



**M.O.P. VAISHNAV COLLEGE FOR WOMEN**

**(AUTONOMOUS)**

**Choice Based Credit System**

Course of Study for the batch of Candidates  
admitted in

2018 – 2019

2017 – 2018

**ACADEMIC YEAR 2018 – 2019**

**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 2018 – 2019**

**M.O.P. VAISHNAV COLLEGE FOR WOMEN (AUTONOMOUS), CHENNAI-34**  
*(Effective for the batch of candidates admitted in 2018-2019 )*  
**M.A. HUMAN RESOURCE MANAGEMENT**

**CORE I–MANAGERIAL CONCEPTS AND BUSINESS ETHICS**

<b>COURSE CODE: 15PMAN302</b>	<b>YEAR I SEMESTER I</b>	<b>MAXIMUM MARKS:100</b>
<b>COURSE TYPE: THEORY</b>	<b>CREDITS- 4</b>	<b>TOTAL TEACHING HOURS:60</b>

**GENERAL OBJECTIVE:**

To enable the students to understand the fundamentals of management concepts and its application in business in the global context

**COURSE OBJECTIVES:**

<b>Co No.</b>	<b>COURSE OBJECTIVE</b>
Co1	To have a clear understanding of the elements and types of planning, Role of a Good Manager and <b>environmental scanning</b>
Co2	To Critically evaluate the Process and various techniques & tools involved in decision making
Co3	To understand and critically evaluate the need of organizational structure for <b>better co-ordination and control</b>
Co4	To understand the <b>need for Business Ethics and to be aware of the various guiding business and fair practice</b>
Co5	To appreciate the importance of CSR in Corporate Brand building and its impact on Business environment

**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. (10hrs)

**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. (10hrs)

**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. (10hrs)

**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). (10hrs)

**M.O.P. VAISHNAV COLLEGE FOR WOMEN (AUTONOMOUS), CHENNAI-34**  
*(Effective for the batch of candidates admitted in 2018-2019 )*  
**M.A. HUMAN RESOURCE MANAGEMENT**

**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. (10hrs)

**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. (10hrs)

**TEXT BOOKS**

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

**REFERENCE BOOKS**

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

**E- RESOURCES**

- [www.youtube.com](http://www.youtube.com)
- [www.Nptel.com](http://www.Nptel.com)
- [www.udumey.com](http://www.udumey.com)
- [www.courseera.com](http://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)**

- Interactive PowerPoint Presentation
- YouTube Video Screening
- Class Presentation (Group) on Business Environment scanning & Decision making
- Class room Activity on Organization 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

**M.O.P. VAISHNAV COLLEGE FOR WOMEN (AUTONOMOUS), CHENNAI-34**  
*(Effective for the batch of candidates admitted in 2018-2019 )*

**M.A. HUMAN RESOURCE MANAGEMENT**

**COURSE OUTCOMES:**

On completion of the course the student will be able to

<b>CO No.</b>	<b>Course Outcome</b>	<b>PSOs Addressed</b>	<b>Cognitive level</b>
CO1	Evaluate the fundamental principles of management and the responsibilities of a professional manager	PSO1	U
CO2	Apply the principles of planning and decision making at the operational and strategic level	PSO 4	Ap
CO3	Categorize organization structures, authority-responsibility flow and evaluate the need for control and coordination	PSO1 &2	An
CO4	Demonstrate ethical decision-making and leadership abilities	PSO2	An, Ap
CO5	Evaluate the significance of professional ethics and CSR in business sustainability	PSO1	An

U- Understand, R-remember, An- Analyse, Ap-Apply, Cr- Creative, E-Evaluate

**M.O.P. VAISHNAV COLLEGE FOR WOMEN (AUTONOMOUS), CHENNAI-34**  
*(Effective for the batch of candidates admitted in 2018-2019 )*  
**M.A. HUMAN RESOURCE MANAGEMENT**  
**CORE II - PERSONNEL MANAGEMENT**

<b>COURSE CODE : 15PMAN303</b>	<b>YEAR I</b> <b>SEMESTER I</b>	<b>MAXIMUM MARKS : 100</b>
<b>COURSE TYPE: THEORY</b>	<b>CREDITS : 4</b>	<b>TOTAL TEACHING HOURS: 60</b>

**GENERAL OBJECTIVE:**

To enable the students to understand the concept of human resource management and to understand its relevance in organizations in the global context

**COURSE OBJECTIVES:**

<b>Co No.</b>	<b>COURSE OBJECTIVE</b>
Co1	To provide the <b>basic knowledge</b> of Personnel Management.
Co2	To guide the students for writing Human Resource Policies
Co3	To help the students in understanding the Hiring and Recruiting Skills
Co4	To gain the knowledge in <b>training</b> the workforce
Co5	To help the students to gain knowledge in HR auditing

**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.

(8 Hrs)

**UNIT – III**

**Hiring and Retaining**

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

(15 Hrs)

**UNIT-IV**

**Training the work force**

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

(10 Hrs)

**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.

(10 Hrs)

**TEXT BOOKS:**

**M.O.P. VAISHNAV COLLEGE FOR WOMEN (AUTONOMOUS), CHENNAI-34**  
*(Effective for the batch of candidates admitted in 2018-2019 )*

**M.A. HUMAN RESOURCE MANAGEMENT**

- 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.

**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.
- Ivaneceovich.J.M. (2010), Human Resource Management, 10th Edition, Tata McGraw-Hill Education Pvt. Ltd.
- Matoria.C.B. and Gaonkar, S.V., (2011), Personnel Management, Himalaya Publishing House.
- Mathis.R.L. Jackson, J. and Johnson. R (2010), Human Resource Management, 10<sup>th</sup> 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.udemy.com](http://www.udemy.com)

[www.Nptel.com](http://www.Nptel.com)

[www.edx.com](http://www.edx.com)

[www.research.com](http://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)**

- Power point presentation
- 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

**M.O.P. VAISHNAV COLLEGE FOR WOMEN (AUTONOMOUS), CHENNAI-34**  
*(Effective for the batch of candidates admitted in 2018-2019 )*

**M.A. HUMAN RESOURCE MANAGEMENT**

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

**COURSE OUTCOMES:**

On completion of the course the student will be able to

<b>CO No.</b>	<b>COURSE OUTCOME</b>	<b>PSOs ADDRESSED</b>	<b>COGNITIVE LEVEL</b>
CO1	Appraise the scope and relevance of Human Resource Management in an organization	1,2	U,AP
CO2	Design and implement judicious Human Resource plans and policies	2,4	AP,An
CO3	Develop an action plan for recruitment, selection and performance management	2,4	Ap,An
CO4	Critically evaluate the various training techniques for Human Resource Development	1,2,4	An
CO5	Analyse the significance of HR Accounting and auditing, HRIS and global HR practices	1,2	An

R- Remember; U- Understand; AP – Apply; An – Analyze; E- Evaluate; C – Create

**M.O.P. VAISHNAV COLLEGE FOR WOMEN (AUTONOMOUS), CHENNAI-34**  
*(Effective for the batch of candidates admitted in 2018-2019 )*  
**M.A. HUMAN RESOURCE MANAGEMENT**  
**CORE III - ORGANIZATIONAL BEHAVIOR**  
**(COMMON TO M.A. HUMAN RESOURCE MANAGEMENT, M.B.A & M.COM**

<b>COURSE CODE : 14PMAN309</b>	<b>YEAR :I</b> <b>SEMESTER: I</b>	<b>MAXIMUM MARKS: 100</b>
<b>COURSE TYPE : THEORY</b>	<b>CREDITS : 4</b>	<b>TOTAL TEACHING HOURS: 60</b>

**GENERAL OBJECTIVE:**

The objective of this course is to understand the influence of individual and group behaviour on achieving organizational objectives in the international context

**COURSE OBJECTIVES:**

<b>Co No.</b>	<b>Course Objective</b>
<b>Co1</b>	To cover personal interaction including motivation, <b>personality</b> and perception
<b>Co2</b>	To understand the various theories of motivation and facilitate designing motivating jobs
<b>Co3</b>	To develop an understanding of <b>groups and structural aspects of organization</b> including decision-making, problem solving, communicating, leadership, organizational structure and organizational change
<b>Co4</b>	To understand <b>the various theories of leadership</b> and transaction analysis
<b>Co5</b>	To understand emerging problems and opportunities of the modern workforce and 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.

