

**POST- GRADUATE DEPARTMENT OF HUMAN RESOURCE  
MANAGEMENT**

**MA HUMAN RESOURCE MANAGEMENT**

**SYLLABUS AND REGULATIONS**

Subject	No.of. papers	CA		Maxi m Mark s	No. Of Credi ts Per Paper	Exa m Dura tion	Total No. Of Credi ts	No. Of Teaching Hours Per Paper
			ES E					
<b>Semester I</b>								
PHR/CT/1001- Managerial Concepts	1	25	75	100	4	3	4	90
PHR/CT/1002- Organizational Behavior	1	25	75	100	4	3	4	90
PHR/CT/1003- Human Resource Management	1	25	75	100	4	3	4	90
PHR/CT/1004- Research Methods	1	25	75	100	4	3	4	90
PHR/CT/1005- Managerial Economics	1	25	75	100	4	3	4	90
SSA-ESSENTIALS OF SPOKEN AND PRESENTATION SKILLS	1	20	80	100	2	-	2	-

<b>Semester II</b>								
PHR/CT/2006- Performance Management	1	25	75	100	4	3	4	90
PHR/CT/2007- Management Training and Development	1	25	75	100	4	3	4	90
PHR/CT/2008- Labour Laws	1	25	75	100	4	3	4	90
PHR/CT/2009- Business Communication	1	25	75	100	4	3	4	90
ELECTIVE I PHR/CE/2001- Total Quality Management	1	25	75	100	3	3	3	90
NON MAJOR ELECTIVE Stress Management	1	25	75	100	3	3	3	90
SSB- ESSENTIALS OF SPOKEN AND ADVANCED SKILLS ADVANCE	1	20	80	100	2	-	2	-

Subject	No.of. papers	CA	E S E	Maxi m Mark s	No. Of Credi ts Per Paper	Exam Duratio n	Total No. Of Cred its	No. Of Teachin g Hours Per Paper
<b>Semester III (II Yr)</b>								
PHR/CT/3010 - Business Policy and Strategic Management	1	25	75	100	4	3	4	90
PHR/CT/3011- Industrial Relations &Labour Welfare	1	25	75	100	4	3	4	90
PHR/CT/3012- Compensation management	1	25	75	100	4	3	4	90
ELECTIVE II PHR/CE/3002- Counselling Skills for Managers	1	25	75	100	3	3	3	90
ELECTIVE III PHR/CE/3003- -Managerial Effectiveness	1	25	75	100	3	3	3	90
NON-MAJOR ELECTIVE Human Resource Management	1	25	75	100	3	3	3	90

PERSONALITY ENRICHMENT	1	20	80	100	2	-	2	-
INTERNSHIP	1	-	-	-	2	-	2	-
<b>SEMESTER IV</b>								
PHR/CT/4013 Organisational Development	1	25	75	100	4	3	4	90
ELECTIVE IV PHR/CE/4004 Entrepreneurship Development	1	25	75	100	3	3	3	90
ELECTIVE V PHR/CE/4005 International Human Resources Management	1	25	75	100	3	3	3	90
CORE		40	160	200	8	-	8	-
PHR/PR/4001 PROJECT WORK & VIVA-VOCE								
LIFE AND MANAGERIAL SKILLS	1	20	80	100	2	-	2	-

# **SEMESTER – I**

**PHR/CT/1001- MANAGERIAL CONCEPTS  
(REVISED)**

**CREDITS:4**

**Objective**

To help students understand the conceptual framework of management and its practical application

**Unit – I (25 hrs) Framework for Management**

Management Definition – Basic Principles and process of Management. The evolution of Management. The evolution of Management Science.

Planning: Planning as the first step in the process of Management cycle- Basic techniques of Planning – Basic factors involved in planning – Key planning points- Psychological hazards to rational planning- Strategic consideration in planning.

**Unit – II (25 hrs) Fundamentals of Organising**

Need for organization- Organizational hierarchy in large concerns- Top Management organization – Staff units and Committee – Factors to be considered in the establishment of an organization.

Basic division of Functional activities – Methods of grouping activities – Typical patterns used- Use of organizational charts and manuals.

