

M.PHIL. SYLLABUS – 2015

HUMAN RESOURCE MANAGEMENT



DEPARTMENT OF HUMAN RESOURCE MANAGEMENT
ST. JOSEPH'S COLLEGE (Autonomous)
Accredited at A Grade (3rd cycle) by NAAC
College with Potential for Excellence by UGC
Tiruchirappalli – 620 002

GUIDELINES FOR FULL TIME M.PHIL.

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

2. **Course Work:**

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

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

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

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

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

Scholar should acquire a **minimum of 20 marks from CIA to appear for SE**. The Scholar should acquire a minimum of 30 marks in Semester Examination. He / She will be declared to have passed in the various courses in Semester I, provided he/she secures not less than 50 marks on an aggregate (CIA+SE).

2. b) (i) In course C1 on **‘Professional Skills for Teaching – Learning’** the first three units are common to all the Departments of the College. The Academic Council has granted permission to incorporate some modifications in the C1 Course by Physics, Computer Science and Mathematics Departments. The first three unit titles are **Soft Skills, E-teaching, E-learning, Elements of Technology of Teaching and Learning**. The remaining two units are department specific to make use of the above mentioned skills & techniques to teach the Core Course.

The C1 Course is (to be) designed to exploit the various Teaching – Learning – Research Skills to be imbibed / cultivated to make the research scholars to be fit for the profession they are likely to acquire in the Education Industry. Thus only for the course (C1) the written component is 60% and Practical component is 40% both in CIA and SE.

b) (ii) **Evaluation for C1:**

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

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

- c) Question papers for C1, C2 & C3 are set by External Examiners.
- d) Question paper for C4 will be set and valued by the Research Advisor only.
- e) Departments will be permitted to offer either paper 2 or paper 3 as Open Online Course to the M.Phil. students. The evaluation method will be the same for both C2 and C3 Courses.

3. Credits:

SEMESTER – I	Courses	Title		Contact Hrs.	Library Hrs.	Total Hrs.	Cr	CIA Mk.	SE Mk.	Total Mk.
	C1	Professional Skills for Teaching – Learning	T	3	2	5	2	25	35	60
			P	2	2	4	1	15	25	40
	C2	Research Methodology		5	4	9	4	40	60	100
	C3	Core Course		5	5	10	5	40	60	100
	C4	Guide Paper		5	5	10	5	40	60	100
Total				20	18	38	17	160	240	400

SEMESTER – II	C5 – DISSERTATION	INTERNAL			EXTERNAL		
			Cr	Mk		Cr	Mk
		Seminar & Review of Related Literature	2	15	Dissertation Evaluation	6	75
		Mid Term Review Presentation	2	15	<i>Viva-voce</i>	2	25
		Dissertation Work	3	60			
		<i>Viva-Voce</i>	1	10			
Total			8	100		8	100

4. Question Pattern:

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

5. Dissertation

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

5.1. Requirement

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

5.2. Submission

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

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

5.3. All the M.Phil. Scholars (along with their Guides) have to submit at least one Research articles for publication, at the time of submitting the dissertation.

Departments (with the constituted Expert Committee) will scrutinize; select and recommend the best articles for a publication either in RETELL or in School-based Journals.

5.4. Requirement

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

5.5. Viva-Voce

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

6. Classification of Successful Candidates

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

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

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

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

7. Attendance:

Daily attendance for 90 working days should be enforced for the students. Periodical report of a student to the guide concerned should be recorded in the register kept by the guide.

