LC method, VAM method) - Moving towards optimality - Unbalanced TP

Unit IV: The Assignment Problem
Introduction Assignment algorithm

Unit V: Sequencing Problems
Introduction - Problems with n Jobs and two machines - Problems with n Jobs and R machines

References
Sem. IV
07PPM436

HUMAN RESOURCES INFORMATION SYSTEM

Unit 1

Unit 2
Modern project management - Organization strategy - project selection - Defining the project - managing risk - Leadership - Overview of International projects.

Unit 3

Unit 4

Unit 5
Changing world of HR, Integration of HR systems, Paperless Office, Outsourcing of HR.

Reference
COMPENSATION MANAGEMENT

Unit-I: Basic concepts
1. Wages and salary - concept - meaning - purpose and structure.
2. Concept of wages - Minimum wage, Fair wage, Living wage, Statutory minimum wage, Need based minimum wage.
3. Principles to be followed in wage fixation.
4. Problems in wage and salary administration.
5. Authorised deductions in wages and conditions regarding imposition of fines on employees.
6. Wage surveys

Unit-II: Theories of Wages
2. Wages policy - Concept - importance - ILO on Wage policy.

Unit-III: Methods of wage fixation.
1. Computation of salary - time rate and piece rate payments - merits and demerits.
2. Wage differentials.
3. Linkage of wages with productivity.
4. Consumer price index numbers.
5. Dearness allowance and fringe benefits.
6. Executive remuneration and perks.
7. ESOP Schemes.

Unit-IV: Machineries for wage fixation.
1. Wage boards
2. Pay commissions.
3. Role of conciliation, Adjudication and arbitration in wage fixation.
4. Collective agreements and productivity agreements
5. Landmark judgements of the supreme court in wage area
6. Profit sharing and bonus.

Unit-V: Incentive systems.
1. Incentive payment plans: Halsey, Rowan, Emerson, Scanlon, Taylor, Gantt, Merrick and Priestman details of the schemes: merits and demerits. - Why Incentives fail?
3. Labour Cost - Control of Labour Cost

REFERENCES
2. Prasad, N.K., Principles and Practice of Cost Accounting.
CORPORATE SOCIAL RESPONSIBILITY

Objectives
In this paper an attempt is made to drive home to the prospective personnel management, that he needs to possess certain basic principles of life which in the long run will guide him to have a sense of social responsibility in doing his business.

Unit I: Basic Concepts
1. Society in transition - challenges of modern personnel management.
2. Need for values in management: mutual relationship of values and management:
   Organisational and managerial values
3. Impact of Indian values and culture on work ethics.

Unit II: Managerial Ethics
1. Meaning, need
2. Foundations of managerial ethics: interests, self, society
3. Ethical standards - work culture
4. Ethical standards - work culture
5. Problems in management: characteristics, examples, analysis

Unit III: Ethical Dilemmas
1. Relationship between law and moral standards
2. Meaning of ethical dilemma
3. Managers facing an unethical - options open to them - Whisteblowing and institutional loyalty

Unit IV: Local and Global Issues in Management
1. Ethics of marketing research - hoarding, adulterating food - Bluffing in business - misleading advertisement.
2. Ethics and global poverty, population explosion, illiteracy, black money, ecology, genetic engineering, multinational business.
3. Structural causes of unethical behaviour - solutions to get rid of them.

Unit V: Corporate Social Responsibility
1. Social obligations industry - Role of govt. employers, trade unions with regard to this
2. Employer’s rights and responsibilities
3. Social responsibilities of management to owners, employees, consumers, community - the responsibilities of private enterprise - role of consumer courts.
4. The manager as an agent of social change.

REFERENCES
PERSONALITY DEVELOPMENT FOR MANAGERIAL EFFECTIVENESS

Objectives
To make the students understand the determinants of a successful and integrated Personality and help them to grow with the optimum realization of individual potentialities and capacities

Unit 1: Understanding the self

Unit 2: Developing the Self
Positive Psychology - optimism - Dimensions of Optimizing - Emotional Management: Emotions of Intelligence Roles - Emotional Intelligence in workplace - Self Efficacy - Process, & Impact of Implications - Self assertiveness

Unit 3: Behavioral Development

Unit 4: Personal and Managerial Effectiveness
Time Management, Organizing Life, Burn Out and Stress Management, Career Identification and Career Development. Steps to Effectiveness: Proactive, put first things first, Think win-win, Understand than being to be understood, Synergy, Sharpen the saw.

Unit 5: Developing Soft Skills
Developing Leadership Potentials - Effective Communication skills, Development of positive thinking, Interpersonal relationships, Consensus building, Business and Social Etiquette

References:
3. Steven.R Covey, Seven Habits of Highly effective people.
4. Fred Luthans, Organizational Behavior
5. Steven R Covey - First things first
# EXTRA DEPARTMENT COURSES (EDC)
OFFERED BY THE VARIOUS DISCIPLINES DURING II AND III SEMESTERS

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* Offered by Self Financing Section
** Both Day & Self Financing Section