Authority, relationship – Line function and staff – Basics of delegation of responsibility and authority. Centralization and decentralization of authority and the pros and cons of each.

Span of control – Pros and cons of narrow and wide spans of control – Optimum span.

### **Unit - III (20 hrs) Co-ordination**

Co-ordination-Need for Co-ordination –Types of co-ordination  
Techniques of securing Co-ordination. Fundamentals of Staffing-  
concept, factors affecting staffing.

### **Unit –IV (10hrs) Controlling**

Concept of control- Application of the process of control at different  
levels of management (Top, middle and first line)-Performance standards –  
measurement of performance – Remedial action – An Integrated Control  
system in an organization.

### **Unit –V (10hrs) Control Techniques**

Operational control techniques- financial control( budgetary control,  
costing, break even analysis ,internal audit) operating control(quality control)  
inventory control(EOQ),Management by objectives –Management by  
exception- Decision making theory in management.

### **Text Books:**

1. Dr.V.Balu, Management Principles,Sri Venkateswara Publications
2. P.C.Tripathi,P.N.Reddy,Principles of Management,Tata Mc Graw-Hill Publishers
3. J.Jayasankar,Principles of Management(Business Management)Margam Publications
4. L.M.Prasad,Principles & Practices of Management,Sultan Chand & Sons

### **References**

1. Premavathi.N.Principles of Management,Tata Mc Graw-Hill Publishers
2. Dinkar Pagare,Principles of Management,Sri Vishnu Publications
3. Prasad.Lallan & Gulsha.S.S,Management Principles & Practices,S.Chand & Company
4. R.S.Gupta,Principles & Practices of Management,Kalyani Publishers

## **Objective**

To develop in-depth knowledge of organizational behaviour implication to organizational culture and climate from a psychological perspective. Provides an understanding of social system, culture, status and organizational development.

### **Unit –I(20 hrs) Introduction to organizational behavior**

Organizational behavior- Definition, Objectives, key elements, models. Personality, perception, learning, values, attitudes

### **Unit – II(16 hrs) Motivation**

Motivation – early theories, contemporary theories, motivation at work – designing motivating jobs.

### **Unit- III (16 hrs) Group dynamics**

Group dynamics – Group behaviour, and group decision-making, intergroup relations.

### **Unit – IV(18 hrs) Leadership**

Leadership – Trait, behavioural and contingency theories; power and politics; trait, behavioural analysis (T.A.)

### **Unit – V(20hrs) organizational culture, climate and conflict**

Organisational structure and design; organizational change and development; organizational culture and climate

Organisational conflict; causes, types of conflict, management of conflict.



**Text Books:**

1. M.Banerjee, Organisational Behaviour, Allied Publishers Pvt Ltd
2. Yogendra Singh,Mamta Pandey,Principles of Organisational Behaviour, AITBS Publishers
3. Steven L Mc.Shane,Mary Ann Von Glinow,Radha R Sharma,Organisational Behaviour,Tata Mc Graw-Hill Publishers

**References**

1. L.M.Prasad,Organisational Behaviour,Sultan Chand & Sons Publishers
2. Pradeep Kumar,Organisational theory & Behaviour,Kedar Nath Ram Nath & Co.
3. J.Jayasankar,Organizational Behaviour(Organisational Psychology),Margam Publishers
4. Robbins,Stephen.P,Organisational Behaviour,Concepts,Controversies, Applications,Prentice-Hall of India Pvt Ltd.

## **PHR/CT/1003- HUMAN RESOURCES MANAGEMENT**

**CREDITS:4**

### **Objective**

To impart the concepts and techniques relating to the managerial and operative function of personal management to the students. An outline of manpower management with reference to industrial relations is to be provided.

### **Unit I ( 20 hrs) Introduction of Human Resources Management**

Human Resources Management: Definition, Importance of Human Resources, Objectives of Human Resources Management, Qualities of a good personnel manager – Evolution and growth of Personal Management in India.

### **Unit – II (20 hrs) HR Policies and planning**

Human Resource Policies: Need, type and scope – Advantage for a written policy.

Human Resources planning: Long and short term planning, Job Analysis, Skills inventory, Job Description and Job Specification.