(12 Hrs)

**UNIT – II**

**Motivation**

Early theories, Contemporary theories – motivation at work – designing motivating jobs.

(12 Hrs)

**UNIT – III**

**Group Dynamics**

Group Behaviour - Communication and **group decision making** – inter group relations.

(12 Hrs)

**UNIT – IV**

**Leadership**

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

(12 Hrs)

**UNIT – V**

**Organisational Structure and Design**

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

(12 Hrs)

**M.O.P. VAISHNAV COLLEGE FOR WOMEN (AUTONOMOUS), CHENNAI-34**

*(Effective for the batch of candidates admitted in 2018-2019 )*

**M.A. HUMAN RESOURCE MANAGEMENT**

**TEXT BOOKS**

- Stephen P Robbins (2001), Organizational Behaviour, 11<sup>th</sup> 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.

**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](http://www.udemy.com)
- [www.Nptel.com](http://www.Nptel.com)
- [www.edx.com](http://www.edx.com)
- [www.research.com](http://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
- Group assignment: Personality development - Outbound training organised to introduce various management lessons through fun learning-Skill development
- Group assignment: MBTI Questionnaire to assess personality trait – which aids in group decision making and communication -Employability.
- Individual assignment: Assignment on Leadership styles across industry and key takeaways from each leadership style-Entrepreneurship

**M.O.P. VAISHNAV COLLEGE FOR WOMEN (AUTONOMOUS), CHENNAI-34**  
*(Effective for the batch of candidates admitted in 2018-2019 )*  
**M.A. HUMAN RESOURCE MANAGEMENT**

**COURSE OUTCOMES:**

<b>CO No.</b>	<b>COURSE OUTCOME</b>	<b>PSOs ADDRESSED</b>	<b>COGNITIVE LEVEL</b>
CO1	Examine the foundations of individual behaviour	1,2	Ap
CO2	Evaluate the theories of motivation	1,2	Ap
CO3	Deconstruct the dynamics of group behavior	1,2	An
CO4	Appraise the theories of leadership	1,2	An
CO5	Develop effective stress management techniques to cope with work related stressors and understand the need for organizational change and culture	2,4	Ap, An

R- Remember; U- Understand; Ap – Apply; An – Analyse; E- Evaluate; C – Create

**M.O.P. VAISHNAV COLLEGE FOR WOMEN (AUTONOMOUS), CHENNAI-34**  
*(Effective for the batch of candidates admitted in 2018-2019 )*  
**M.A. HUMAN RESOURCE MANAGEMENT**

**CORE 1V LABOUR LEGISLATIONS**

<b>COURSE CODE : 15PCOM305</b>	<b>YEAR :I</b> <b>SEMESTER: I</b>	<b>MAXIMUM MARKS: 100</b>
<b>COURSE TYPE : THEORY</b>	<b>CREDITS : 4</b>	<b>TOTAL TEACHING HOURS: 60</b>

**GENERAL OBJECTIVE:**

To enable the students to have good understanding on Indian labour laws by focusing on various Labour legislations, dispute solving machineries and Judicial setup and to have depth knowledge on protecting workers and ensuring fair, safe and healthy workplaces, leading to increased productivity.

**COURSE OBJECTIVES:**

<b>CO. No.</b>	<b>COURSE OBJECTIVE</b>
Co1	To know the development and the <b>judicial setup</b> of Labor Laws
Co2	To make the students learn the laws related to <b>working conditions</b> in different settings.
Co3	To make the students understand the Laws on <b>Industrial Relations</b>
Co4	To learn the salient features of welfare and <b>wage Legislations</b> .
Co5	To learn the Laws on <b>Social Security</b>

**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.

**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](http://www.udemy.com)

[www.Nptel.com](http://www.Nptel.com)

[www.edx.com](http://www.edx.com)

[www.research.com](http://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

**M.O.P. VAISHNAV COLLEGE FOR WOMEN (AUTONOMOUS), CHENNAI-34**  
*(Effective for the batch of candidates admitted in 2018-2019 )*

**M.A. HUMAN RESOURCE MANAGEMENT**

**COURSE OUTCOMES:**

On completion of the course the student will be able to

<b>CO No:</b>	<b>COURSE OUTCOME</b>	<b>PSOs ADDRESSED</b>	<b>COGNITIVE LEVEL</b>
CO1	Analyse the emergence, core principles and judicial backdrop of Indian labour laws	1	U
CO2	Classify and summarise the important provisions of the laws relating to working conditions of employees	3	E
CO3	Demonstrate an understanding of the laws pertaining to industrial relations	3	Ap
CO4	Apply the legal provisions relating to wages and remuneration for ensuring gender pay parity	3	An
CO5	Evaluate the role of laws for employee welfare and social security in alignment with human values	2,4	An, E

R- Remember; U- Understand; AP – Apply; An – Analyze; E- Evaluate; C – Create

**M.O.P. VAISHNAV COLLEGE FOR WOMEN (AUTONOMOUS), CHENNAI-34**  
*(Effective for the batch of candidates admitted in 2018-2019 )*  
**M.A. HUMAN RESOURCE MANAGEMENT**

**ELECTIVE I - ACCOUNTING FOR MANAGERS**

<b>COURSE CODE : 15PMAN301</b>	<b>YEAR :I SEMESTER: I</b>	<b>MAXIMUM MARKS: 100</b>
<b>COURSE TYPE : THEORY</b>	<b>CREDITS : 3</b>	<b>TOTAL TEACHING HOURS: 45</b>

**GENERAL OBJECTIVES:**

- To provide an insight to the students on the importance of accounting and related knowledge for performing the roles of a HR professional in an effective manner
- To facilitate students to become successful HR professionals who are financially intelligent and understand the language spoken by management, in the competitive global market.

