



M.O.P. VAISHNAV COLLEGE FOR WOMEN

(AUTONOMOUS)

Choice Based Credit System

Course of Study for the batch of Candidates
admitted in

2016 – 2017

2015 – 2016

ACADEMIC YEAR 2016 – 2017

M.A. (Human Resource Management)

**Activities / Content with direct bearing on
Employability/ Entrepreneurship/ Skill Development**

**Choice Based Credit System
Course of Study for the batch of
Candidates admitted in 2016 – 2017**

M.A. HUMAN RESOURCE MANAGEMENT

CORE I - MANAGERIAL CONCEPTS & BUSINESS ETHICS

SUBJECT CODE: 15PMAN302	THEORY	100 MARKS
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CREDITS: 4

TEACHING HOURS: 60

SEMESTER: I

COURSE OBJECTIVES:

- To introduce the managerial concepts with the evolutions and the practices
- To enable the students to learn and excel people managing perspectives in an organisation.

UNIT – I

Introduction

Nature of Management – the Evolution of Management Thought – Tasks of a Professional Manager – **Manager and Environment** – Systems Approach to Management – Levels in Management. (10 Hrs)

Planning & Decision Making

Steps in Planning Process – Scope and Limitations – Short Term and Long Term Planning Flexibility in Planning – **Characteristics of a Sound Plan** – Management By Objectives (MBO)-Decision Making Process and Techniques. (10 Hrs)

UNIT – II

Nature of Organizing

Organisation Structure and Design - Authority Relationships – Delegation of Authority and Decentralisation – Interdepartmental Coordinator – emerging Trends in corporate Structure, Strategy and Culture – Impact of Technology on Organisational design – Mechanistic vs. Adoptive Structures – Formal and

Informal Organisation - **Span of control – Pros and Cons of Narrow and Wide Spans of Control – Optimum Span.** (10 Hrs)

UNIT – III

Co-ordination

Need for Co-ordination – Techniques of Securing Co-ordination. Control: Concept of Control – Application of the Process of Control at Different Levels of Management (top, middle and first line). Performance Standards – Measurements of Performance – Remedial Action - An Integrated Control system in an Organisation – Management by Exception (MBE). (10 Hrs)

UNIT – IV

Business Ethics

Defining morality, ethics and ethical theory Balancing Importance of Business Ethics – Ethical Issues and Dilemmas in Business - Ethical Decision Making and Ethical Leadership – Ethics Audit – Environmental Ethics – Sustainable Business Practices. IPR, RTI, Cyber Law and Copyright Law ("Rights of Authors") - Correlation with Unfair Competition. (10 Hrs)

UNIT – V

Corporate 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. (10 Hrs)

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TEXT BOOKS

- Koontz, H. and Weihrich, H., (2009) Essentials of Management: An International Perspective, 8th Edition, Tata McGrawHill Education Private Ltd.
- DeGeorge, R. (2011) Business Ethics, 7th Edition, Pearson.

REFERENCE BOOKS

- Certo, S C. and Certo, T (2011), Modern Management, 12th Edition, Prentice Hall.
- Govindarajan M. and Natarajan S. (2012), Principles of Management, PHI Learning Pvt. Ltd.
- Griffin, R. W., (2012), Management, 11th Edition, South-Western College Publication.
- Mukherjee, K., (2009), Principles of Management, 2nd Edition, Tata McGraw Hill Education Pvt. Ltd.
- Robbins, S and Coulter, M (2011), Management, 11th Edition, Prentice Hall.
- Schmerhorn, J.R., (2012), Management, 11th Edition, Wiley.
- Schmitz. D. and Willet. E., (2011) Environmental Ethics, Oxford University Press.

E-RESOURCES

- www.nptel.com
- www.udemy.com
- www.swayam.com

ACTIVITY PLANNER:

List of activities for Employability / Skill Development / Entrepreneurship Skill Development

(These activities are only indicative, the Faculty member can innovate)

- Interactive PowerPoint Presentation
- YouTube Video Screening
- Class Presentation (Group) on Business Environment scanning & Decision making
- Class room Activity on Organisation structure & Span of control
- Team Quiz- On basic concepts of coordination & control techniques
- Case Analysis- Corporate Governance & Business ethics (HLL, Nestle, Sathyam Computers, Coco Cola)
- Student Presentation-On Notable CSR Practices

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CORE II - PERSONNEL MANAGEMENT

SUBJECT CODE: 15PMAN303	THEORY	100MARKS
CREDITS: 4	TEACHING HOURS: 60	

SEMESTER: I

COURSE OBJECTIVES:

- To provide the basic knowledge of Personnel Management.
- To cover the functions of Human Resource Management so that it can provide strong fundamentals for further courses in Human Resources Management.

UNIT - I

Introduction of Personnel Management

Definition, Scope, Importance of Personnel Management - Evolution and growth of Personnel Management in India. Qualities of a good personnel manager- HRM, HRM and Personnel Management, HRM Functions, Organisation of HR department.

(10 Hrs)

UNIT – II

Human Resource Policies

Need, type and scope – Advantage for a written policy - Human Resources policies and work Culture.

(7 Hrs)

Human Resource Planning

Long and short term planning, Job Analysis, Skills Inventory, Job Description and Job Specification.

(8Hrs)

UNIT – III

Hiring and Retaining

Sources, methods, outsourcing, selection policy, steps, placement, and induction, importance of Compensation Management and Performance Management.

(15Hrs)

UNIT-IV

Training the work force

Importance, scope, training verses development, training process, techniques – Career Management - Planning and Development.

(10Hrs)

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.

(10Hrs)

TEXT BOOKS:

- Ashwathappa. K., Human Resource Management (2010), 6th Edition, Tata McGraw-Hill Education Pvt. Ltd.
- Rao.V.S.P. (2010), Human Resource Management, 3rd Edition, Excel Books.

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REFERENCE BOOKS:

- DeCenzo. D.A. & Robbins. S.P., (2011), Human Resource Management, 10th Edition, Wiley India Pvt. Ltd.
- Dessler. G., (2011), Human Resource Management, 12th Edition, Pearson.
- Ivancevich.J.M. (2010), Human Resource Management, 10th Edition, Tata McGraw-Hill Education Pvt. Ltd.
- Mamoria.C.B. and Gaonkar, S.V., (2011), Personnel Management, Himalaya Publishing House.
- Mathis.R.L. Jackson, J. and Johnson. R (2010), Human Resource Management, 10th Edition, South Western.
- Noe.R.A. Hollenbeck, Gerhart & Wright (2012), Fundamentals of Human Resource Management, 3rd Edition, McGrawHill Education Ltd.
- Vance.C.M. & Paik.Y. (2009), Managing a Global Workforce: Challenges and Opportunities in International Human Resource Management, PHI Learning.

E- RESOURCES:

- www.youtube.com
- www.Nptel.com
- www.udumey.com
- www.courseera.com

ACTIVITY PLANNER:

List of activities for Employability / Skill Development / Entrepreneurship Skill Development

(These activities are only indicative, the Faculty member can innovate)

- Ted talk on Personnel management Vs HR
- Case study on Functions of HRM : The HR Manager and Managing Multiple Responsibilities
- Assignment 1: The Evolution and the growth of Personnel Management in India.
- Ted talks on job description and skill inventory
- Work experience of some students discussed regarding their company's policies, work culture and its impact on employees
- Case Discussion on Job analysis : Job Analysis- Assistant store Managers at today's fashion
- Videos on Recruiter and Hiring manager
- Class room discussions, live examples of recruitment and selection methods in MNC, Indian organization, Government Organization.
- Data collection about recruitment and selection methods used by their parents/sibling's employer
- Assignment -2: Disciplinary actions taken by some of the companies in the recent past
- Role play on interview
- Case study
- Activity for training the workforce: Design the program given in the framework
- Identify the training objective and write out the agenda for a two day workshop
- Draw up the training content and provide a session plan for the duration of the program, outlining the method of training and trained information.
- Mini survey on the prevalent incentives and discussions on the mini survey

M.A. HUMAN RESOURCE MANAGEMENT

**CORE III -ORGANIZATIONAL BEHAVIOR
COMMON TO MA HUMAN RESOURCE MANAGEMENT, M.B.A & M.COM**

SUBJECT CODE: 14PMAN309	THEORY	100MARKS
CREDITS: 4		TEACHING HOURS: 60

SEMESTER: I

COURSE OBJECTIVES:

- To cover personal interaction and Structural aspects of organization including motivation, decision-making, problem solving, Communicating, leadership, organizational structure and organizational change
- To understand emerging problems and opportunities of the modern workforce
- To explore on the ideas on how to help organizations achieve high performance outcomes