### **Unit – III (20 hrs) Functions of HRM**

Functions of Human Resource Management from Procurement to Separation: Placement, Induction, Transfers, Promotions, Disciplinary actions, Termination of services: Resignation, Dismissal, Retrenchment and Voluntary Retirement Schemes, Exit Interviews, Prevention of employee turnover.

### **Unit – IV(20 hrs) Recruitment**

Recruitment and selection: Purposes, types and methods of recruitment and selection, Relative merits and demerits of the different methods; Personnel Search, Selection Instruments, Reduction of recruitment costs.

### **Unit – V (15 hrs) Recent trends in HR**

Professional Code of Ethics in HR profession, Recent trends in HR (Flex time, work from home), HRIS.

**Text Books:-**

1. K Aswathappa , Human Resource Management Text and Cases , Tata McGraw- Hill Publishing Co., LTD
2. Biswanath Ghosh – Human Resource Management and Development , Vikas Publishing House Pvt LTD.
3. H.John Bernardin , Human Resource Management an Experimental Approach - Tata McGraw- Hill Publishing Co., LTD
4. AC Mittal & B.S Sharma , Human Resource Management Vista International Publishing House.

**References:**

1. Gary Dessler – Human Resource Management. Prentice Hall of India.
2. H.John Bernardin , Human Resource Management an Experimental Approach - Tata McGraw- Hill Publishing Co., LTD
3. Ronald R. Sims, Human Resource Management: Contemporary Issues, Challenges, and Opportunities (PB)- IAP, 01-Jan-2006
4. Rao , Human Resources Management: Text and Cases, Excel Books India, 2007

## **PHR/CT/1004 -RESEARCH METHODS**

**CREDITS:4**

### **Objective:**

To render the students an understanding about research and techniques/ tools used for research.

### **UNIT I (10 hrs) Introduction to Research**

Research meaning, scope and objectives – types of research and research design – exploratory, descriptive, Experimental, case study research – Problem definition, - operationalising the research problem. – Relevance of research for decision making in various functional areas of management.

### **UNIT II (15 hrs) Data collection and sampling**

Methods of data collection – Questionnaire design, interview, scheduling – scaling techniques – Nominal, ordinal, ratio, interval. Sampling techniques and sample size determination for survey research Formulation of hypothesis – hypothesis testing.

### **UNIT III (25 hrs) Univariate & Bivariate**

Data analysis – Editing and coding of data- Univariate:- Mean, Median, mode, Standard Deviation-problems, variance, Skewness and Kurtosis-theory .Bivariate: – chi-square test, correlation and regression analysis-problems ,Single and two factor analysis of variance – Application and statistical tests – Parametric and non parametric- T test, Z test, F test- theory, interpretation of test results.

### **UNIT-IV Multivariate analysis (Theory Only)**

Multivariate analysis, Elementary concepts of Factor Analysis, Multiple Regression Analysis, Discriminate Analysis, Cluster Analysis and Cojoint Analysis in Marketing problems.

## **UNIT V (15 hrs) Research report**

Presentation of Research Results: Tabulation – need, nature and guidelines – Ungrouped and grouped frequency tables, charts and diagram organizing a research report: Use of executive summary, appendix and bibliography.

### **Ratio for theory and Problem 60:40**

#### **Text Books:**

1. P.Ravi Lochanan, Research Methodology, Margham Publications
2. P.Saravana Vel, Research Methodology, Kitav Mahal Publishers
3. C.R.Kothari, Research Methodology, Methods & Techniques, New Age International Publishers
4. Donald R.Cooper, Pamela S.Schindler, Business Research Methods, Tata Mc Graw-Hill Publishers

#### **References**

1. Donald H.Mc Burney, Theresa L.White, Research Methodology, Thomson Wadsworth Corp.
2. Donald H. McBurney, Theresa L. White, Research Methods, Cengage Learning, 06-Mar-2009
3. Patrick McNeill, Research Methods, Routledge, 2005
4. C.R.Kothari, Research Methodology, Methods & Techniques, New Age International Publishers.

## **PHR/CT/1005 - MANAGERIAL ECONOMICS**

**CREDITS:4**

### **UNIT 1 (15hrs) Introduction to managerial economics**

Managerial economics ,meaning ,definition, nature and scope of managerial economics, fundamental concept, firm objective and the role of managerial economist, managerial economics vs Business economics.