**COURSE OBJECTIVES:**

<b>Co No.</b>	<b>COURSE OBJECTIVE</b>
<b>Co1</b>	To enable the students to prepare Financial Statements of a Business thereby understanding the interconnections between various items in the Statements
<b>Co2</b>	To enable the students to link the ratios to financial analysis for historical and futuristic data and understand the need for smooth flow of Cash and funds for good health of the business
<b>Co3</b>	To make the students differentiate between the different methods that can be used for evaluating a Capital project by focusing on the pros, cons and significance of each and prepare functional and master budgets a business
<b>Co4</b>	To enable the students to apply the concept of a cost sheet and prepare estimated tenders and quotations construct an Employee policy by understanding the nuances of employee costs, its control and reporting mechanisms
<b>Co5</b>	To enable the students to design a suitable decision process for different business situations based on the concept of marginal costing

**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)

**M.O.P. VAISHNAV COLLEGE FOR WOMEN (AUTONOMOUS), CHENNAI-34**  
*(Effective for the batch of candidates admitted in 2018-2019 )*  
**M.A. HUMAN RESOURCE MANAGEMENT**

**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)

**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](http://www.udemy.com)  
[www.Nptel.com](http://www.Nptel.com)  
[www.edx.com](http://www.edx.com)  
[www.research.com](http://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)**

Activity-BINGO- game to make the students aware of the basic concepts:

Scenario Analysis to make students understand the importance of preparation of Final Statement

**M.O.P. VAISHNAV COLLEGE FOR WOMEN (AUTONOMOUS), CHENNAI-34**  
*(Effective for the batch of candidates admitted in 2018-2019 )*  
**M.A. HUMAN RESOURCE MANAGEMENT**

**COURSE OUTCOMES:**

On completion of the course the student will be able to

<b>CO No.</b>	<b>COURSE OUTCOME</b>	<b>PSOs ADDRESSED</b>	<b>COGNITIVE LEVEL</b>
CO1	Prepare final accounts of a business	2,4	E
CO2	Apply ratio analysis to interpret the liquidity, solvency and financial health of a business	2,4	An, Ap
CO3	Evaluate capital expenditure decisions and apply budgetary control	2,4	E
CO4	Gain an understanding of the elements of cost with an in-depth understanding of labour costs	1	Ap, C
CO5	Identify CVP relationships and break-even point for managerial decision making	2,4	C

R- Remember; U- Understand; Ap – Apply; An – Analyse; E- Evaluate; C – Create

**M.O.P. VAISHNAV COLLEGE FOR WOMEN (AUTONOMOUS), CHENNAI-34**  
*(Effective for the batch of candidates admitted in 2018-2019 )*  
**M.A. HUMAN RESOURCE MANAGEMENT**

**ELECTIVE II - WORK PSYCHOLOGY**

<b>COURSE CODE : 17PPSY301</b>	<b>YEAR :I</b> <b>SEMESTER: I</b>	<b>MAXIMUM MARKS: 100</b>
<b>COURSE TYPE : THEORY</b>	<b>CREDITS : 3</b>	<b>TOTAL TEACHING HOURS: 45</b>

**GENERAL OBJECTIVE:**

To understand work-related behaviour for assessing and improving workforce alignment internationally

**COURSE OBJECTIVES:**

<b>Co No.</b>	<b>COURSE OBJECTIVE</b>
<b>Co1</b>	To introduce the field of Work Psychology
<b>Co2</b>	To provide an understanding of the influence of the various human attributes at work.
<b>Co3</b>	To introduce the various methods of assessing individuals
<b>Co4</b>	To study the importance and types of organizational justice
<b>Co5</b>	To introduce the Positive Psychology and its influence on relationships at work

**UNIT I**

**Introduction**

Basic psychology and work psychology - origins of work psychology – role of work psychologists – work psychology and changes in workplace technology – **Work psychology and diversity in the workplace.** (10 Hrs)

**UNIT II**

**Human Attributes**

Abilities: Cognitive abilities – Physical, Sensory and Psychomotor Abilities.  
 Additional Attributes: Skills – Knowledge – Competencies – Emotional Intelligence. (10 Hrs)

**UNIT II**

**Foundations of Assessment**

Past and present of testing – What is a test? – Administrative Test Categories  
 Assessment Procedures: Cognitive ability tests – Knowledge tests – Tests of physical abilities – Practical issues with personality measures – Individual assessment – Interviews: Content and Process – Assessment tests – Work sample Test – Situational Judgment tests (10Hrs)

**UNIT IV**

**Organizational Justice:** Concept of Justice – Justice, Fairness and Trust – Approaches to Organizational Justice – Implications of Organizational Justice Perceptions.  
 Attitudes, emotions and work: Emotions in decision making – Job satisfaction – commitment – organizational identification – work-life balance - psychological contracts (10Hrs)

**UNIT V**

**Positive Psychology:** Introduction – **Positive workplace – Strategies for increasing the meaningfulness of work – Positive communication** – High quality working relationships – Patterns of organizational life – Transformative collaboration approaches (5 Hrs)

**M.O.P. VAISHNAV COLLEGE FOR WOMEN (AUTONOMOUS), CHENNAI-34**

*(Effective for the batch of candidates admitted in 2018-2019 )*

**M.A. HUMAN RESOURCE MANAGEMENT**

**TEXT BOOKS**

- Arnold, J., (2016), Work Psychology: Understanding human behavior in the workplace, Pearson, 6th edition.
- Landy, F.J. and Conte, J.M., (2012) Work in the 21st century: An introduction to Industrial and Organizational Psychology, Wiley, 4th edition,
- Lewis, S., (2011) Positive Psychology at Work: How Positive Leadership and Appreciative Inquiry Create Inspiring organizations, Wiley-Blackwell.

**REFERENCE BOOKS**

- Duane P. Schultz., (2010), Psychology and Work today, Pearson, 10th edition.
- Ewan Ingleby., (2010), Applied Psychology for Social work, Learning matters, 2nd edition.

Paul Levy., (2010), Industrial organizational psychology: Understanding the workplace, worth publishers, New York, 3rd Edition.

**E-RESOURCES**

[www.udemy.com](http://www.udemy.com)

[www.Nptel.com](http://www.Nptel.com)

[www.edx.com](http://www.edx.com)

[www.research.com](http://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 on the need for diversity and inclusion at the work place**
- Pre-read material relating to individual differences and the influence of emotional intelligence
- Classroom discussion and video screening relating to the use and abuse of psychometric tests.
- Case Study on the importance of organizational justice perception
- Video screening of TED talks on good leadership and trust
- **Video screening followed by classroom discussion relating to positive psychology and performance**
- Video screening of TED talks

**M.O.P. VAISHNAV COLLEGE FOR WOMEN (AUTONOMOUS), CHENNAI-34**  
*(Effective for the batch of candidates admitted in 2018-2019 )*  
**M.A. HUMAN RESOURCE MANAGEMENT**

**COURSE OUTCOMES:**

On completion of the course the student will be able to

<b>CO No:</b>	<b>COURSE OUTCOME</b>	<b>PSOs ADDRESSED</b>	<b>COGNITIVE LEVEL</b>
CO1	Examine the concepts of work psychology and its application in the workplace	1	U
CO2	Identify human attributes and abilities that impact work place behavior	1,2	AP
CO3	Formulate assessment procedures to measure cognitive abilities and personality measurements	1,4	Ap
CO4	Apply the psychological construct of organizational justice to demonstrate human values at work	1,2	An
CO5	Identify the role of attitudes, emotions and communication in building positive workplace	1,2	Ap

- R- Remember; U- Understand; Ap – Apply; An – Analyse; E- Evaluate; C – Create

**M.O.P. VAISHNAV COLLEGE FOR WOMEN (AUTONOMOUS), CHENNAI-34**  
*(Effective for the batch of candidates admitted in 2018-2019 )*  
**M.A. HUMAN RESOURCE MANAGEMENT**