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

M. PHIL HRM COURSE PATTERN – 2015

Sem	Code	Title of the Paper
I	15MHR101	Course C1: Professional Skills for Teaching – Learning
	15MHR102	Course C2: Research Methodology
	15MHR103	Course C3: International Human Resource Management (Open Online Course)
	15MHR104A	Course C4: HRM Core Functions
	15MHR104B	Course C4: Industrial Relations Management
	15MHR104C	Course C4: Labour Legislations
	15MHR104D	Course C4: Wage and Salary Administration
	15MHR104E	Course C4: Training and Development
II	15MHR205	Course C5: Dissertation

15MHR101

Paper-1

PROFESSIONAL SKILLS FOR TEACHING – LEARNING**Objectives**

- i) *To empower scholars with soft skills.*
- ii) *To introduce the teaching and dynamics of teaching – learning*
- iii) *To facilitate e- learning/ e-teaching with the ICT tools*
- iv) *To enhance the employability of the students by empowering them with teaching skills.*

UNIT:I Soft Skills

- a. Introduction to Soft Skills, Soft Skills Vs Hard Skills, types of Soft Skills
- b. Communication skills- Basics in communication, structure of written and oral sentences, Verbal, non-verbal, body language, JOHARI Window, Intrapersonal and Interpersonal Communications, Activities in Effective Communication
- c. Behavioral Skills- Leadership skills, Time Management, Creativity and Lateral thinking
- d. Interview Skills- Resume Writing, Different types of interviews, Etiquettes in interviews, Mock interviews
- e. Team Building and Group Discussion- Progressive stages of Team Building, Parameters of GD (special reference to attending, listening, responding skills), Mock Group GDs

UNIT II: Techniques and Dynamics of Teaching- Learning

- a. Emerging trends in Educational Psychology- Meaning, Scope and Methods
- b. Learning- Different Theories of learning, Approaches to learning(Classical Conditioning- Ivan Pavlov; Operant conditioning-B.F.Skinner); kinds of learning, factors affecting learning
- c. Motivation: Intrinsic and extrinsic motivation, Development of memory and intelligence

UUNIT III: e-Learning and e-Teaching

An overview of Microsoft office-2007: MS WORDS-2007- MS Excel-2007- MS Powerpoint-2007, Concepts in e-Resources and e-design: World Wide Web Concepts - Making use of Web Resources- Web site creation concepts – Creating Web Page Editors- Creating Web graphics – Creating Web Audio files.

UNIT IV: Material Resources for Class Room Teaching

Referencing of books, journals, etc., - internet resources – preparation of lecture materials – questions and exercises – preparation of question banks – documentation of the material resources in hard and soft forms.

UNIT V: Class Room Teaching

Presentation skill – Elements of teaching-Content creation-Teaching Pedagogy– Clarity of expression – Blackboard writing – Use of tools like charts, models, power point materials, technological teaching, hand outs , etc. – motivation of students – group discussions – problem solving sessions – short tests- Mock class room session.

Books for Study And Reference**Unit 1:**

JASS (2013). *Winners in the Making. Introduction to Soft Skills*. St. Joseph's College, Trichy.
Murphy, Raymond. (1998). *Essential English Grammar*. 2nd ed., Cambridge University Press.
Trishna (2004) Knowledge System *How to do well in GDs and Interviews*. Reprographic and printing services, Secunderabad.

Unit II:

Covey, Stephen. (2004). *7 Habits of Highly effective people*, Free Press.
Driscoll, M. P. (1994). *Psychology of Learning for Instruction*. Needham, MA: Allyn & Bacon.
Gardner, Howard (1983; 1993) *Frames of Mind: The theory of multiple intelligences*, New York: Basic Books

Unit III:

Joyce Cox, Curtis Frye etc., (2007), "Step by 2007 Microsoft Office System", Prentice Hall of India Private Ltd, New Delhi.

UNIT IVP:

Internet: The Complete Reference, by Margaret Levine Young

UNIT V:

Lindaren Henry, *Education psychology in classroom*, , Asia publishing Home.
Holt Richard, *Psychology of class room learning*,.

RESEARCH METHODOLOGY

Unit – I: Research in Management

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

Unit – II: Research in Managerial function

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

Unit – III: Collection of Research Data

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

Unit – IV: Statistical Analysis 1

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

Unit – V: Statistical Analysis 2 and Report Writing

Non – Parametric test: run test, Mann Whitney 'u' test. Content of research report, Types of Research report, Research Summary, Bibliography, Reference, Citation.