UNIT – I

Introduction to Organizational Behaviour

Foundations of individual behaviour - **Personality, perception**, learning, values and attitudes.
(12Hrs)

UNIT – II

Motivation

Early theories, Contemporary theories – **motivation at work – designing motivating jobs**.
(12Hrs)

UNIT – III

Group Dynamics

Group Behaviour - Communication and group decision making – inter group relations.
(12Hrs)

UNIT – IV

Leadership

Trait, Behaviour and contingency theories- Power and politics – Transactional Analysis (T.A) -
– work stress.
(12Hrs)

UNIT – V

Organisational Structure and Design

Organizational Change and development – organizational culture and climate - Organizational conflict: causes – types of conflict – management conflict.
(12Hrs)

TEXT BOOKS

- Stephen P Robbins (2001), Organizational Behaviour, 11th edition, Prentice Hall of India.
- Hellriegel, Slocum and Woodman (2001), Organisational Behaviour, South Western, Thomson Learning, 9th edition.
- Jit S Chand (2001), Organizational Behaviour, 2nd edition, Vikas Publishing House pvt. Ltd.
- Fred Luthans (2004), Organisational Behaviour, McGraw – Hill.
- New Strom and Davis (2002), Organisational Behaviour, 11th edition, McGraw – Hill.

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REFERENCE BOOKS

- Blanchard, K.H., Hersey, P. and Johnson, D.E. (2008), Management of Organizational Behavior: Leading Human Resources, 9th Edition, PHI Learning.
- McShane, S.L., Von Glinow, M.A., and Sharma, R.R., (2011), Organizational Behavior, 5th Edition, Tata McGraw-Hill Education Pvt. Ltd.
- Robbins, S.P., Judge, T. and Vohra (2011), Organizational Behavior, 14th Edition, Pearson.
- Sharma, S. (2012), Organisational Behaviour, Tata McGraw-Hill Education.

E-RESOURCES

- www.udemy.com
- www.Nptel.com
- www.edx.com
- www.research.com

ACTIVITY PLANNER:

List of activities for Employability / Skill Development / Entrepreneurship Skill Development

(These activities are only indicative, the Faculty member can innovate)

- **Personality Test** Students to analyse a self-administered personality test.
- **Case Study** on the influence of perception on individual behaviour at work
- **Video Case Study** on motivation
- **TED Talk** on the influence of motivation to be screened
- **TED Talks** on teams and leadership
- **Case Analysis** relating to the influence of group dynamics on organisational effectiveness.
- **Pre-read material** Students to be given pre-study material for stress from HBR, which will be followed by a classroom case discussion.
- **TED Talk** on building high performance culture in organizations

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CORE IV-LABOUR LEGISLATIONS

SUBJECT CODE: 15PCOM305	THEORY	100MARKS
CREDITS: 4	TEACHING HOURS: 60	

SEMESTER: I

COURSE OBJECTIVES:

- To expose the students to understand the legal frame work which is important for the efficient decision making relating to man management and industrial relations.
- This paper aims to provide an understanding and interpretation of the various labour laws and their implications for industrial relations and labour issues.
- Stimulate thinking on rationale behind the laws and their enforcement problems.

UNIT I

Introduction

Industrial Jurisprudence–an Overview- Emergence, Objectives and Principles of Labour Laws - Socio-Economic Environment, **Relations Law-VS Constitutional Aspects of Industrial Jurisprudence.** (12 Hrs)

UNIT II

Laws on Working Conditions

The Factories Act, 1948- The Mines Act, 1952 - The Shops and Establishments Law- The Plantation Labour Act, 1951- The Contract Labour (Regulation and Abolition Act, 1970) - The Child Labour (Prohibition and Regulation Act, 1986). Prevention of Sexual Harassment Act, 2013. (12 Hrs)

UNIT III

Laws on Industrial Relations

The Trade Union Act, 1926 - The Industrial Disputes Act, 1947 - The Industrial Employment (Standing Orders) Act, 1946- Domestic Enquiry. (12 Hrs)

UNIT IV

Laws on Wages

The Minimum Wages Act, 1948- The Payment of Wages Act, 1936 - The Payment of Bonus Act, 1965-The Equal Remuneration Act, 1976. (12 Hrs)

UNIT V

Laws on Social Security

The Workmen's Compensation Act, 1923-The Employees' State Insurance Act, 1948- The Maternity Benefit Act, 1961- The Employee's Provident Fund and Miscellaneous Provisions Act, 1952 -The Payment of Gratuity Act, 1972. The Employment Exchanges (Compulsory Notification of Vacancies) Act, 1959 -The Apprentices Act, 1961. (12 Hrs)

TEXT BOOKS

- Kapoor.N.D. (2012), Elements of Industrial Laws, S.Chand& Sons Publications, Chennai.

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REFERENCE BOOKS

- Kumar. H.L.(2012), Laws relating to Dismissal, Discharge and Retrenchment, Universal Law Publishers.
- Monappa. A., Nambudiri. R. and Selvaraj. P. (2012), Industrial Relations and Labour Laws, 2nd Edition, Tata McGraw-Hill Education.
- Padhi. P.K. (2012), Labour and Industrial Laws, 2nd Edition, PHI.
- Srivastava.S.C. Industrial Relations and Labour Laws (2012), 6th Edition, Vikas Publishing House.
- Taxmann (2013), Labour Laws, Taxmann's Publication.
- Tiwari.G (2012), Labour Law, Oxford University Press.

E-RESOURCES

- www.udemy.com
- www.Nptel.com
- www.edx.com
- www.research.com

ACTIVITY PLANNER:

List of activities for Employability / Skill Development / Entrepreneurship Skill Development

(These activities are only indicative, the Faculty member can innovate)

- Class Room Discussions, Interactive Power Point Presentation and Class seminars
- Case Analysis relating to Factories Act
- Case analysis relating to Industrial relations
- Case analysis relating to Wage Payment
- Case analysis relating to social security
- Assignment 1: Indian constitution & fundamental rights and duties.
- Assignment 2: Roles of Government in Ensuring Social Security
- Video screening on Domestic Enquiry

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ELECTIVE 1 -ACCOUNTING FOR MANAGERS

SUBJECT CODE: 15PMAN301	THEORY	100MARKS
CREDITS: 3		TEACHING HOURS: 45

SEMESTER: I

OBJECTIVES:

- To help students to read and understand financial statements and develop accounting systems for better managerial decisions
- To assist learning in the areas of planning, budgeting, control and evaluation of organizations.

UNIT - I

Introduction

Management Accounting – Meaning and purpose Financial Accounting: Accounting Principles – Preparation of Journal, Ledger and Trial Balance - Preparation of Income statement and Balance Sheet – Interpretation and Use of these Statements by Management. Nature and Scope of Financial Management. (12Hrs)

UNIT – II

Ratio Analysis

Uses and Limitations – Classification of Ratios: Profitability, Liquidity, Financial and Turnover Ratio. Fund flow Statement – Statement of Changes in Working Capital – Computation of Fund from Operations – Working for Computation of various sources and uses – Preparation of Fund Flow Statement - Cash Flow Statement Analysis – Distinction between Fund Flow and Cash Flow Statement. (10Hrs)

UNIT - III

Capital Expenditure Evaluation

Capital Budgeting concept – Methods – Limitations – Capital Expenditure control. Budgetary Control – Nature and Objective of Budgetary Control – Limitations. (8Hrs)

UNIT – IV

Cost Accounting

Elements of cost – Cost of goods manufactured – Pricing of elements – Tenders and Quotations.

Employee Costs

Employee routines, classification of Employee, time keeping, time booking, payroll preparation, disbursement of wages. Principles and methods of remuneration, Productivity Linked Incentive (PLI) Schemes, Accounting control and reporting, Accounting for Employee Cost, Computation of Employee Cost rates, Idle time, Overtime, Employee turnover, Employee cost reporting- Group Incentive Schemes (8 Hrs)

UNIT - V

Marginal Costing

Cost volume – Profit relationship – Break – Even Analysis – Direct costing vs. Absorption costing. Target Costing and ABC Costing.

Reporting to Management – Uses of Accounting information in Managerial decision making (7Hrs)

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TEXT BOOKS:

- Gupta, A. (2012), Financial Accounting for Management: An Analytical Perspective, 4th Edition, Pearson.
- Reddy. T.S & Murthy., A. (2013), Financial, cost and Management Accounting, Margham Publications Chennai-17.