Concept of utility,types,law of diminishing marginal utility, consumer equilibrium,law of equimarginal utility , indifference curve analysis.

### **UNIT2:(20hrs)PriceandDemand**

Price and demand, law of demand Elasticity of demand, price elasticity of demand, demand distinction types of goods,types of demand, demand forecastingtechniques.

Production function and law of production, supply factors and economies of scale, cost concept and classification of cost ,cost and output relationship, break even analysis

### **UNIT3:(20hrs)Pricingandpolicies**

Market structure and competitions ,pricing and output decision,pricing methods,theory and nature of profit , measure of profit, profit policies, planning and forecasting.Risk, uncertainty and the theory of firm.

### **UNIT4 (15hrs) Capital Budgeting**

Capital Budgeting –Cost of capital

### **UNIT5 (20hrs) Income, saving and consumption**

National income and product; saving, consumption, investment, the theory of income determination. Economics of size and capacity utilization.

**Text books:**

1. Peterson, Managerial Economics, fourth edition, Pearson Education, New Delhi, 2002
2. Sampath Mokherjee, Business and Managerial Economics, Kolkata, New Central Book Agency, 1996
3. D.N. Dwivedi, Managerial Economics, New Delhi, Vikas, 1998
4. Sankaran, Managerial Economics, Margham Publications, Chennai

**Reference:**

1. Ivan Png, Dale Lehman, Managerial Economics, John Wiley & Sons, 05-Mar-2007
2. D.N. Dwivedi, Managerial Economics, New Delhi, Vikas, 1998  
Sankaran, Managerial Economics, Margham Publications, Chennai
3. G S Gupta, Managerial Economics, Tata McGraw-Hill Education, 1990

# **SEMESTER – II**



# **PHR/CT/2006- PERFORMANCE MANAGEMENT**

## **Objective**

To make students aware of the new emerging concept of performance management and its importance.

## **Unit 1: (15hrs) Introduction to PM**

Introduction: Definition of performance Management, the performance management contribution, dangers of poorly implemented PM systems, aims and role of PM Systems, characteristics of an ideal PM systems, performance management process.

## **Unit 2: (20hrs) Focus on performance**

Performance appraisal system implementation: Defining performance, determinants of performance, performance dimensions, approaches to measuring performance, diagnosing the causes of poor performance.

## **Unit 3: (20hrs) Measuring results and behaviours**

Measuring results and behaviours, gathering performance information, implementing performance management system.

Conducting Staff Appraisals: Introduction, need, skills required, the role of the appraiser, job description & job specification, appraisal methods, raters errors, data collection, conducting an appraisal interview, follow up & validation, present thoughts & future directions.

## **Unit 4: (20hrs) Performance management & employee development**

Performance management & employee development: Personal Development plans, 360 degree feed back as a developmental tool. Performance management & reward systems: performance linked remuneration system, performance linked career planning & promotion policy.

## **Unit 5 (15hrs) Performance Consulting**

Performance Consulting: Concept, the need for performance consulting, role of the performance consulting, designing and using performance relationship maps, contracting for performance consulting services, organizing performance improvement department.

### **TEXT BOOKS:**

1. Michael Armstrong, Angela Baron, Managing Performance: Performance Management in Action, CIPD Publishing, 2005
2. The Talent Management Hand Book, Lance A. Berger & Dorothy R. Berger, Tata Mc-Graw Hill
3. Appraising & Developing Managerial Performance-.T. V. Rao,Excel Books
4. 360 degree feedback & assessment & development Centres,

### **REFERENCE:**

1. Performance Management, Herman Aguinis, Pearson Education,2007.
2. R.K.Sahu, Performance Management, Excel books
3. Dr. Nigel Hunt, Conducting staff appraisal,How to books,UK
4. The Talent Management Hand Book, Lance A. Berger & Dorothy R. Berger, Tata Mc-Graw Hill

# **PHR/CT/2007- MANAGEMENT TRAINING AND DEVELOPMENT**

## **Objective**

To help students be aware of the importance and various methods of training

## **UNIT I (15 hrs) Introduction to training**

Training, Training and Development: An Overview – Learning Process, Mentoring, Distinction between Training & Development, Importance of Training, Strategic training and development process

## **UNIT II (15 hrs) Training Techniques**

Evolution of Trainer's Role – Training Need Analysis – Designing a Training Program, Training Techniques: On the job techniques (Coaching/understudy, Job rotation, Apprenticeship training, Job Instruction Training) , Off-the job techniques (The Lecture Method - The case Study Method – Role plays – Games and Simulations, In-basket exercises, Vestibule training), Sensitivity Training.