**CORE V -PERFORMANCE MANAGEMENT SYSTEM**

<b>COURSE CODE :15PMAN307</b>	<b>YEAR:I</b> <b>SEMESTER: II</b>	<b>MAXIMUM MARKS: 100</b>
<b>COURSE TYPE : THEORY</b>	<b>CREDITS : 4</b>	<b>TOTAL TEACHING HOURS: 60</b>

**GENERAL OBJECTIVE:**

This course will offer understanding on effectively managing individual and team performance globally

**COURSE OBJECTIVES:**

<b>Co No.</b>	<b>Course Objective</b>
<b>Co1</b>	To introduce the scope, evolution and importance of performance management
<b>Co2</b>	To study the performance management process in organizations
<b>Co3</b>	To describe the performance planning and goal-setting process
<b>Co4</b>	To provide understanding on reviewing and rating performance
<b>Co5</b>	To understand team performance management and traditional practices

**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)

## 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, 4<sup>th</sup> 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](http://www.udemy.com)
- [www.Nptel.com](http://www.Nptel.com)
- [www.edx.com](http://www.edx.com)
- [www.research.com](http://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)

- **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.O.P. VAISHNAV COLLEGE FOR WOMEN (AUTONOMOUS), CHENNAI-34**

*(Effective for the batch of candidates admitted in 2018-2019 )*

**M.A. HUMAN RESOURCE MANAGEMENT**

**COURSE OUTCOMES:**

On completion of the course the student will be able to

<b>CO No.</b>	<b>COURSE OUTCOME</b>	<b>PSOs ADDRESSED</b>	<b>COGNITIVE LEVEL</b>
CO1	Outline the importance and characteristics of an ideal performance management system for an organization	1,4	U
CO2	Design and implement performance management	1,4	Ap
CO3	Set goals and formulate performance plans	1	An
CO4	Examine the significance of mentoring, coaching and performance review	1,2	Ap
CO5	Manage and reward team performance	1,4	, Ap

- R- Remember; U- Understand; Ap – Apply; An – Analyse; E- Evaluate; C – Create

**M.O.P. VAISHNAV COLLEGE FOR WOMEN (AUTONOMOUS), CHENNAI-34**  
*(Effective for the batch of candidates admitted in 2018-2019 )*  
**M.A. HUMAN RESOURCE MANAGEMENT**

**CORE VI -INDUSTRIAL RELATIONS & LABOUR WELFARE**

<b>COURSE CODE : 17PMAN302</b>	<b>YEAR I SEMESTER II</b>	<b>MAXIMUM MARKS : 100</b>
<b>COURSE TYPE: THEORY</b>	<b>CREDITS : 4</b>	<b>TOTAL TEACHING HOURS: 60</b>

**GENERAL OBJECTIVE:**

The purpose of the Industrial Relations and Labour Legislation field is to promote the understanding of workers welfare and how the nation's economic prosperity can be achieved at the global context

**COURSE OBJECTIVES:**

<b>Co No.</b>	<b>COURSE OBJECTIVE</b>
Co1	To make the students understand the changing concepts of Industrial relations
Co2	To help the students in understanding the importance of maintaining harmonious relations in industry
Co3	To have depth knowledge on Joint Consultation in India
Co4	To help the students to have understanding on the growth, functions, and problems of Trade union
Co5	To know the functioning of ILO and Collective Bargaining

**UNIT I**

Industrial Relations: The changing concepts of Industrial relations- Factors affecting employee stability. **Application on Psychology to Industrial Relations.** (12 Hrs.)

**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 cooperation; Worker's participation in management. (12Hrs.)

**UNIT III**

Labour Relations: Changing concept of management labour relations- Statute laws - Tripartite conventions- development of the idea of social justice- limitation of Management prerogatives increasing labour responsibility in productivity.  
 Joint Consultation: Principal types- Attitude of trade unions and management- Joint Consultation in India. (12 Hrs.)

**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.)

**M.O.P. VAISHNAV COLLEGE FOR WOMEN (AUTONOMOUS), CHENNAI-34**  
*(Effective for the batch of candidates admitted in 2018-2019 )*

**M.A. HUMAN RESOURCE MANAGEMENT**

**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.)

**TEXT BOOKS**

- Marmora 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**

1. Bray, M. and Walsh, J., Industrial Relations: A Contemporary Approach, Tata McGraw Hill Education, 2011.
2. Monappa, Nambudri and Selvaraj, Industrial Relations and Labour Laws, 2<sup>nd</sup> Edition, Tata McGraw-Hill, 2012.
3. Sen, R., Industrial Relations: Text and Cases, 2nd Edition, Macmillan Publishers India, 2009.
4. Sinha, S.I. and Sankar, P., Industrial Relations, Trade Unions and Labour Legislation, Pearson, 2003.
5. Sivarethinamohan, Industrial Relations and Labour Welfare, PHI Learning, 2010.

**E-RESOURCES**

- [www.udemy.com](http://www.udemy.com)
- [www.Nptel.com](http://www.Nptel.com)
- [www.edx.com](http://www.edx.com)
- [www.research.com](http://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.

**M.O.P. VAISHNAV COLLEGE FOR WOMEN (AUTONOMOUS), CHENNAI-34**  
*(Effective for the batch of candidates admitted in 2018-2019 )*  
**M.A. HUMAN RESOURCE MANAGEMENT**

**COURSE OUTCOMES:**

On completion of the course the student will be able to

<b>CO No.</b>	<b>COURSE OUTCOME</b>	<b>PSOs ADDRESSED</b>	<b>COGNITIVE LEVEL</b>
CO1	Analyse the fundamental concepts of Industrial Relations	1	U
CO2	Identify the causes of industrial disputes and suggest suitable machinery for resolution	1,3	U,AP
CO 3	Evaluate the changing landscape of labour relations for industrial harmony	3	AP, E
CO4	Examine the role of trade unions for social equity	2,4	U,An
CO5	Appraise the efficacy of collective bargaining in ensuring fair labour practices	1	U

R- Remember; U- Understand; AP – Apply; An – Analyze; E- Evaluate; C – Create

**M.O.P. VAISHNAV COLLEGE FOR WOMEN (AUTONOMOUS), CHENNAI-34**  
*(Effective for the batch of candidates admitted in 2018-2019 )*  
**M.A. HUMAN RESOURCE MANAGEMENT**

**CORE VII -COMPENSATION MANAGEMENT**

<b>COURSE CODE : 15PMAN304</b>	<b>YEAR : II</b> <b>SEMESTER: III</b>	<b>MAXIMUM MARKS: 100</b>
<b>COURSE TYPE : THEORY</b>	<b>CREDITS : 4</b>	<b>TOTAL TEACHING HOURS: 60</b>

**GENERAL OBJECTIVE:**

This course aims to study the significance and features of compensation for effective talent management in the global context

**COURSE OBJECTIVES:**

<b>Co No.</b>	<b>COURSE OBJECTIVE</b>
<b>Co1</b>	To highlight the importance of compensation strategies and explain the steps in the formulation of an effective compensation strategy.
<b>Co2</b>	To understand the determinants and components of pay and examine the concept of pay structure
<b>Co3</b>	To study the influence of performance on pay and employee benefits
<b>Co4</b>	To describe the international compensation practices and compensation of special groups.
<b>Co5</b>	To analyze the impact of trade unions on compensation and the need for controlling labour costs.