REFERENCE BOOKS:

- Atkinson, A., Kaplan, R.S., Young, M., Matsumura, E.M., and Arunkumar G. (2009), Management Accounting, Pearson.
- Khan, M.Y. and Jain, P.K. (2009), Management Accounting: Text, Problems and Cases, 5th Edition, Tata McGraw Hill Education Pvt. Ltd.
- Noreen, E., Brewer, P. and Garrison, R. (2009), Managerial Accounting for Managers, 13th Edition, Tata McGraw-Hill Education Pvt. Ltd.
- Rustagi, R. P. (2011), Management Accounting, 2nd Edition, Taxmann Allied Services Pvt. Ltd.

E-RESOURCES

www.udemy.com

www.nptel.com

ACTIVITY PLANNER:

List of activities for Employability / Skill Development / Entrepreneurship Skill Development

(These activities are only indicative, the Faculty member can innovate)

- Pinwheel Strategy: Discussion is centered around how as HR professionals they need to know about accounting methodology
- Activity MONOPOLY game to make the students aware of the basic concepts
- HOT POTATO GAME: Activity to familiarise the students with the terminologies
- Tic Tac toe activity for the students to recall the basic principles of Accounting equations discussed in class
- Treasure Hunt: One full problem containing all possible cases is divided into various bits of clues which will have to be pieced together to form the full problem
- AFFINITY MAPPING to make students understand the importance of preparation of Final StatementS and how it is useful for identifying the KPIs of a business
- Based on the classwork students are asked to prepare a hypothetical Financial statement using MS-Excel
- Assignment: Performance Evaluation in an organisation
- Assignment: Financial Statements for Business organisations
- Assignment on Preparation on Cash flow Statement based on a live Case
- Ice Breaking Activity on Capital Budgeting
- WEAR THEIR SHOES: Role play where students take up the roles of different department heads and get involved tin the preparation of Operational Budgets based on availability of limited resources
- Activity to Distinguish between various costs
- Case study on How controlling Employee cost can do wonders to a business
- Discussion on what the students have learnt about the HR system through other subjects.
- Assignment: Cost Volume Profit Analysis
- What If Analysis: To develop mangerial and decision making skills

M.A. HUMAN RESOURCE MANAGEMENT

**ELECTIVE 2- MANAGERIAL ECONOMICS
COMMON TO MA HUMAN RESOURCE MANAGEMENT, M.B.A & M.COM**

SUBJECT CODE: 14PMAN308	THEORY	100MARKS
CREDITS: 3	TEACHING HOURS: 45	

SEMESTER: I

COURSE OBJECTIVES:

- To deliver the basic concepts of economics, both micro and macroeconomic concepts.
- To incorporate the understanding of the application of economics to the management.

UNIT – I

Scope and methods of managerial economics

Risk, Uncertainty and Probability Analysis. Optimisation techniques: total, average and marginal relationships, Optimisation Analysis. Multivariate Optimisation – Partial derivatives; constraint Optimisation – by substitution by Lagrangion multiplier method.

Approach to marginal decision making and the theory of the firm. (10Hrs)

UNIT – II

Demand analysis

Basic Concepts and tools of analysis for **demand forecasting**- Use of business indicators; demand forecasting for consumer, consumer durable and capital goods.

Concepts in resource allocation, Cost analysis; break even analysis, short run and long run cost functions; production functions; cost-price output relations - capital investment analysis.

Economies of size and capacity utilization; Input-Output Analysis (10Hrs)

UNIT – III

Market Structure

Pricing and Output; general Equilibrium- Pricing - Objectives – **Pricing Methods and approaches** Product Line pricing- Differential Pricing. Advertising – Contribution of economic theory, methods of determining total Advertising Budget, Cyclical fluctuations of Advertising, Measuring the economic effects of advertising. (10Hrs)

UNIT – IV

Monopoly Policy

Restrictive agreements - Price discrimination – Measurement of economic concentration -

Policy against monopoly and restrictive trade practices. (10Hrs)

UNIT – V

National Income

Product, Saving, Consumption, Investment, The theory of Income determination. (5Hrs)

TEXT BOOKS

- Sankaran (2005), Managerial Economics, Margham Publications, Chennai.
- Maheswari (2005), Managerial Economics, PHI, 2nd edition.

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REFERENCE BOOKS

- Dominick Salvatore (2006), Managerial Economics in a global economy, 6th edition, Thomson.
- H Craig Peterson, W. Cris Lewis (2001), Managerial Economics, 4th edition, Pearson education, Asia.
- Joel Dean (2005), Managerial Economics, Prentice Hall India ltd.
- Paul. A. Samuelson and William D. Nordhans (1998), Economics, 18th edition, Tata McGraw Hill, New Delhi.

E-RESOURCES

- www.udemy.com
- www.nptel.com
- www.swayam.com

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- Assignment on **approach to marginal decision** making and the theory of the firm
- Ted talk videos on **Pricing Approach**
- Article review on theory of Income determination
- **Forecast the demand for a new product**

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CORE V -PERFORMANCE MANAGEMENT SYSTEM

SUBJECT CODE: 15PMAN307	THEORY	100MARKS
CREDITS: 4	TEACHING HOURS: 60	

SEMESTER: II

COURSE OBJECTIVES:

- Introduce students to the concepts and techniques in Performance management system.
- To create performance oriented effective and efficient HR managers.

UNIT I

Introduction

Definition of Performance Management – History of Performance Management - Dimensions of Performance Management – Role of Performance Management Systems in Organisations – Characteristics of an ideal Performance Management Systems – Dangers of a Poorly Implemented Performance Management System. (10Hrs)

UNIT II

Performance Management Process

Defining Performance – Determinants of Performance – Approaches to Measuring Performance – Performance in Performance Management – Process of Performance Management – Performance Management and Human Resource Management (10Hrs)

UNIT III

Performance Planning

Theories of Goal-setting – Setting Performance Criteria – Components of Performance Planning - Objectives of Performance Analysis – Performance Analysis Process. (10Hrs)

UNIT IV

Performing Review and Discussion

Significance of Performance Review in Performance Management – Process of Performance Review.

Performance Ratings

Factors affecting Appraisals – Methods and Errors – Reducing Rater Biases.

Performance Review Discussions

Objectives – Process – Role of Mentoring and Coaching in Performance Review. (15Hrs)

UNIT V

Managing Team Performance

Types of teams and Implications for Performance Management – Purpose and Challenge of Team Performance Management –Rewarding Team Performance.

Implementing Performance Management System

Factors affecting Implementation – Pitfalls of Implementation – Traditional Practices in the Industry. (15Hrs)

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TEXT BOOKS

- Daniels.A. and Daniels. J.E. (2004), Performance Management: Changing Behavior that Drives Organizational Effectiveness, 4th Edition, Performance Management Publications.
- Kohli A. S. and Deb.T. (2008), Performance Management, Oxford University Press.

REFERENCE BOOKS

- Aguinis.H. (2008), Performance Management, 2nd Edition, Pearson.
- Armstrong.M. (2012), Armstrong's Handbook of Performance Management, 4th Edition, Kogan Page.
- Bacal.R. (2012), Performance Management, 2nd Edition, Tata McGraw-Hill.
- Cokins.G. (2009), Performance Management: Integrating Strategy Evaluation, Methodologies, Risk and Analytics, John Wiley and Sons.

E-RESOURCES

- www.udemy.com
- www.nptel.com
- www.edx.com
- www.research.com

ACTIVITY PLANNER:

List of activities for Employability / Skill Development / Entrepreneurship Skill Development

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- **HBR Article Review** relating to history of performance management
- **Video screening:**TED Talk – Shawn Achor – The happy secret to better work
- **Case Study on the determinants of performance**
- **SMART goal setting activity**
- **Case Study:**Linking performance to the Bottom Line: The approach of Mono India.
- **Case Study on conducting a performance review**
- **Assignment:**Implementing a Balanced Scorecard.
- **Video:**TED Talk on working in teams

M.A. HUMAN RESOURCE MANAGEMENT

CORE VI -INDUSTRIAL RELATIONS & LABOUR WELFARE

SUBJECT CODE: 15PMAN305	THEORY	100MARKS
CREDITS: 4	TEACHING HOURS:60	

SEMESTER: II

COURSE OBJECTIVES:

- To understand the Industrial harmony and industrial conflict
- To review the importance of collective Bargaining & the functioning of departments related IR.