## **UNIT III (25 hrs) Training Evaluation**

Training Evaluation (Overview of evaluation process, Kirkpatrick's evaluation, Cost benefit analysis, Return on Investment) Marketing the training function,

## **UNIT IV (20 hrs) Future of training**

Future of training and development(new technology, emphasize on speed in design, focus in content, delivery methods, capturing & sharing intellectual capital)

## **UNIT V (15 hrs) Time Management**

Time Management: Importance of Time factor, Time waster, Prioritizing work scheduling, Train the trainer- Training Lab(classroom sessions)

### **Text Books:**

- 1.Rolf P.Lynton,Udai Pareek,Training & Development,Vistaar Publication India Pvt Ltd.
- 2.Pepper allan d , Managing the training and developoment function, aldershot, gower
- 3.Serge p the fifth discipline, The art and practice of the learning organization, London century
- 4.Raymond A. Noe, Employee Training and Development, Tata McGraw Hill, 2008

### **References**

- 1.Rolf P.Lynton,Udai Pareek, Training for Organizational Transformation, SAGE Publications, 2008
- 2.Ronald R. Sims, Reinventing Training and Development, Greenwood Publishing Group, 01-Jan-1998
- 3.Steven A. Beebe, Timothy P. Mottet, K. David Roach, Training and Development: Enhancing Communication and Leadership Skills, Allyn and Bacon, 2004
- 4.Serge p the fifth discipline, The art and practice of the learning organization, London century

## **PHR/CT/2008- LABOUR LAWS**

### **Objective**

Understanding of the legal framework is important for the efficient decision-making relating to management and industrial relations. This course aims to provide an understanding, application and interpretation of the various labour laws and their implications for industrial relations and labour issues.

### **Unit – I (15 hrs) Introduction**

Emergence and objectives of labour laws, laws relating to industrial disputes.

### **Unit – II (20 hrs) Trade unions**

Trade unions and standing orders Act, misconduct, disciplinary action.

### **Unit – III (15 hrs) Social security legislations**

Workmen compensation Act, Employees state insurance Act, Provident fund Act, Payment of Gratuity Act and Maternity benefit Act.

### **Unit – IV (15 hrs) Laws related to wage administration**

The law of minimum wages, payment of wages, payment of bonus.

### **Unit – V (25 hrs) Welfare provisions of acts**

Factories Act 1948. and contract labour. Welfare legislations-welfare provisions under the factories act 1948, mines act 1952, motor transport workers act 1961, plantation labours act 1951.

**Text books:**

1. P.Saravanel,S.Sumathi,Legal Environment of Businers,Eswar Press
2. Srivastava S.C.industrial relations and labour law, new delhi, vikas
3. malhotra o.p. the law of industrial disputes vol 1& 2 , Bombay, N.M tripathi
4. N.D. Kapoor, Industial laws, S.chand publications

**References**

1. Srivastava S.C.industrial relations and labour law, new delhi, vikas
2. malhotra o.p. the law of industrial disputes vol 1& 2 , Bombay, N.M tripathi
3. Padhi, Labour And Industrial Laws, PHI Learning Pvt. Ltd.
4. B. D. Singh, Industrial Relations and Labour Laws, Excel Books India,  
2009

## **PHR/CT/2009- BUSINESS COMMUNICATION**

### **Objective**

To understand and demonstrate the use of basic and advanced proper writing techniques, prepare formal and informal reports. Develop interpersonal skills for effective personal, social and professional relationship.

### **UNIT I (20 hrs) Introduction to communication**

Definition – methods – Types –Principles of Effective communication- Business letter- Layout (examples of Banking, Insurance and Agency letters).-Kinds of business letters: Enquiry and Reply- Order letters- Sales letters – dealing with non-payment problems(collection letters)- Complaints- circular letters.