**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 Competitiveness – 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  
(15 Hrs)

**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  
(15 Hrs)

**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)

**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.

**E-RESOURCES**

- [www.udemy.com](http://www.udemy.com)
- [www.Nptel.com](http://www.Nptel.com)
- [www.edx.com](http://www.edx.com)
- [www.research.com](http://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

**M.O.P. VAISHNAV COLLEGE FOR WOMEN (AUTONOMOUS), CHENNAI-34**  
*(Effective for the batch of candidates admitted in 2018-2019 )*  
**M.A. HUMAN RESOURCE MANAGEMENT**

**COURSE OUTCOMES:**

On completion of the course the student will be able to

<b>CO No.</b>	<b>COURSE OUTCOME</b>	<b>PSOs ADDRESSED</b>	<b>COGNITIVE LEVEL</b>
CO1	Deconstruct the components of compensation	1,4	R, U
CO2	Examine the internal alignment of pay structure for equity	1,4	U, Ap
CO3	Analyse the role of performance in pay and benefits	1,2	U, An
CO4	Outline the nuances of compensating special groups	1,4	U
CO5	Evaluate the wage system prevalent in India	1,4	U, Ap

- R- Remember; U- Understand; Ap – Apply; An – Analyse; E- Evaluate; C – Create

**M.O.P. VAISHNAV COLLEGE FOR WOMEN (AUTONOMOUS), CHENNAI-34**  
*(Effective for the batch of candidates admitted in 2018-2019 )*  
**M.A. HUMAN RESOURCE MANAGEMENT**

**CORE VIII–TALENT MANAGEMENT**

<b>COURSE CODE: 15PMAN309</b>	<b>YEAR - I SEMESTER-II</b>	<b>MAXIMUM MARKS:100</b>
<b>COURSE TYPE:THEORY</b>	<b>CREDITS- 4</b>	<b>TOTAL TEACHING HOURS:60</b>

**GENERAL OBJECTIVE:**

To give the students a comprehensive understanding of handling Human Resources in an organisation at various stages-Recruitment, Engagement, Development & Retention in the global context

**COURSE OBJECTIVES:**

<b>Co No.</b>	<b>COURSE OBJECTIVE</b>
Co1	To understand talent management as a pivotal managerial practice in the highly competitive business environment of today.
Co2	To understand the elements and benefits of a good talent management system
Co3	To create awareness about the best Talent Management practices in various Industries and <b>succession management</b>
Co4	To make the students understand the importance of ROT measurements and TMIS
Co5	To orient students on <b>onboarding, talent retention, engagement and career development practices</b>

**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.

**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.

**E-RESOURCES**

- [www.udemy.com](http://www.udemy.com)
- [www.Nptel.com](http://www.Nptel.com)
- [www.edx.com](http://www.edx.com)
- [www.research.com](http://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)

- 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.O.P. VAISHNAV COLLEGE FOR WOMEN (AUTONOMOUS), CHENNAI-34**  
*(Effective for the batch of candidates admitted in 2018-2019 )*  
**M.A. HUMAN RESOURCE MANAGEMENT**

**COURSE OUTCOMES**

On completion of the course the student will be able to

<b>CO No</b>	<b>Course Outcome</b>	<b>PSO Addressed</b>	<b>Cognitive level</b>
CO1	Evaluate how the talent value chain relates to the importance of leveraging talent	PSO1 & 2	U, Ap
CO2	Identify the elements and benefits of a TMS	PSO1	An
CO3	Design a model for talent and succession planning	PSO1	An, Ap
CO4	Estimate ROI of talent	PSO4	An
CO5	Analyze the tools for talent acquisition and career development	PSO4	An, Ap

U- Understand, R-remember, An- Analyse, Ap-Apply, Cr- Creative, E-Evaluate

**M.O.P. VAISHNAV COLLEGE FOR WOMEN (AUTONOMOUS), CHENNAI-34**  
*(Effective for the batch of candidates admitted in 2018-2019 )*  
**M.A. HUMAN RESOURCE MANAGEMENT**

**CORE IX - WORKPLACE COUNSELING**

<b>COURSE CODE : 16PCOM304</b>	<b>YEAR I SEMESTER II</b>	<b>MAXIMUM MARKS : 100</b>
<b>COURSE TYPE: THEORY</b>	<b>CREDITS : 4</b>	<b>TOTALTEACHING HOURS: 60</b>

**GENERAL OBJECTIVE:**

The purpose of the course is to help employees to improve their mental health and develop self-confidence, understanding, self-control and ability to work effectively in the global context

**COURSE OBJECTIVES**

<b>Co No.</b>	<b>COURSE OBJECTIVE</b>
Co1	Introduce the students to <b>fundamentals of counseling</b> and application of counseling in the workplace
Co2	To make the students understand workplace counseling
Co3	To help the students in <b>setting up Counseling</b> in the work place
Co4	To Guide the students in <b>dealing specific work problem.</b>
Co5	To Give Guidance in Industrial Counseling.

**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 centred 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**

- Richard Welton & Jones (2000), Introduction to Counseling skills – Texts and Activities, Sage Publications.
- Counseling – A comprehensive Profession by Samuel T. Gladding 7<sup>th</sup> Edition
- Theories of Counseling and Psychotherapy – Systems, Strategies, and Skills by Linda Seligman & Laurie W. Reichenberg
- Introduction to Counseling and Guidance by Robert Gibson Marianne H. Mitchell, 7<sup>th</sup> Edition

**E-RESOURCES**

- [www.udemy.com](http://www.udemy.com)
- [www.Nptel.com](http://www.Nptel.com)
- [www.edx.com](http://www.edx.com)
- [www.research.com](http://www.research.com)
- [www.edx.com](http://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)

- 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

**M.O.P. VAISHNAV COLLEGE FOR WOMEN (AUTONOMOUS), CHENNAI-34**  
*(Effective for the batch of candidates admitted in 2018-2019 )*  
**M.A. HUMAN RESOURCE MANAGEMENT**

**COURSE OUTCOMES:**

On completion of the course the student will be able to

<b>CO No:</b>	<b>COURSE OUTCOME</b>	<b>PSOs ADDRESSED</b>	<b>COGNITIVE LEVEL</b>
CO1	Categorize the process and schools of counseling	1,4	U
CO 2	Examine the history and models of workplace counseling	1	An,E
CO 3	Design an integrated model for employee counseling	3	Ap
CO4	Solve specific work place problems such as non-compliance, gender discrimination and substance abuse.	2, 3	An
CO5	Evaluate the significance of Industrial Counseling in enhancing employee performance	2,4	An, E

R- Remember; U- Understand; AP – Apply; An – Analyze; E- Evaluate; C – Create

ELECTIVE III- TOTAL QUALITY MANAGEMENT

<b>COURSE CODE: 15PMAN310</b>	<b>YEAR I , SEMESTER- II</b>	<b>MAXIMUM MARKS:100</b>
<b>COURSE TYPE: THEORY</b>	<b>CREDITS- 3</b>	<b>TOTAL TEACHING HOURS:45</b>

**GENERAL OBJECTIVE:**

To give the students a perspective of Quality and its application in the global context for offering quality product and service