UNIT I

Industrial Relations

The Changing Concepts of Industrial Relations, Factors Affecting Employee Stability.
Application on Psychology to Industrial Relations. (12Hrs)

UNIT II

Industrial Harmony and Conflict

Harmonious Relations in Industry, Importance and Means; **Cause of Industrial Disputes**, Machinery For Settling of Disputes, Negotiation, Conciliation, Mediation, Arbitration and Adjudication, Strikes, Lock- Outs, Layoff and Retrenchment Codes of Discipline, Grievance Procedure, Labour Management Co-Operation- Worker's Participation in Management. (12Hrs)

UNIT III

Industrial Relations in Government Level

Role of State in Regulating I.R, Government Labour Policy. Bipartite Approaches to Industrial Relations, Workers, Participation in Management, Meaning, Work Committees, Joint Management Councils, Industrial Democracy, Indian Labour Conference, Industrial Committees. Industrial Disputes, Concepts, Causes, Dynamics, Forms, Prevention, Settlement, Prevention and Settlement Machinery in India, Industrial Disputes Act. (12Hrs)

UNIT IV

Trade Unions: Trade Unions and Their Growth, Economic, Social and Political Conditions Leading to the Development of Trade Unionism, Theories of Trade Unionism, Aim and Objectives of Trade Unions, Structure and Governing of Trade Unions.

Problems and Role of Indian Trade Unions: Recognition and Leadership, Finances and Membership, Compulsory Versus Free Membership, Political Activities, Welfare, Legislation, Majority and Minority Unions, Social Responsibilities, Positive Role in Economic and Social Development. (12Hrs)

UNIT V

Collective Bargaining: Meaning, Scope, Subject Matter and Parties, Methods and Tactics, Administrations of Collective Bargaining Agreements; Fair and Unfair Labour Practice.

Tripartite Machinery: At the Center and in the States; I.L.O. – Its Functions and Role in Labour Movement – Industrial Health and Safety; Industrial Legislations. (12Hrs)

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TEXT BOOKS

- Mamoria C.B and Sathish Mamoria (1998), Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi.
- Sivarethinamohan (2010), Industrial Relations and Labour Welfare, PHI Learning.

REFERENCE BOOKS:

- Chauhan, S.S (1993). Labour Welfare Administration in India, Kanishka Publishers.
- Dwivedi.R.S. (1997), Human Relations & Organisational Behaviour, Macmillan India Ltd., New Delhi.
- Pylee.M.V and Simon George (1995), Industrial Relations and Personnel Management, Vikas Publishing House (P) Ltd., New Delhi.
- Nair N.G., Lata Nair (2001), Personnel Management and Industrial Relations, S.Chand.
- Srivastava.S.C, (2000), Industrial Relations and Labour Laws, 4TH edition, Vikas.
- Venkata Ratnam C.S. (2001), Globalisation and Labour Management Relations, Response Books.
- Joshi, J., Labour Welfare Administration: Tools and Techniques, Rajat Publications, 2010.

E-RESOURCES

- www.udemy.com
- www.Nptel.com
- www.edx.com
- www.research.com

ACTIVITY PLANNER:

List of activities for Employability / Skill Development / Entrepreneurship Skill Development

(These activities are only indicative, the Faculty member can innovate)

- Discussions and Power Point Presentation
- Ted talk on “What makes us feel good about our Work”
- **Assignment 1: Application on Psychology to Industrial Relations.**
- **Case study** on Industrial Disputes: “Unrest at Maruti”
- Ted talk videos and Class room Discussions on Industrial Harmony and Conflict and Labor Relations
- Case study discussion on Trade Union “Union participation in Managing change” and Code of Discipline
- **Assignment 2** – Visit a trade union organization (internship experience). Prepare a short note on its structure and linkages with trade unions at the city, district and respective industry federation.
- Project Work – Identify any social or labour problem. Discuss the roles of Government, employers, and Workers.

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CORE VII -COMPENSATION MANAGEMENT

SUBJECT CODE: 15PMAN304	THEORY	100MARKS
CREDITS: 4	TEACHING HOURS: 60	

SEMESTER: II

COURSE OBJECTIVES:

- Training the students on compensation management Methods and criteria focused on compensation framing.
- Factors contributes on compensation packages design in an organization
- Governments intervention and laws on fixing wage framing

UNIT I

Introduction: Definition of Compensation – Compensation Objectives - Classification – Forms of Pay – Compensation Strategies – Steps in Formulating Compensation Strategy
(10Hrs)

UNIT II

Pay Structure

Pay Differences among Levels – Criteria – Job and Person-based Structure – External and Organisational Determinants of Pay Structure – Strategic Choices in Pay Structure Determination – Equity Sensitivity – External Competiveness – Pay Components (10Hrs)

Job-based Structure

Job Evaluation –Scope - Process – Techniques – Challenges involved in Job Evaluation
Person-based Structure: Skill Plans – Skill Analysis – Competency Mapping- Competency Analysis (10Hrs)

UNIT III

Pay-for-Performance

Role of Performance Appraisals in Compensation Decisions – Strategies for Measuring Job Performance - Types of Pay-for-Performance Plans – Team Incentive Plans - Long-term Incentive Plans

Employee Benefits

Components of Wage and Benefits Structure - Components of a Benefit Plan – Medical and Health Benefits – Occupational Health – Social Security Benefits (10Hrs)

UNIT IV

Compensation for International Assignments

Key components of International Compensation – Approaches to International Compensation.

Compensation of Special Groups

Supervisors – Corporate Directors – Scientists and Engineers in High-Technology Industries – Sales Forces – Contingent Workers. (10Hrs)

UNIT V

Union Role in Wage and Salary Administration – Wage System in India – Wage Incentive Schemes

Managing Labor Cost: Controlling Salary Level – Ethics in Compensation. (10Hrs)

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TEXT BOOKS

- Berger, L.A. and Berger, D., (2008), The Compensation Handbook: A State-of-the - Art Guide to Compensation Strategy and Design, 5thEdition, McGraw-Hill.
- Milkovich, G.T., Neman, J.M. and Venkataraman, C.S. (2011), Compensation, 9thEdition, Tata McGraw-Hill Education.

REFERENCE BOOKS

- Dowling. P.J., Festing. M. and Engle, A. (2007), International Human Resource Management, 5thEdition, Cengage Learning.
- Ellig.B.R. (2011), The Complete Guide to Executive Compensation, Tata McGraw-Hill Education.
- Goel. D (2012), Performance Appraisal and Compensation Management, 2ndEdition, PHI.
- Henderson.R.I. (2007), Compensation Management in a Knowledge-based World, 10thEdition, Pearson.
- Martocchio. J.J.(2011), Strategic Compensation: A Human Resource Management Approach, 6thEdition Pearson.

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- www.edx.com
- www.research.com

ACTIVITY PLANNER:

List of activities for Employability / Skill Development / Entrepreneurship Skill Development

(These activities are only indicative, the Faculty member can innovate)

- **Case Study:** 1. Retention Problems at India Retail2. Strategic Compensation Initiative at New Age Technologies
- **Review of journal articles on pay transparency, gender pay gapand negotiation.**
- Videos:•TED – Why you should know how much your coworkers get paid – David Burkus.
- TED- Know your worth and then ask for it
- **Assignment** - To develop some performance indicators for HR managers of an IT company and to relate the performance indicators with hypothetical compensation design.
- **Group Assignment** - Pay and Benefits outside India
- **Journal Articles review** relating to compensation board members and CEOs
- **Case Study** on managing labour cost

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CORE VIII: TALENT MANAGEMENT

SUBJECT CODE: 15PMAN309	THEORY	100MARKS
CREDITS: 4	TEACHING HOURS: 60	

SEMESTER: II

COURSE 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

Introduction

An 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.** (12Hrs)

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.** (12Hrs)

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 (12Hrs)

UNIT-IV

Return on Talent

ROT measurements, optimizing investment in talent, **integrating compensation with talent management, developing talent management information system Competencies.** (12Hrs)

UNIT-V

Talent Acquisition

On boarding Talent Review Sessions, Talent and Acceleration Pools Retention and Engagement Career Management/Development Planning Measuring effectiveness, technology. (12Hrs)

TEXT BOOKS

- Chowdhary, Subir (2011), The Talent Era, Financial Times/Prentice Hall International.

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REFERENCE BOOKS:

- Berger, Lance A and Dorothy Berger (Eds.) (2012), the Talent Management Handbook, Tata McGraw Hill, New Delhi.
- Chowdhary, Subir, (2014), Organization 2IC, Pearson Education, New Delhi.
- Sanghi, Seema (2000), The Handbook of Competency Mapping, Response Books, New Delhi.