### **UNIT II (20 hrs) Business Letters**

Advertisement-application letters-curriculum vitae -invitation to interview-acknowledgement-offer letter-letter of acceptance-letter of resignation-testimonial.

### **UNIT III (20 hrs) Reports**

Reports – Structure – Formal Report, Informal report – checklist for compiling reports – Executive Summary – Comprehension – Agenda, Minutes of Meeting – Compiling a Press Release.

### **UNIT IV ( 15 hrs) Skills and techniques for communication**

Face-to-face Communication: Basic skills and techniques for talking to people in business situation- Telephonic conversation- Email Etiquette- Role Play – Body Language.

### **UNIT V (15 hrs) Technology in Communication**

Role of Technology in Communication: Fax – Email – Video Conferencing – Internet – Websites – Public Address System – Cell Phones – Intercom – Dictaphone.

**Text Books:**

1. Rajendra Pal & J.S.Korlahalli,Essentials of Business Communication,Sultan Chand & Sons
2. N.C.Jain & Saakshi,Essentials of Business Communication,A.I.T.B.S.Publishers,India
3. R.C.Bhatia,Business Communication,Ane Books India
4. J.N.Jain & P.P.Singh,Modern Business Communication principles & Techniques, Regal Publications

**References:**

1. Shirley Taylor,Communication for Business
2. N.S.Raghunathan & B.Sauthanam,Business Communication, Margham Publications
3. Stephen P. Robbins, Phillip L. Hunsaker, Training in Interpersonal skills, Pearson Education, Fourth Edition
4. Mary Ellen Guffey, Dana Loewy, Business Communication: Process and Product.: Process and Product, Cengage Learning, 2010



# **PHR/CE/2001- TOTAL QUALITY MANAGEMENT**

## **Objective**

To understand total quality concepts and techniques for managing, controlling and improve quality. Gain information and skills needed to implement total quality practices.

## **Unit I (15 hrs) Introduction to quality**

Introduction: Definition of Quality, Dimensions of Quality, Importance of Quality, TQM-Meaning and definition of TQM- Principles of TQM, Introduction to Quality Control and Quality Costs

## **Unit II (15 hrs) 7QC Tools**

7QC Tools, Management Tools, Methods of Inspection, Reliability Engineering, Value Engineering, ABC Analysis, Defect Diagnosis and Prevention.

## **Unit III (20 hrs) Quality Leadership**

Quality Leadership: Definition, Characteristics of Quality Leaders, 7 Habits of Highly effective people – Role of TQM Leaders, 14 point Programme of Deming and Crosby.

## **Unit IV (15 hrs) Recent Techniques for Quality Improvement**

Recent Techniques for Quality Improvement- 5S, Six Sigma, JIT, Kaizen, PDSA/PDCA cycle, Zero Defect, Quality Circles.

## **Unit V (25 hrs) Quality Management System**

Quality Management System: ISO 9000 and its implementation- Environmental Management System – ISO 14000 .

### **Text Books:**

1. Dale H.Besterfield,Carol Besterfield-Michna,Glen H.Berterfield,Mary Berterfield-Scare,Total Quality Management,Pearson Education
2. Shailendre Nigam,Total Quality Management,Excel Books
3. Senthil Arasu.B,Praveen Paul.J,Total Quality Management Scitech Publications
- 4.Total Quality Management, R.Ramakrishnan, Eswar Press,2005

### **References**

1. Shailendra Nigam, Total Quality Management: An Integrated Approach, Excel Books India, 2005
2. V.S.Bagad, Total Quality Management, Technical Publications, 01-Jan-2008
3. Dale H.Besterfield,Carol Besterfield-Michna,Glen H.Berterfield,Mary Berterfield-Scare,Total Quality Management,Pearson Education
4. Jack P. Pekar, Total Quality Management: Guiding Principles for Application, ASTM International, 01-Jan-1995

## **NON MAJOR ELECTIVE**

### **STRESS MANAGEMENT**

#### **OBJECTIVES**

**To enable students to understand the manifestation of stress especially negative emotions like fear, anxiety, anger and depression, stage fear, public speaking anxiety, performance. To identify the sources of stress. To help the students to cope with stress- time management, exercise, & meditation.**

#### **UNIT I**

Meaning and definition of stress- scope - GAS- symptoms of stress.