**COURSE OBJECTIVES:**

Co No.	COURSE OBJECTIVE
Co1	To make the students understand the importance of quality and the cost of quality
Co2	To create awareness about the best TQM practices across industry
Co3	To highlight the importance of value engineering, ABC analysis and their application
Co4	To understand the application of quality in HRM and Environmental Management
Co5	To make the students understand the importance of ISO standards and its implications in Total Quality Management

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

**E-RESOURCES**

[www.udemy.com](http://www.udemy.com)

[www.Nptel.com](http://www.Nptel.com)

[www.edx.com](http://www.edx.com)

[www.research.com](http://www.research.com)

[www.edx.com](http://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)

- 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

**COURSE OUTCOMES:**

On completion of the course the student will be able to

CO No.	Course Outcome	PSOs Addressed	Cognitive level
CO1	Analyze the fundamentals of quality	2	U, Ap
CO2	Demonstrate the application of statistics in quality control	4	An
CO3	Examine the use of sampling inspection and defect diagnosis	1	E, Ap
CO4	Identify the recent trends and techniques in quality management.	4	E
CO5	Evaluate the implications of ISO and environmental management in an organization	4	Ap

U- Understand, R-remember, An- Analyse, Ap-Apply, Cr- Creative, E-Evaluate

**ELECTIVE IV - ENTREPRENEURSHIP AND FAMILY BUSINESS MANAGEMENT  
COMMON TO M.A. HUMAN RESOURCE MANAGEMENT, M.B.A & M.COM)**

<b>COURSE CODE: 17PMAN304</b>	<b>YEAR I SEMESTER- II</b>	<b>MAXIMUM MARKS:100</b>
<b>COURSE TYPE: THEORY</b>	<b>CREDITS- 3</b>	<b>TOTAL TEACHING HOURS:45</b>

**GENERAL OBJECTIVE:**

The purpose of the course is to acquire necessary knowledge and skills required for organizing and carrying out entrepreneurial activities globally to develop the ability of analysing and to contribute to their entrepreneurial and managerial potential.

**COURSE OBJECTIVES:**

<b>Co No.</b>	<b>COURSE OBJECTIVE</b>
Co1	To break the myth that the entrepreneurship is what others do and to inculcate in students the <b>spirit and culture of entrepreneurship</b>
Co2	To enable students to start and manage their own small business units
Co3	To help the students draft a business plan
Co4	To provide an insight regarding <b>financing a business venture</b>
Co5	To explain the nature and management of family-owned businesses

**UNIT I**

**Concepts and Perceptive of Entrepreneurship**

Definitions and concepts of entrepreneurship: entrepreneurship and intrapreneurship, entrepreneur vs manager, established company vs start up – types : social , family, young, women and corporate entrepreneurship – role of entrepreneur in economic development – myths of entrepreneurship – problems faced by entrepreneur and capacity building for entrepreneurship – **traits of successful entrepreneur** (7 Hrs)

**UNIT II**

**Creating and Starting New Venture**

Conception of business idea: sources and methods of generating ideas, creative problem solving- Identifying the Business Opportunity – Analysis of opportunity and external environment – Business Opportunity in the various sectors – formalities for setting up of a small business enterprise ( 5 Hrs)

**UNIT III**

**Building Business Plan**

Introduction to business plan – who should write the plan – who reads the plan – contents of the business plan – common pitfalls in business plan- financial plan: operating and capital budgets, proforma income statement, proforma cashflow, proforma balance sheet, breakeven analysis- marketing plan: understanding customers, purpose and timing of marketing plan, marketing research for new venture- organizational plan: forms of organization, developing the management team (18 Hrs)

**M.O.P. VAISHNAV COLLEGE FOR WOMEN (AUTONOMOUS), CHENNAI-34**

*(Effective for the batch of candidates admitted in 2018-2019 )*

**M.A. HUMAN RESOURCE MANAGEMENT**

**UNIT IV**

**Methods of Raising Finance**

**Institutional Support**- Financial and Non Financial Seed funding, angel investors, venture capital and private equity, funding agencies – EDP Programs organized by Government incentives and subsidies (7 Hrs)

**UNIT V**

**Family Owned Business**

Origin – risks and barriers – managing conflict in family business – family business constitution- family life cycle – succession planning – managing succession process (8 Hrs)

**TEXT BOOKS:**

- Arya Kumar, Entrepreneurship: Creating and Leading an Entrepreneurial Organisation, Pearson Education, 2012.
- Khanka S.S., Entrepreneurial Development, S. Chand, 2007.

**REFERENCE BOOKS:**

- Donald Kuratko and Richard Hodgetts – “Entrepreneurship”, Cengage (Thomson)
- Robert Hisrich and Michael Peters , “Entrepreneurship”, Tata McGraw Hill
- David H. Holt, “Entrepreneurship- New Venture Creation”, Prentice Hall India
- Vasant Desai, Entrepreneurship Management, Himalaya Publishing House, 2011.
- Poornima Charantimath, Entrepreneurship Development and Small Business, Pearson, 2006.

**E – RESOURCES**

[www.udemy.com](http://www.udemy.com)

[www.Nptel.com](http://www.Nptel.com)

[www.edx.com](http://www.edx.com)

[www.research.com](http://www.research.com)

[www.edx.com](http://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)**

- Case Discussion on concepts of entrepreneurship : How lack of passion can kill a Business
- Case analysis on types of Entrepreneurship: Entertainment
- Case discussion on: Dell Inc: How its business model sweetens its financial statements
- Case analysis on: Quaker Oat’s Botched Acquisition of Snapple
- Group presentation on Business plan
- Movie Screening on Mc Donald’s and startup.com
- Videos on Mahindra and Mahindra Business Empire
- Videos and class room interactive session on the various programs organized by the Government
- Videos on 5 mistakes encountered by entrepreneur
- Activity on idea Generation : For a period of 10 days scan the newspaper to identify the opportunities that one can leverage with an investment lesser than 10 lakhs.

**M.O.P. VAISHNAV COLLEGE FOR WOMEN (AUTONOMOUS), CHENNAI-34**

*(Effective for the batch of candidates admitted in 2018-2019 )*

**M.A. HUMAN RESOURCE MANAGEMENT**

- Class activity: Breakfast with CEO – To get a first-hand account on the activities and decisions taken by CEO (in alignment with Start up India)-Employability
- Class assignment: Shark Tank – How to pitch one's business idea to an investor panel- Entrepreneurship

**COURSE OUTCOMES:**

On completion of the course the student will be able to

<b>CO No.</b>	<b>COURSE OUTCOME</b>	<b>PSOs ADDRESSED</b>	<b>COGNITIVE LEVEL</b>
CO1	Analyze the concepts fundamental to entrepreneurship	1	U
CO 2	Demonstrate the ability to conceive a business idea and undertake the formalities to setup a business	2,3	An, AP
CO 3	Formulate a business plan	3	C
CO4	Identify the methods of raising finance for a business venture	1, 2	E
CO5	Analyze the constitution and issues unique to family-owned businesses	1,3	An, E

R- Remember; U- Understand; AP – Apply; An – Analyze; E- Evaluate; C – Create

**M.O.P. VAISHNAV COLLEGE FOR WOMEN (AUTONOMOUS), CHENNAI-34**  
*(Effective for the batch of candidates admitted in 2017-2018 )*  
**M.A. HUMAN RESOURCE MANAGEMENT**

**Choice Based Credit System**  
**Course of Study for the period of**  
**Candidates admitted in 2017-2018**

**M.O.P. VAISHNAV COLLEGE FOR WOMEN (AUTONOMOUS), CHENNAI-34**  
*(Effective for the batch of candidates admitted in 2017-2018 )*  
**M.A. HUMAN RESOURCE MANAGEMENT**

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

<b>COURSE CODE: 10PMANH02</b>	<b>YEAR I SEMESTER - III</b>	<b>MAXIMUM MARKS:100</b>
<b>COURSE TYPE: THEORY</b>	<b>CREDITS- 4</b>	<b>TOTAL TEACHING HOURS:60</b>

**GENERAL OBJECTIVE:**

To make the students aware of the importance and need for Training, identification of training need and the various methodologies used for Training the employees in the international context

**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, 1<sup>st</sup> 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.
- Rohinton D.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.