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ACTIVITY PLANNER:

List of activities for Employability / Skill Development / Entrepreneurship Skill Development

(These activities are only indicative, the Faculty member can innovate)

- Interactive PowerPoint Presentation
- YouTube Video Screening
- Classroom discussion & Article Review on Talent as the new engine of the economy-
- Individual Activity on Personal Skill Assessment
- Student (group) presentation on Best TM Practices in various Industries
- Student (group) presentation on Best Practices in Succession Planning
- HBR Article Review-on successful Talent Engagement & Retention strategies

M.A. HUMAN RESOURCE MANAGEMENT

ELECTIVE III-TOTAL QUALITY MANAGEMENT

SUBJECT CODE: 15PMAN310	THEORY	100MARKS
CREDITS: 3	TEACHING HOURS: 45	

SEMESTER: II

COURSE OBJECTIVE:

- To imbibe quality consciousness in all the activities of an organisation
- Introduce the Quality Assurance Techniques globally adopted

UNIT I

Introduction to Quality Control

Quality and Cost Considerations – Statistics and its applications in Quality Control – Sampling Inspection in Engineering Manufacture. (10Hrs)

UNIT II

Statistical Quality Control

Statistical and Quality Control by the use of Control Charts – Methods of Inspection and Quality Appraisal – Reliability Engineering – **Value Engineering and Value Analysis**. (10Hrs)

UNIT III

Sampling

Theory of Sampling Inspection – Standard Tolerance- **ABC Analysis** –Defect Diagnosis and Prevention. (10Hrs)

UNIT IV

Recent Technique for Quality Improvement

Zero Defects – A Quality Motivation Techniques – Quality Management system and Total Quality Control. (10Hrs)

UNIT V

ISO

Selection of ISO and Model and Implementation of ISO 900 Human Resources Development and **Quality Circles – Environmental Management System and Total Quality Control**. (5Hrs)

TEXT BOOKS

- Gupta, S. and Valarmathi (2009), Total Quality Management, 2nd Edition, Tata McGraw-Hill Education Pvt. Ltd.
- Montgomery, D.(2010), Statistical Quality Control – A Modern Introduction, 6thEdition, Wiley India Pvt. Ltd.

REFERENCE BOOKS

- Besterfield, D.H., Besterfield-Michna, C., Besterfield-Sacre, Besterfield, G., Urdhwareshe (2010), Total Quality Management, 3rd Edition, Pearson Education.
- Charantimath, P. (2011), Total Quality Management, 2nd Edition, Pearson.
- Evans, J., and Lindsay, W.M.(2012), The Management and Control of Quality, 8th Edition, South Western.

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- Evans, J.(2011), Quality Management, Organization and Strategy, 6th Edition, Cengage International.
- Oakland, J. (2003), TQM: Text with Cases, 3rd Edition, Routledge.

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ACTIVITY PLANNER:

List of activities for Employability / Skill Development / Entrepreneurship Skill Development

(These activities are only indicative, the Faculty member can innovate)

- Interactive PowerPoint Presentation
- YouTube Video Screening
- Classroom Discussion on Cost & Quality parameters of product & Services
- Class room discussion on Value Engineering
- Classroom discussion on the importance of ABC analysis
- Case Analysis- Dabbawala
- Classroom discussion on Quality Circle & EMS

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**ELECTIVE IV-INNOVATION AND ENTREPRENEURSHIP
COMMON TO MA HUMAN RESOURCE MANAGEMENT & M.COM**

SUBJECT CODE: 15PMAN306	THEORY	100MARKS
CREDITS: 3	TEACHING HOURS: 45	

SEMESTER: II

COURSE OBJECTIVES:

- To break the myth that the entrepreneurship is what others do
- To inculcate in students the spirit and culture of entrepreneurship
- To foster entrepreneurship skills in them and to enable them to start and manage their own small business units

UNIT I

Introduction

The Entrepreneur – Definition – Characteristics of Successful entrepreneur. Entrepreneurial scene in India: Analysis of entrepreneurial growth in different communities – Case histories of successful entrepreneurs. Similarities and Differences between Entrepreneur and Intrapreneur. (7Hrs)

UNIT II

Innovation in Business

Types of Innovation – Creating and Identifying Opportunities for Innovation – the Technological Innovation Process – Creating New Technological Innovation and Intrapreneurship – Licensing – Patent Rights – Innovation in Indian Firms. (5Hrs)

UNIT III

New Venture Creation

Identifying Opportunities for New Venture Creation: Environment Scanning – **Generation of New Ideas for Products and Services**, Creating, Shaping, Recognition, Seizing and Screening of Opportunities.

Feasibility Analysis: Technical Feasibility of Products and Services - Marketing

Feasibility: Marketing Methods – Pricing Policy and Distribution Channels (18Hrs)

UNIT IV

Business Plan Preparation

Benefits of a Business Plan – Elements of the Business Plan – Developing a Business Plan – Guidelines for preparing a Business Plan – Format and Presentation. (7Hrs)

UNIT V

Financing the New Venture

Capital structure and Working Capital Management: Financial appraisal of new project, Role of Banks – Credit appraisal by banks. Institutional Finance to Small Industries – Incentives – Institutional Arrangement and Encouragement of Entrepreneurship. (8Hrs)

TEXT BOOKS

- Desai. V. (2011), Small Scale Industries and Entrepreneurship, Himalaya Publishing House.
- Drucker. P. (2006), Innovation and Entrepreneurship, 4th Edition, Harper Collins.
- Jayashree Suresh (2005), Entrepreneurial Development, 3rd Edition, Margham Publications. Chennai.

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REFERENCE BOOKS

- Barringer, B. (2011), Entrepreneurship: Successfully Launching New Ventures, 3rd Edition, Pearson.
- Bessant, J., and Tidd, J. (2011), Innovation and Entrepreneurship, 2nd Edition, John Wiley & Sons.
- Hirsch, R.D., Peters, M. and Shepherd, D. (2006), Entrepreneurship, 6th Edition, Tata McGraw-Hill Education Pvt. Ltd.
- Reddy, N. (2010), Entrepreneurship: Text and Cases, Cengage Learning.
- Roy, R. (2011), Entrepreneurship, 2nd Edition, Oxford University Press.

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- www.swayam.com

ACTIVITY PLANNER:

List of activities for Employability / Skill Development / Entrepreneurship Skill Development

(These activities are only indicative, the Faculty member can innovate)

- Assignment on Entrepreneurial Scene in India
- Assignment on Environment Scanning
- Presentation on Case histories of Successful Entrepreneurs and their **innovation ideas** entrepreneurship
- Presentation on **Idea Generation**
- Bankers Proposal – with feasibility analysis of the project
- Group Presentation on **Business Plan**

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Choice Based Credit System
Course of Study for the batch of
Candidates admitted in 2015 – 2016

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**CORE IX-TRAINING AND DEVELOPMENT
COMMON TO MA HUMAN RESOURCE MANAGEMENT & M.B.A**

SUBJECT CODE: 10PMANH02	THEORY	100MARKS
CREDITS: 4	TEACHING HOURS: 60	

SEMESTER:III

COURSE OBJECTIVES:

- To provide an understanding of the nature and process of Training and Development.
- To provide knowledge on the different Strategies used in Training.
- To induce leadership and mentoring skills among students.

UNIT I

Fundamentals of Training, Training and Development: An Overview, Learning theories and process. (12Hrs)

UNIT II

Trainer's Role: Train the trainer

Need Analysis and Training Design: Training need analysis, developing training objectives, Designing a Training Program (12hrs)

UNIT III

Training Techniques:

The Lecture Method – Conference Leadership - The Case Method - Role Plays- Games and Simulations – On the job training (12hrs)

UNIT – IV

Evaluation of effectiveness

Evaluation of Training and Development: Benefits of validation, Evaluation criteria, KirkPatrick's evaluation, Cost of training, Benefits of training (12hrs)

UNIT – V

Key focus areas

Key areas of Organizational training, Marketing of Training Function (12 hrs)

TEXT BOOKS

- Aswathappa. K. (2008), Human Resource & Personnel Management – 4th Edition – The McGraw- Hill Publishing Company Ltd.
- Dr.Lalitha Balakrishnan & Dr. Gowri Ramachandran (2015), Training & Development, 1st Edition, Vijay Nichole Imprints Pvt. Ltd., Chennai.

REFERENCE BOOKS:

- Buckley R & Caple, Jim (1995), The Theory & Practice of Training, London, Kogan.
- Patrica A. Galagam (2000), "The E-Learning Revolution ", Training & Development.
- RohintonD.Aga (1994), " Changing the mindset- Reflections of a Chief Executive, Tata McGraw-Hill, New Delhi.
- Serge P (1992), The Fifth Discipline, The Art and Practice of the learning organization London Century.

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- Nakkiran. S. (2007), Training Techniques for Management Development, Deep & Deep Publication.
- Lynton, R. and Pareek. U. (2011), Training for Development, 3rd Edition, Sage Publications India Pvt. Ltd.