References:

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

15MHR103

PAPER-3

**INTERNATIONAL HUMAN RESOURCE MANAGEMENT
(Open Online Course)**

Unit - I: Introduction IHRM

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

Unit – II: Organizational context of IHRM

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

Unit – III: Performance Management Systems

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

Unit - IV: Training and Development

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

Unit – V: Compensation and IR

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

References

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

For the Department:

<http://www.sjctni.edu/Department/HR/OOC/ooc.jsp>

For Units:

<http://www.sjctni.edu/Department/HR/OOC/unit1.jsp>

<http://www.sjctni.edu/Department/HR/OOC/unit2.jsp>

<http://www.sjctni.edu/Department/HR/OOC/unit3.jsp>

<http://www.sjctni.edu/Department/HR/OOC/unit4.jsp>

<http://www.sjctni.edu/Department/HR/OOC/unit5.jsp>

15MHR104A**Course C4: HRM CORE FUNCTIONS****UNIT I: MAN POWER PLANNING**

Need of man power planning – importance of man power planning- benefits of man power planning - process of man power planning – man power plan component- determination of the quality of personnel- anticipating excess and deficit man power- supply and demand of Man power- Man power inventory.

UNIT II: PERSONNEL POLICIES

Aims of personnel policies- objectives of personnel policies- need of personnel policies- principles of personnel policies- types of personnel policies- procedures and programmes- personnel audit- personnel research- personnel records and reports- managing personnel policies- reviewing personnel policies.

UNIT III: JOB AND ROLE ANALYSIS

Job diagnostic survey- job analysis- techniques of job analysis data- job description- nature of job description- importance of job description- Minnesota job description- rewards-role analysis-technique of job analysis data-job specification- meaning- essence of job specification- job specification management- management by objectives- work rules.

UNIT IV: RECRUITMENT AND SELECTION

Recruitment- meaning- nature- types- process- source of recruitment- methods of recruitment- recruitment practices in India – scientific selection- selection process- selection procedures- HRIS- human capital management – hiring of employees- retaining of workers- outsourcing of Recruitment and selection.

UNIT V: ORIENTATION AND INDUCTION

Orientation- definition of orientation -meaning of orientation - importance of orientation- scope of orientation – how to orient an employee- impact of poor orientation; induction- meaning- process of induction- reason for induction; placement- meaning- process- result of proper placement

References:

1. Peter Drucker, F (2000), Management Tasks, Responsibilities and Practices, New York, Harper and Row.
2. Dale Yoder, G (2006), Personnel Management and Industrial Relations, New Delhi, Printel Hall India.
3. Prasad, L.M (2005), Principles and Practice of Management, New Delhi, Sultan Chand and Sons.

15MHR104B**Course C4: INDUSTRIAL RELATIONS MANAGEMENT****UNIT-I: INDUSTRIAL RELATIONS AND INDUSTRIAL DISPUTES**

IR – Meaning and Concept. Industrial Disputes: Meaning & Causes. Industrial Dispute Act 1947: Settlement machineries, Awards and Settlements, Strike and Lockout, Lay-off and Retrenchment. Directive Principles of State Policy. Creating and adopting Labour Policy. Role of ILO in Industrial Relations.

UNIT – II: TRADE UNIONS AND INDUSTRIAL RELATIONS

Purpose and functions of Trade unions. History and Growth of Trade Union. Trade Unions and Economic Developments. Pitfalls and Suggestions to improve Trade Union Activities. Trade Unions Movement in India.

UNIT – III: DISCIPLINE AND GRIEVANCE PROCEDURE

Discipline: Meaning and Concept, Causes of Indiscipline, Maintenance of Discipline. Domestic Enquiry: Concept and Practice. Principles of Natural Justice, Principles of Hot Stove Rule. Grievance Handling: Meaning of Grievances, Sources and Benefits of Grievances, Grievance Redressal Machinery, Constitution of Grievance Committee.