**M.O.P. VAISHNAV COLLEGE FOR WOMEN (AUTONOMOUS), CHENNAI-34**  
*(Effective for the batch of candidates admitted in 2017-2018 )*

**M.A. HUMAN RESOURCE MANAGEMENT**

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

**E – RESOURCES**

- [www.udemy.com](http://www.udemy.com)
- [www.Nptel.com](http://www.Nptel.com)
- [www.edx.com](http://www.edx.com)
- [www.research.com](http://www.research.com)
- [www.edx.com](http://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)**

- Interactive Power Point Presentation
- YouTube Video screening
- Classroom Discussion on Training concepts, Learning theories
- Case Analysis on Training Need Identification
- Preparation of Training Calendar
- Student presentation on best T& D practices
- Classroom Discussion on the Kirkpatrick Evaluation model

**M.O.P. VAISHNAV COLLEGE FOR WOMEN (AUTONOMOUS), CHENNAI-34**  
*(Effective for the batch of candidates admitted in 2017-2018 )*  
**M.A. HUMAN RESOURCE MANAGEMENT**

**CORE XI – HUMAN RESOURCE DEVELOPMENT**  
**Common to M.A. HUMAN RESOURCE MANAGEMENT & M.B.A**

<b>COURSE CODE: 10PMANH03</b>	<b>YEAR: II</b> <b>SEMESTER III</b>	<b>MAX MARKS 100</b>
<b>COURSE TYPE: THEORY</b>	<b>CREDITS 4</b>	<b>TOTAL TEACHING HOURS 60</b>

**GENERAL OBJECTIVE:**

To provide the fundamental understanding of global human resource development practices for gaining functional expertise.

**UNIT – I**

**Introduction to 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.

Organizational Culture and Climate: Meaning and type of Organizational culture and climate; Role of HRD in promoting a development oriented Culture and climate in the Organizations. (20hrs)

**UNIT – II**

**HR development**

**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, TeamBuilding, Developing Creativity and Innovation, Managing organizational Change. (10hrs)

**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 Technologypraisal, Training and Development, Career Planning & Succession Planning. (10hrs)

**TEXT BOOK:**

- Dr Lalitha Balakrishnan & S. Shrividya HRD- - Himalaya Pub House Second Edition 2007

**REFERENCE BOOKS**

- T.V. Rao and UdaiPareek (1989). Developing And Managing Human Resource System.
- K.Aswathappa Human Resource & Personnel Management– Fourth Edition – The McGraw- Hill Publishing Company Ltd. 2007-08
- John M. Ivancevich, “ Human Resource Management , Tmh, 2004, P. 176
- C.S. Nagpal- Human Resource Development: HRD Interface Approach AnmolPulbications(Paperback - 2007)
- Charles R. Creer, “ Strategic Human Resource Management, Pearson, 2002, P25
- Laura P. Hartman, “ Perspectives In Business Ethics, TMH, 2003, P373
- Ian Beardwell& Len Holden, “ Human Resource Management, Macmillan, 2000
- French W.L. & Bell, Jr, C.H. (1982), Organization Development: Behavioural Science Interventions For Organization Development, New Delhi: Prentice Hall Of India – 6<sup>th</sup> Edition 2002.

**E- RESOURCES**

[www.udemy.com](http://www.udemy.com)  
[www.swayam.com](http://www.swayam.com)  
[www.nptel.com](http://www.nptel.com)  
[www.edx.com](http://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

**CORE XII - RESEARCH METHODOLOGY**

COMMON TO M.A.HUMAN RESOURCE MANAGEMENT, M.COM, M.B.A, & M.Sc FTM)

<b>COURSE CODE: 14PMAN324</b>	<b>YEAR/SEMESTER:II/III</b>	<b>MAXIMUM MARKS :100</b>
<b>COURSE TYPE: THEORY</b>	<b>CREDITS: 4</b>	<b>TOTAL TEACHING Hr: 60</b>

**GENERAL OBJECTIVE:**

To enable the students to appreciate the significance of research in business decision making and how research is an important element in business management.

**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.

(12Hrs)

**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.

(12Hrs)

**UNIT – III**

Measurement and Scaling Techniques- Nominal, ordinal, interval and ratio scales- Likert Scale, threshold scales-sampling techniques-probability and non-probability sampling- Sample size determination of survey research.

(12Hrs)

**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 (only theory) (12 Hrs)

**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.

(12 Hrs)

**TEXT BOOKS:**

- Kothari.C.R, Research Methodology - Methods and techniques, 2<sup>nd</sup> edition, New age publications. 2013
- Mark Saunders, Philip Lewis & Adrain Thornhill, Research methods for business students, 5<sup>th</sup> edition. Pearson educational publication. 2009
- Ram Ahuja, Research methods, Rawat Publication ltd. 2002

**REFERENCE BOOKS:**

- Gay L.R. & Diehl, P.L. Research Methods for Business and Management, Maxwell, Macmillan, 2012

**E-RESOURCES**

[www.udemy.com](http://www.udemy.com)

[www.researchgate.com](http://www.researchgate.com)

[www.swayam.com](http://www.swayam.com)

**M.O.P. VAISHNAV COLLEGE FOR WOMEN (AUTONOMOUS), CHENNAI-34**  
*(Effective for the batch of candidates admitted in 2017-2018 )*  
**M.A. HUMAN RESOURCE MANAGEMENT**

**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 judgment, 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
- 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.

Trace out the role of research in various functional areas for managerial decision making

Identify one area of research interest and develop ROL- skill development

Projective techniques to evaluate consumer behavior- Entrepreneurship

To analyse data and give meaningful report for managerial decision making- role of business analyst – employability

**M.O.P. VAISHNAV COLLEGE FOR WOMEN (AUTONOMOUS), CHENNAI-34**  
*(Effective for the batch of candidates admitted in 2017-2018 )*  
**M.A. HUMAN RESOURCE MANAGEMENT**

**CORE XIII-STRATEGIC HUMAN RESOURCE MANAGEMENT**

<b>COURSE CODE: 15PMAN314</b>	<b>YEAR II SEMESTER III</b>	<b>MAXIMUM MARKS : 100</b>
<b>COURSE TYPE: THEORY</b>	<b>CREDITS : 4</b>	<b>TOTAL TEACHING HOURS: 60</b>

**GENERAL OBJECTIVE:**

To enable the students to understand the concept of Strategic human resource management and to understand its relevance in the international Context.