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ACTIVITY PLANNER:

List of activities for Employability / Skill Development / Entrepreneurship Skill Development

(These activities are only indicative, the Faculty member can innovate)

- Interactive Power Point Presentation
- YouTube Video screening
- Classroom Discussion on Learning theories
- Preparation of Training Calendar
- Student presentation on the Best T& D practices by global companies
- Classroom Discussion on the Kirkpatrick Evaluation model

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**CORE X- HUMAN RESOURCE DEVELOPMENT
COMMON TO M.A HUMAN RESOURCE MANAGEMENT & M.B.A.**

SUBJECT CODE: 10PMANH03

THEORY

100MARKS

CREDITS: 4

TEACHING HOURS: 60

SEMESTER: III

COURSE OBJECTIVES:

- To provide the fundamental understanding of human resource development practices for gaining functional expertise.
- To discuss in detail the evolution and trends of this area.

UNIT – I

HRD

Definition, Evolution of HRD from Personnel management, Developmental Perspective of HRD, HRD at macro and micro levels: **Outcomes of HRD in the national and organizational contexts.** Qualities and Competencies required in a HRD professional. Importance of HRD in the present context. Development of HRD Movement in India.

Theory and Practice of HRD

HRD concepts, Subsystems of HRD- Human Resource Planning, Potential, Potential Appraisal, Assessment Center, Performance appraisal including 360 degree appraisal.

(20Hrs)

UNIT – II

Development Human Capacity

Aptitude, Knowledge, Values, Skills of Human Relations, Responsiveness, Loyalty and Commitment, Transparency, Leadership development.

Training and Development

Meaning and Scope of training, education and development; Training need analysis, Types of training Internal and external, Outbound Training, Attitudinal training, Training effectiveness.

Learning Organization

Organizational Learning, Importance of Experiential Learning, Learning Organization, Knowledge Management, Achieving Organizational Effectiveness and Excellence.

(10Hrs)

UNIT – III

Evaluating HRD

Human Resource Accounting, HR Audit and Bench marking, **Impact-assessment of HRD initiatives on the bottom-line of an organization.**

(10Hrs)

UNIT – IV

Organizational Development (OD)

Meaning of OD, OD Interventions, OD Programs and Techniques: Behaviour Modeling, gaming, Encounter Groups, Quality of Work life (QWL) and Quality of Life Programs, Grid training, Benefits of OD; OD consultants.Organizational Development Process- Phases in OD – Initial Diagnosis – Survey and Feedback, Action Planning, Problem Solving, Team Building, Developing Creativity and Innovation, Managing organizational Change.

(10Hrs)

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UNIT – V

Recent Trends in HRD and OD

Training for trainers and HRD professionals, Promoting Research in HRD and OD. Impacts of developments in the other fields such as Psychology, Business Management, Communication and Information Technology appraisal, Training and Development, Career Planning & Succession Planning. (10Hrs)

TEXT BOOKS

- Dr Lalitha Balakrishnan & S. Shrividya(2007), HRD- Second Edition, Himalaya Publication House, Chennai.
- Nagpal.C.S.(2007), Human Resource Development: HRD Interface Approach Anmol Publications.

REFERENCE BOOKS

- Laura P. Hartman, (2003), “Perspectives In Business Ethics, TMH.
- Ian Beardwell& Len Holden(2000), “ Human Resource Management, Macmillan.
- French W.L. & Bell, Jr, C.H. (1982), Organization Development: Behavioural Science Interventions For Organization Development, New Delhi: Prentice Hall Of India – 6th Edition.
- T.V. Rao and Udai Pareek (1989). Developing and Managing Human Resource System.

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- www.nptel.com
- www.edx.com

ACTIVITY PLANNER:

List of activities for Employability / Skill Development / Entrepreneurship Skill Development

(These activities are only indicative, the Faculty member can innovate)

- Pre-read material: HRD in Indian Organizations: Current Perspectives and Future Issues
- Role play: Appraisal interview: Competence without confidence
- Self study: Difference between organizational culture and climate
- Assignments: Case study on leadership development and interpersonal relationships: Traveler Import Cars, Incorporated
- Pre-read material: Infosys Additional Information, Importance of Human Resource Accounting: Practices and implications of measuring value of human capital: Case study of successful PSUs in India
- Pre-read material: Organization development experiences – A case of enriching HRD through OD
- Assignment: Case study on managing organizational change
- Group assignment: Recent trends in Communication, Technology and its uses in HRD, T&D, Career planning and Succession planning
- **Take home exercise:** Track and analyse the outcomes of Human resource development on a national and organizational context-Employability

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- Class Discussion: Necessity for attitudinal training.
- Class Discussion: Do's and Dont's in Leadership development
- **Group assignment:** Case study analysis focusing on the development of human relations skills-Skill development
- **Class discussion:** Exposure to various HR Policies and Procedures-Entrepreneurship

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CORE XI-INTERNATIONAL HUMAN RESOURCE MANAGEMENT

SUBJECT CODE: 15PMAN313	THEORY	100MARKS
CREDITS: 4		TEACHING HOURS: 60

SEMESTER: III

COURSE OBJECTIVES:

- To understand the nature of International HRM and appreciate how and why International HRM has become so critical to competitiveness and to our society's well being,
- To develop greater sensitivity and confidence in our own capacity to effectively impact the HRM process when working across cultures, and
- To find the Role of MNCs and their HR functions.

UNIT I

Introduction

International Organisation – Approaches to the Study of Comparative Employment Policy- Convergence Policy, the Cultural Approach and the Institutionist Perspective.

International HRM Models

Poole's Adaptation of the Harvard Model, The Brewster and Bournois Model of International HRM. (12Hrs)

UNIT II

International Business

Cross-border Mergers and Acquisitions – International Equity, Joint Ventures – International SMEs. International Staffing Policy – Recruiting and Selecting Staff for International Assignments. (12Hrs)

UNIT III

Managing International Employees

International Training and Development – International Compensation.

IHRM in the Host-Country

Standardization and Localisation of HRM Practices – Managing Human Resources in 'Off shoring Countries'. (12Hrs)

UNIT IV

Performance Management

Multinational Performance Management – Performance Appraisal of International Employees.

International Industrial Relations

Trade Unions – Response of Trade Unions to Multinationals (12Hrs)

UNIT V

HRM and Europe

European Management and Labour Relations.

HRM and USA

American Human Resource Management.

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HRM and Japan

Innovative Japanese Management Practices – Influence of Japanese Management Practices on Western Employment Practices. (12Hrs)

TEXT BOOKS

- Gupta, S.C. (2010), International Human Resource Management, Macmillan Publishers India.
- Harzing, A. and Pinnington (2011), A. H., International Human Resource Management, 3rd Edition, Sage South Asia.

REFERENCE BOOKS

- Dowling, P.J., Festing, M. and Engle, A.D. (2012), International Human Resource Management, 5th Edition, Cengage Learning.
- Edwards, T. and Rees, C. (2007), International Human Resource Management, Pearson.
- Tayeb, M. (2005), International Human Resource Management, Oxford University Press.

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ACTIVITY PLANNER:

List of activities for Employability / Skill Development / Entrepreneurship Skill Development

(These activities are only indicative, the Faculty member can innovate)

- Interactive Power Point Presentation
- YouTube Video screening
- Class Assignment on Analysis of the HRM models
- **Case Study on International Recruitment**
- **Open classroom Discussion on mergers and acquisition**
- **HBR Article review on International T& D**
- **Team Quiz on the business and HR practices across the globe**

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CORE XII-STRATEGIC HUMAN RESOURCE MANAGEMENT

SUBJECT CODE: 15PMAN314	THEORY	100MARKS
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CREDITS: 4

TEACHING HOURS: 60

SEMESTER: III

COURSE OBJECTIVES:

- To understand various HR strategies framed by various corporations to develop Human Resource.
- To offer a platform to design and test various HR Policies and Strategies.