UNIT – IV: COLLECTIVE BARGAINING AND WORKERS' PARTICIPATION IN MANAGEMENT

Collective Bargaining: Meaning, Types, Process and Importance. Status of Collective Bargaining in India. Suggestions to improve Collective Bargaining. Negotiation: Types, Problem Solving Attitude, Negotiation Skills. WPM Concept and Practices in India: Works Committees, Joint Management Councils, Shop Councils, Voluntary Scheme of Workers' Participation, Quality Circle, Suggestions Scheme for Improvement. WPM in Other Countries.

UNIT – V: STRATEGIC MANAGEMENT OF INDUSTRIAL RELATIONS

Managing Good Industrial Relations: Ten Golden Rules for Good Industrial Relations. International Regulation: ILO Declaration on MNEs and Social Policy, Organisation for Economic Cooperation and Development (OECD) Guidelines, Global Compact. Future of Industrial Relations

Reference:

1. Mamoria, C.B., (2000) Industrial Labour and Industrial Relations in India, Kitab Mahal.
2. Bhatia, S.K., (2003), Constructive Industrial Relations and Labour Laws, Deep and Deep, New Delhi.
3. Manoppa, A., (1999), Industrial Relations, TMH, New Delhi.
4. Yoder, Dale and others, (1999), Personnel Management and Industrial Relations, New Delhi, Prentice Hall.

15MHR104C

COURSE C4: LABOUR LEGISLATIONS

UNIT I: BASIC ACT: FACTORIES ACT

Health- safety- welfare- working hours of adult – employment of young persons- employment of women- annual leave procedure with and without wages- national holidays- casual leave- earn leave- safety officers role in factory- welfare officers duty towards welfare of workers- inspection- penalties and procedure.

UNIT II: SECURITY RELATED ACT: ESI, EPF, GRATUITY & COMPENSATION ACT

ESI : administration- contribution- governing rules- benefits- machinery to recover arrears; EPF: provident fund scheme- pension schemes- insurance schemes and administration; Gratuity: eligibility- forfeiture of gratuity- nomination for gratuity- recovery of gratuity; Compensation: meaning- out of employment- in the course of employment- commissions- mode of distributions.

UNIT III: WAGE RELATED ACT: WAGE, MINIMUM AND BONUS ACT

Rules for wage payment- standard deduction and enforcement; minimum wage: fixation- revision of minimum wage- rate of wage- living wage – fair wage; Bonus: eligibility for bonus- minimum bonus- maximum bonus- allocable surplus- available surplus- set on and set off for bonus.

UNIT IV: WOMEN RELATED ACT: MATERNITY, SEXUAL HARASSMENT ACT

Maternity : meaning – basic definitions- miscarriage- abortion- termination of pregnancy – right to benefit- legal issues to pregnancy- forfeiture of benefit- medical bonus- leave- nursing breaks; sexual harassment: meaning- importance of Sexual harassment Act, 2006 – procedure to file a suit- committee at the work place- legal formalities during proceedings

UNIT V: TN STATE ACT: SHOPS AND ESTABLISHMENT & CONTRACT ACT

Shops and Establishment: meaning- coverage of business zone- opening of shops and establishment- closing of shops and establishment- brake in a day- working hours for shops and establishment- holidays- permissible deductions; Contract- scope- coverage- prohibition of contract labour- licensing of contractor- welfare and health of contract labour.

References

1. Malik, P .L (1995), Handbook of Industrial Law, Lucknow, Eastern Book House.
2. Sinha, P.R.N (2009), Labour Legislation, New Delhi, Pearson Education House.
3. Kapoor, N.D (2003), Handbook of Industrial Law, New Delhi, Sultan Chand and Sons

15MHR104D**COURSE C4: WAGE AND SALARY ADMINISTRATION****UNIT I: BASIC CONCEPTS**

Wage and salary: meaning- purpose- structure- minimum wages- fair wages- living wages- statutory minimum wage- need based minimum wage- problems in wage and salary administration- authorized deduction in wages and condition for imposition of fines on employees- supervision for wage and salary payment- form/ mode of wage and salary distribution.