**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 Modelling. 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)

**M.O.P. VAISHNAV COLLEGE FOR WOMEN (AUTONOMOUS), CHENNAI-34**  
*(Effective for the batch of candidates admitted in 2017-2018 )*  
**M.A. HUMAN RESOURCE MANAGEMENT**

**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.

**E – RESOURCES**

[www.shrm.org](http://www.shrm.org)  
[www.nptel.com](http://www.nptel.com)  
[www.udemy.com](http://www.udemy.com)  
[www.researchgate.com](http://www.researchgate.com)

**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 MANAGEMENT**

<b>COURSE CODE : 15PMAN315</b>	<b>YEAR : II</b> <b>SEMESTER: III</b>	<b>MAXIMUM MARKS: 100</b>
<b>COURSE TYPE : THEORY</b>	<b>CREDITS : 3</b>	<b>TOTAL TEACHING HOURS: 45</b>

**GENERAL OBJECTIVE:**

To understand the various components and constraints involved in managing organizational change globally

**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

**M.O.P. VAISHNAV COLLEGE FOR WOMEN (AUTONOMOUS), CHENNAI-34**  
*(Effective for the batch of candidates admitted in 2017-2018 )*  
**M.A. HUMAN RESOURCE MANAGEMENT**

**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](http://www.udemy.com)  
[www.swayam.com](http://www.swayam.com)  
[www.nptel.com](http://www.nptel.com)  
[www.edx.com](http://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.

**M.O.P. VAISHNAV COLLEGE FOR WOMEN (AUTONOMOUS), CHENNAI-34**  
*(Effective for the batch of candidates admitted in 2017-2018 )*  
**M.A. HUMAN RESOURCE MANAGEMENT**

**EXTRA DISCIPLINARY ELECTIVE I –INTERNATIONAL HUMAN RESOURCE  
MANAGEMENT**

<b>COURSE CODE: 15PMAN313</b>	<b>YEAR II SEMESTER- III</b>	<b>MAXIMUM MARKS:100</b>
<b>COURSE TYPE: THEORY</b>	<b>CREDITS- 3</b>	<b>TOTAL TEACHING HOURS:45</b>

**GENERAL OBJECTIVE:**

To orient the students to the complexities of Human Resource functions in the international, cross-cultural context.

**UNIT I**

**Introduction**

International Organization – 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 Bournias Model of International HRM. (10Hrs)

**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.** (7Hrs)

**UNIT III**

**Managing International Employees**

**International Training and Development – International Compensation.**

**IHRM in the Host-Country**

Standardization and Localization of HRM Practices – Managing Human Resources in 'Off shoring Countries'. (10Hrs)

**UNIT IV**

**Performance Management**

Multinational Performance Management – Performance Appraisal of International Employees.

**International Industrial Relations**

Trade Unions – Response of Trade Unions to Multinationals (10Hrs)

**UNIT V**

**HRM and Europe**

European Management and Labour Relations.

**HRM and USA**

American Human Resource Management.

**HRM and Japan**

Innovative Japanese Management Practices – Influence of Japanese Management Practices on Western Employment Practices. (8Hrs)

**M.O.P. VAISHNAV COLLEGE FOR WOMEN (AUTONOMOUS), CHENNAI-34**

*(Effective for the batch of candidates admitted in 2017-2018 )*

**M.A. HUMAN RESOURCE MANAGEMENT**

**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.

**E-RESOURCES**

- [www.udemy.com](http://www.udemy.com)
- [www.swayam.com](http://www.swayam.com)
- [www.nptel.com](http://www.nptel.com)
- [www.edx.com](http://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)**

- 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

**M.O.P. VAISHNAV COLLEGE FOR WOMEN (AUTONOMOUS), CHENNAI-34**  
*(Effective for the batch of candidates admitted in 2017-2018 )*  
**M.A. HUMAN RESOURCE MANAGEMENT**

**EXTRA DISCIPLINARY ELECTIVE –II**  
**HUMAN RESOURCE INFORMATION SYSTEM**

<b>COURSE CODE : 16PMAN303</b>	<b>YEAR :II</b> <b>SEMESTER: III</b>	<b>MAXIMUM MARKS: 100</b>
<b>COURSE TYPE : THEORY</b>	<b>CREDITS : 3</b>	<b>TOTAL TEACHING HOURS: 45</b>

**GENERAL OBJECTIVE:**

The objective of this course is to provide an understanding on the use and implementation of human resource information system for providing accurate, relevant and timely information for managing HR functions globally

**UNIT-I**

**MIS**

Introduction: Definition of System – Information System – Information System  
Activities and Resources – Types of Information Systems – Managerial Challenges of Information Technology – Strategic Uses of Information Technology. (8Hrs)

**UNIT-II**

**HRIS**

Human Resource Information System (HRIS): Need – Types of Human Resource Information Systems – System Development Process for an HRIS **Database Concepts: Data, Information and Knowledge – Types of Databases - Database Management Systems – Data Warehouses and Data Mining** Human Resource Metrics and Workforce Analytics – HRIS Cost-Benefit Analysis. (12Hrs)

**UNIT-III**

**Data Management for HRIS**

Design of HRIS: Relevance of Decision Making Concepts for Information System Design; **HRM Needs Analysis - Concept and Mechanics**; HRIS - Organization Structure & Related Management Processes including authority and Responsibility Flows, and Communication Process. (8Hrs)

**UNIT-IV**

**Implementation**

**Implementation of Human Resource Information System: Reason for System Failure Organizational and Individual Issues in HRIS Implementation.** Future Trends in Human Resource Information Systems (10Hrs)

**UNIT-V**

**Human Resource Accounting and Auditing**

Definition of Human Resource Accounting – Introduction to Human Resource Accounting. Recent advancements and future directions in Human Resource Accounting. HR Audit objectives, HRD audit report, Report Design- Preparation of report – Use of Human Resource audit report for business improvement (7Hrs)

**M.O.P. VAISHNAV COLLEGE FOR WOMEN (AUTONOMOUS), CHENNAI-34**

*(Effective for the batch of candidates admitted in 2017-2018 )*

**M.A. HUMAN RESOURCE MANAGEMENT**

**TEXT BOOKS**

- Azam, M., Management Information System, McGrawHill Education, 2012.
- Badgi, S., Practical Guide to Human Resource Information System, PHI, 2012.
- Pramanik.A.K(1993) M.C. Jain, " Human Resource Accounting" Pointer publishers, Jaipur

**REFERENCE BOOKS**

- Laudon, K., Laudon, J. and Dass, R., Management Information Systems Managing the Digital Firm, 11th Edition, Pearson, 2010.
- Mohapatra, S., Cases in Management Information Systems, PHI Learning, 2008.
- Eric G. Flamholtz
- Human Resource Accounting –Advances in Concepts, Methods and Applications", Third Edition

**E-RESOURCES**

- [www.udemy.com](http://www.udemy.com)
- [www.swayam.com](http://www.swayam.com)
- [www.nptel.com](http://www.nptel.com)
- [www.edx.com](http://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

**M.O.P. VAISHNAV COLLEGE FOR WOMEN (AUTONOMOUS), CHENNAI-34**  
*(Effective for the batch of candidates admitted in 2017-2018 )*  
**M.A. HUMAN RESOURCE MANAGEMENT**

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

<b>SUBJECT CODE:15PMAP301</b>	<b>YEAR/SEMESTER</b>	<b>MAXIMUM MARKS :200</b>
	<b>II YR / IV SEM</b>	
	<b>CREDITS : 8</b>	

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