UNIT I

Introduction

Human Resources Implications of Organisational Strategies – Importance of Strategic Human Resources Planning – Characteristics of an Effective HR Strategy – Environmental Influences on Human Resource Management – Environmental Scanning (10Hrs)

UNIT II

Job Analysis

Role of Job Analysis – Methods and Time Standards – Problems Associated with Job Analysis – Job Analysis Process – Competency Modeling. HR Forecasting: Transaction-based Forecasting – Event-based Forecasting – Process based Forecasting – Forecast Outcomes – Models and Techniques of Manpower Supply and Demand Forecasting – HR Deficit – HR Surplus – Hiring Freeze. (10Hrs)

UNIT III

Succession Management

Evolution of Succession Management – Succession Management Process – Approaches to Identifying Managerial Talent – Management Development Methods – Limitations of Succession Management. Downsizing and Restructuring: Complexity of Downsizing Decision – Ethical Issues and Consequences of Downsizing – Importance of Human Resource Management in Managing the Downsizing Process – Psychological Contract (10Hrs)

UNIT IV

Mergers and Acquisitions

Types of Mergers and Acquisitions – Reasons for Merging – Methods used for Mergers – Financial and Human Impact of Mergers – Issues in Blending Cultures – Impact of Mergers on Human Resource Planning, Selection, Compensation, Performance Appraisal, Training and Development and Labour Relations. (10Hrs)

UNIT V

Outsourcing

Reasons for Outsourcing – Advantages – Risks and Limitations – Criteria for Effective Management of Outsourcing Relationship (10Hrs)

Evaluation of HR Programmes and Policies

Importance of Measuring Effectiveness of Human Resource Management Activities – 5C Model for Measuring Effectiveness. Methods of Measurement: Cost-Benefit Analysis – Utility Analysis – Auditing Techniques – Challenges in Measuring HR Activities. (10Hrs)

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TEXT BOOKS

- Phillips. J.M. and Gully, S.M. (2010), Staffing Forecasting and Planning, Society for Human Resource Management.
- Rothwell. W.J. and Kazanas. H.C. (2005), Planning and Managing Human Resources, Jaico Publishing House.

REFERENCE BOOKS

- Belcourt. M. and McBey. K. (2006), Strategic Human Resource Planning, 2nd Edition, Cengage Learning.
- Das. P. (2011), Strategic Human Resource Management, Cengage Learning.
- Greer, R. (2002), Strategic Human Resource Management: A General Management Approach, 2nd Edition, Pearson.
- Truss. K., Mankind. D. and Kelleher, K. (2012), Strategic Human Resource Management, Oxford University Press.

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ACTIVITY PLANNER:

List of activities for Employability / Skill Development / Entrepreneurship Skill Development

(These activities are only indicative, the Faculty member can innovate)

- Case Analysis and Ted talks on Hiring and Retaining
- **Group Presentation on roles and responsibilities for any particular job**
- Case Analysis on Succession Management
- Ted Talks videos on Downsizing, Restructuring, Compensation and employee relations
- Students are asked to do Presentations on Training and development
- Assignment on **Environmental Influences on HRM**
- Assignment on **Evaluation of HR programmes and Policies**
- Article Review on 5C Model of Effectiveness

ELECTIVE V -CHANGE MANGEMENT

SUBJECT CODE: 15PMAN315	THEORY	100MARKS
CREDITS: 3	TEACHING HOURS: 45	

SEMESTER: III

OBJECTIVES:

- To help gain knowledge about the concepts of change management.
- To acquire skills required to manage change effectively.
- To understand the various components and constraints involved in Change management.

UNIT I

Personal Change

Change- Introduction, meaning, need, implications- Personal Change- Meaning, understanding personal change, and personal change process, components of personal change: Self awareness, self analysis, self efficacy, self esteem, organizational roles - making organizational roles effective and role efficacy, Importance. (10Hrs)

UNIT II

Concept of Organizational Change & several Models

Organizational Change-Definition, nature, types, forces, models of organizational change – Force Field, Kurt Lewis, Systems, 7 Stage and Contemporary Activities Research, Burke Litwin Model of change, Ralph Kilman 5 sequential stages of organizational change, Ronald Lippit, Jeanne Watson & Bruce Westly 7 stage Organizational change - Socio-technical systems theory and Open system Planning (10Hrs)

UNIT III

Implementing change

Leading the change process, facilitating change, dealing with individual and group resistances, strategies and skills for Communicating change, develop learning Organization. (10Hrs)

UNIT IV

Organizational Culture & Change

Corporate Culture, types of culture, importance, nature, formal & informal components of organizational culture, functions, creating & sustaining culture, designing strategy for cultural change (10Hrs)

UNIT V

Consolidating Change

Signs of consolidation, actions to consolidate change some words of Caution in managing Change. (5Hrs)

TEXT BOOKS

- Nilkant. V, Ramnarayan. S (2004), Managing Organizational Change, Response Books.
- Palmer. Dunford, Akin, Managing organizational change, Tata Mc-Graw Hill

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REFERENCE BOOKS

- Nandeshwar .R.L, Bala Krishna Jayasimha (2012), Change & Knowledge Management, Excel Books, 1st Ed.
- Harigopal.k (2001), Management of Organizational Change, Response Books.

E-RESOURCES

- www.udemy.com
- www.swayam.com
- www.nptel.com
- www.edx.com

ACTIVITY PLANNER:

List of activities for Employability / Skill Development / Entrepreneurship Skill Development

(These activities are only indicative, the Faculty member can innovate)

- **Review of popular management books on dealing with change at a personal and organizational level.**
- Journal article for discussion- Classroom discussion on articles pertaining to Role Efficacy
- Pre-read material and reference relating to models of organizational change
- **Case Study on corporate leaders who have effectively led change in their organizations**
- Case Study on driving for performance.
- Video screening relating to creativity and organizational culture
- Classroom discussion: Encouraging productive failure in organizations for promoting a learning culture with examples of business leaders like Elon Musk, Bronson, Jack Welch, Iacocca etc., who have spearheaded change in their organizations.

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EXTRA DISCIPLINARY-ELECTIVE 1: RESEARCH METHODOLOGY
COMMON TO M.A. HUMAN RESOURCE MANAGEMENT, M.B.A & M.COM

SUBJECT CODE: 14PMAN324	THEORY	100MARKS
CREDITS: 3	TEACHING HOURS: 45	

SEMESTER: III

COURSE OBJECTIVES:

- To provide the necessary conceptual framework for solving key problems encountered while managing an enterprise.
- To emphasis on the ability of participants to formulate the problem and interpret the results.
- To focus on decision making skills.

UNIT – I

Basis of Research

Meaning-Scope and Objectives-Types of Research-Problem definition- Operationalising the research problem- Formulation of Hypothesis- Ethics in Research- **Relevance of Research for decision making in various functional areas of management.** (8Hrs)

UNIT – II

Collection of data

Choosing the appropriate research mode, desk research, exploratory, descriptive and conclusive research-experimental research design- Case study method of research- **Data Collection- Questionnaire design- Interviews.** (7Hrs)

UNIT – III

Measurement and Scaling Techniques

Nominal, ordinal, interval and ratio scales- Likert Scale, thrushold scales-sampling techniques-probability and non-probability sampling-Sample size determination of survey research. (10Hrs)

UNIT – IV

Qualitative & Quantitative Research

Focus Group Interviews- Depth Interviews -Projective Techniques-Analysis of Qualitative Data.

Data Analysis

Editing and coding of data- Univariate, Bivariate analysis-Parametric and non-parametric test. -Factor Analysis-Cluster analysis-Interpretation of test results. (15Hrs)

UNIT – V

Presentation of research results

Research Format-ungrouped and grouped frequency tables, charts and diagrams in organizing a research report- Essentials of good report, Publication ethics.

(5Hrs)

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TEXT BOOKS

- Kothari.C.R. (2004), Research Methodology: Methods and Techniques, 2nd Revised Edition, New Age International.
- Malhotra.k.Naresh& Dash Sathyabhushan (2013), Marketing Research – an applied Orientation, Sixth Edition, Pearson, New Delhi.

REFERENCE BOOKS

- Gay L.R.and Diehl, P.L. (2004), Research Methods for Business and Management, Maxwell, Macmillan.
- Dr. Mark Saunders (2009), Philip Lewis, Dr, Adrainthornhill, research methods for business students, Pearson educational publication.
- Cooper.D.R. Schindler.P.and Sharma, J.K., (2012), Business Research Methods, 11th Edition, Tata-McGraw Hill.
- Hair.J. Black.B.andBabin.B., Multivariate Data Analysis, 6th Edition, Pearson, 2007.
- Johnson. R.A.,andWichern.D.W., Applied Multivariate Statistical Analysis, 6th Edition, PHI Learning Pvt. Ltd., 20

E-RESOURCES

- www.udemy.com
- www.research.com
- www.youtube.com

ACTIVITY PLANNER:

List of activities for Employability / Skill Development / Entrepreneurship Skill Development

(These activities are only indicative, the Faculty member can innovate)

• Do you have the skills to be a researcher?