UNIT II: WAGE POLICIES

Concept of wage policies- importance of wage policies- ILO of wage policies- National wage policies in India- hurdles in national wage policies- Iron law of wages- Adam smith's wage fund theory- Surplus value theory of Karl Max- Residual claimant theory of Walker- Bargaining theory of wages- Application of the wage theories- committees to revise wage policies .

UNIT III: METHODS OF WAGE FIXATIONS

Computation of salary- time rate and piece rate of wage payments- merits and demerits in wage payment; wage differentials- meaning- nature- benefits of wage differentials- linkage of wages with productivity- consumer price index numbers; dearness allowance and fringe benefits- meaning- usage- calculation of dearness allowance- executive remuneration and perks – EXOP schemes.

UNIT IV: MACHINERIES FOR WAGE FIXATIONS

Wage boards- pay commissions- role of conciliation- adjudication- arbitration in wage fixation- collective agreements and productivity agreements- land mark judgments of the Supreme Court in wage area- profit sharing and bonus- role of gain sharing in wage fixations- settlement of wage and salary grievances.

UNIT V: INCENTIVES AND RETIREMENT PLANS

Basic pay- provision for dearness allowance- calculation of total compensation packages- various methods of compensating cost of living- essence of standard of living in computing compensations- production oriented incentive schemes-Halsey incentive plans- Rowan incentive plans; retirement plan- pension schemes- family pension plan.

References:

1. Sharma, A.M, (1999), Understanding Wage Systems, Bombay, Himalayan Publishing House.
2. Prasad, N.K (2005), Principles and Practices of Cost Accounting, New Delhi, Sultan Chand and Sons.
3. Alka Gupta, D (2000), Wage and salary Administration in India, New Delhi, Anmoe Publications.

15MHR104E**TRAINING AND DEVELOPMENT PROCESS****Unit-I: INTRODUCTION**

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

Unit-II: METHODS AND TECHNINQUES OF TRAINING

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

Unit-III: EVALUATION OF TRAINING AND MANAGEMENT DEVELOPMENT

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

Unit-IV: PERFORMANCE EVALUATION AND MANAGEMENT

Performance Measurements- purpose, principles, issues and classifications; Traditional methods- ranking, paired comparison, grading, forced distribution, check list, critical incident, graphical rating scale, essay, field review, confidential report; Modern methods- MBO, BARS, HR accounting, 360 degree appraisal, balanced score card; Recent trends- computerized appraisal process, electronic performance monitoring, assessment centers and merging methods; rational performance management and documentation.

Unit-V: MANAGING CAREER

Performance development framework- Performance development cycle, performance development planning, performance development review, Promotion, Transfer, performance development training; Appraisal Interview- types, skills , guidelines and process; Performance and development review- coaching and counselling; Managing under-performers; Performance management – training, principle criteria , evaluation and methods; effective performance evaluation system.

References:

- Gurpreet Randhawa (2007), Human Resource Development, Atlantic Publisher and Distributor.
- Arm Strong, Michael and Baron, Angela,(2007), Performance Management, Mumbai, Jaico Publishing House.(unit 1: chapter 1-4; unit 3: chapter 15 and 18; unit 5: chapter 12, 19, 20 and 21)
- Gary Dassler, Human Resource development, New Delhi. Printice Hall of India.
- J.Jayasankar (2009). 4th Edition, Human Resource Management, Chennai: Margham Publication.
- P. Nick Blanchard, James W. Thacker, V. Anand Ram(2010). Effective Training, Pearson Education.
- Uday Kumar Haldar (2010). 2nd Edition, Human Resource Development, Oxford University Press.