Brainstorm with the students the question ‘what skills and knowledge do you need to carry out a successful research project?’ Write their answers on the board/flip chart without judgement, analysis or reflection and do a Competency Mapping

- **Assignment on literature review-article summary worksheet with a Handout for the assignment**
- **Set your objectives straight**
This practical activity requires students to produce aims and objectives for their research (comprehensive guidance is provided in the student handout). A fellow student reviews the aims and objectives, offering advice for changes and improvement, where necessary. They are then modified accordingly.
- **Think-pair-share**
Students are divided into pairs. . Each pair takes up a Case let and does a Situation Analysis to identify different functional areas where research is used in a business
- **Assignment on experimental design concepts- worksheet**
- **Live lab:**
Live case studies are taken up in class to demonstrate the in depth detailing that goes into a case study
- **Assignment on distinguishing between primary and secondary sources- worksheet**
- **Assignment on situation analysis to recognize, analyze and apply probability and non-probability sampling methods in research**

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- **Assignment on difference between qualitative and quantitative methods - worksheets**
- **Class seminar on interpretation and report writing**
- **Journal, manuscript, publish.....**

Choose appropriate journal, become familiar with manuscript and submission guidelines, write a suitable paper of the correct length and style, present it to another student for peer review, modify it and submit it to the chosen journal, if appropriate. **This is a Self-guided individual exercise, followed by peer review and feedback. To be done after the completion of the Capstone Project (given Below)**

- **Capstone project**

Suit up and present

Purpose: This Capstone Project requires students to produce and present a conference research paper at a 'micro-conference'. This is a small, informal conference that enables postgraduate students to practice presenting papers and receive constructive feedback from fellow students.

Type: Micro-conference.

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CORE XIII - WORKPLACE COUNSELING

SUBJECT CODE: 16PCOM304	THEORY	100MARKS
CREDITS: 4	TEACHING HOURS: 60	

SEMESTER: IV

COURSE OBJECTIVES:

- Introduce the students to fundamentals of counseling and application of workplace counseling.
- To make the students understand models of workplace counseling.
- To enhance an understanding about dealing with different kinds of people.

UNIT I

Introduction

Meaning and Definition of Counseling, Counseling process- Stages - Building the counseling relationship and facilitating initial disclosure, In depth exploration, commitment to action and termination, Development of counseling skills, Introduction to important schools of counseling- Psychoanalytic counseling, Gestalt counseling, Rational emotive therapy, Person centered counseling, behavioural counseling. (12Hrs)

UNIT II

Understanding Workplace Counseling

Concept- History- Models of Workplace counseling-Training of workplace counseling (12Hrs)

UNIT III

Setting Up Counseling in the Workplace

An Integrative model of individual employee counseling. Preparation- Assessment- Contractual referring- Counseling - termination. Group counseling; Conflict Resolution- Intrapersonal- Interpersonal, Familial, Team building. (12Hrs)

UNIT IV

Dealing with Specific Work problem

Dealing with different people- Sexual Harassment- Work life balance. Unethical behavior in workplace, Travel stress. (12Hrs)

UNIT V

Industrial Counseling

Employee problem counseling - Problems of Absenteeism, Turnover, Burnout, Depression, Substance Abuse (12Hrs)

TEXT BOOKS

- Michael Carroll (1999), Workplace Counseling, Sage Publications

REFERENCE BOOKS

- Richard Welson & Jones (2000), Introduction to Counseling skills – Texts and Activities, Sage Publications.

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www.udemy.com

www.Nptel.com

www.edx.com

www.research.com

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ACTIVITY PLANNER:

List of activities for Employability / Skill Development / Entrepreneurship Skill Development

(These activities are only indicative, the Faculty member can innovate)

- Power point presentation
- Group Activity: In Groups of 5 discuss the reaction to the qualities of personality associated with effective counseling
- **Case Example:** Roberta's Rotation, Bill becomes a Behaviorist, Ned's Nothingness Tim's Theories
- Case Example: Crossing the Goal Line, Justin Feels justified,
- Group Presentation: Consensus of topics and ways to address them
Case Examples on setting up counseling in the workplace
- Videos on Group counseling – Elizabeth, Thomson
- Activity: Furnish own setting for conducting first session of counseling in your own environment and explain how you would spend your first 10 mts with the client
 - **Group Presentation** on dealing with specific work problem
 - Case discussion on Unethical Behavior
- Videos on absenteeism & Ted talks on how to overcome absenteeism
- Ted talks on how to reduce Employee turnover and Video clippings on turnover
- Movie Screening on Substance Abuse

EXTRA DISCIPLINARY ELECTIVE2-HUMAN RESOURCE INFORMATION
SYSTEM

SUBJECT CODE: 15PMAN318	THEORY	100MARKS
CREDITS: 3	TEACHING HOURS: 45	

SEMESTER: IV

COURSE OBJECTIVES:

- To provide an opportunity to understand the role Information System in HRM
- To orient the students on the software packages and its application in HRM

UNIT-I

Introduction

Data and Information needs for HR Manager- Sources of Data; Role of ITES in HRM; IT for HR Managers; Concept, Structure, and Mechanics of HRIS; Programming Dimensions and HR Manager with no technology background; Survey of Software Packages for Human Resource Information System including ERP Software such as SAP, Oracles Financials and Ramco's Marshal (only data input, output & screens). (8Hrs)

UNIT-II

Data Management for HRIS

Data Formats, Entry Procedure and Process; Data Storage and Retrieval; Transaction Processing, Office Automation and information Processing and Control Functions; Design of HRIS: Relevance of Decision Making Concepts for Information System Design; HRM Needs Analysis - Concept and Mechanics; Standard Software and Customized Software; HRIS - An Investment. (12Hrs)

UNIT-III

HR Management Process I

HRIS-Modules on MPP, Recruitment, Selection, Placement, Module on PA system; T and D Module; Module on Pay A and Related Dimensions; Planning and Control; Information System's support for Planning and Control. (8Hrs)

UNIT-IV

HR Management Process II

HRIS - Organization Structure & Related Management Processes including authority and Responsibility Flows, and Communication Process; Organization Culture and Power - Data Capturing for Monitoring and Review; Behavioral Patterns of HR and Other Managers and Their Place in Information Processing for Decision Making. (10Hrs)

UNIT-V

Security

Size and Style of Organizations and HRIS-Security of Data and Operations of HRIS Modules; Common Problems during IT adoption efforts and Processes to overcome; Orientation and Training Modules for HR & Other Functionaries; Place and Substance of HRIS and SMEs - Detailed Analytical Framework; Opportunities for combination of HRM & ITES Personnel; HRIS and Employee Legislation; An Integrated View of HRIS; Why and How of Winners and Losers of HRIS Orientation. (7Hrs)

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TEXT BOOKS

- Michael Armstrong (2012), A Handbook of Human Resource Management Practice, Kogan page.
- Jack J Phillips (2010), Accountability in Human Resource Management, Gulf Professional Publishing.

REFERENCE BOOKS

- Dr.Michael Hammer, “The Agenda: What Every Business Must Do to Dominate the Decade Hammer and Company, One Cambridge Center, Cambridge, MA, 02142.
- Elizabeth HOULDSWORTH, Dilum JIRASINGHE”, Managing and Measuring Employee Performance - Understanding Practice, Kogan Page.

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- www.udemy.com
- www.swayam.com
- www.nptel.com
- www.edx.com

ACTIVITY PLANNER:

List of activities for Employability / Skill Development / Entrepreneurship Skill Development

(These activities are only indicative, the Faculty member can innovate)

- **Video Screening** relating using data to transform business
- **Video screening** relating to getting insights from data
- **Advance Excel Workshop to help the students understand the nuances in data management**
- **Case Study:Planning the Needs of other organisations**
- Video: TED Talk: Luke DuBois – Insightful human portraits made from data, TED Talk: Tricia Wang – The human insights missing from big data.
- Case Study: Planning the Needs of other organisations
- **Assignment:Student presentation on the various HR software and apps:**
- **Video screening** of TED talk relating to solving workforce crisis through effective use of human resources

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CORE XIV – PROJECT
COMMON FOR M.COM & M.A.HUMAN RESOURCE MANAGEMENT

COURSE CODE:15PMAP301	YEAR/SEMESTER	MAXIMUM MARKS :200
	II YR / IV SEM	
	CREDITS : 8	

All students will have to undertake a 12 weeks research based project.

Evaluation of the project will be for 200 Marks based on:

- **Periodical Presentation- 100 Marks**
 - **Project Report – 50 Marks**
 - **Viva-Voce – 50 Marks**
- Total – 200 Marks**

The Project Reports will be evaluated by Industry Experts. Evaluation will be based on the Following Criteria:

- **Conceptual understanding and Knowledge gained**
- **Research tools used for analysis**
- **Presentation Format**
- **Communication**
- **Content**
- **Time Management**