#### **UNIT- II**

Sources of stress- personal stressor study related stressors- group related stressor –

#### **UNIT- III**

Management of stress- Consequences of stress- task performance, ability, and personality.

#### **UNIT- IV**

Time management tips and strategies, getting help from teachers, motivation.

#### **UNIT- V**

Relaxation exercise, meditation, emotional support, discussion, spiritual, quotient.

## **REFERENCE**

1. Organizational behaviour- Jennifer M. George & Gareth. R.Jones.
2. Stress Management - kiran sumbali
3. Overcoming stress- 30 ways to handle anxiety- Dr. Christian Schriener
4. Organizational Behaviour- S.S. Khanka
5. Psychology for effective living- V.D. Swami Nathan &  
R.V Kaliappan

## **SEMESTER – III**

# **PHR/CT/3010 BUSINESS POLICY AND STRATEGIC MANAGEMENT**

**CREDITS:4**

## **Objective**

To emphasise on the importance of policy and strategies in an organization and the various types of policies.

## **UNIT I (20 hrs) Business Environment**

Business as a social System/ Economic system: Objective of Business: Business Environment- Social economic sector. Technology Sector, Government Sector. The industry Environment – Customer Sector/ Supplier Sector/Competitor Sector.

## **UNIT II (15 hrs) Society and Business**

Society and Business: Business ethics, Social responsibility of Business/ Indian Businessman, Social Audit.

## **UNIT III ( 20 hrs) Strategy**

Strategy – types of strategies-features- importance-advantages and disadvantages

## **UNIT IV (20 hrs) Policies**

Policies: types- Manpower planning, product policies, marketing policies, production and purchase policies, financial policies, capital procurement and distribution. Elements of Business Policy, Development of Business Policy: Swot Analysis

## **UNIT V (15 hrs) Administration and Control of Policy**

Administration and Control of Policy: Communication System: Policy Implementation, Rules and procedures, control and review.

### **Text Books:**

1. Dr.V Balu,Business Policy & Strategic Management,Sri Venkateswara Publications
2. P.K Ghosh, Business Policy & Strategic Management,Sultan Chand & Sons
3. G. V. Satya Sekhar, Business Policy And Strategic Management, I. K. International Pvt Ltd, 01-Dec-2009
4. Azhar Kozami, Business Policy and Strategic Management, Tata McGraw-Hill Education, 01-Jan-2002

### **References**

1. P.K Ghosh, Business Policy & Strategic Management,Sultan Chand & Sons
2. Thomas L. Wheelen, J. David Hunger, Wheelen Thomas L., Concepts in Strategic Management and Business Policy, Pearson Education India, 2011
3. Donald F. Harvey, Strategic management and business policy, Merrill Publishing Company, 1988
4. Vipin Gupta, Kamala Gollakota, R.Srinivasan, Business Policy & Strategic Management, PHI Learning Pvt. Ltd., 01-Aug-2005

# **PHR/CT/3011 INDUSTRIAL RELATIONS AND LABOUR WELFARE**

**CREDITS: 4**

## **Objective:**

Labor and industrial relations provide students with a broad understanding of the roles that human resources and labor relations play in various organizations. To provide the students a of exposure on how to deal with employment relations with employees when they negotiate as individuals, as members of a union and when such negotiations are highly restricted by a strong legal framework

## **UNIT I (10 hrs ) introduction to Industrial relations**

Industrial Relations: Basic Concept, Importance, Objectives and Approaches of Industrial Relations, Parties/Agencies in the IR system, Causes of Poor Industrial Relations.

## **UNIT II (25 hrs) Industrial disputes and Settlement Machinery**

Industrial disputes and Settlement Machinery – An overview, Trade Union – Need, theories and problems of Trade Union, Workers’ participation in management, Collective Bargaining, India and International Labour Organization, Fundamental principles of ILO

## **UNIT III (15 hrs) Introduction to Labour Welfare**

Introduction to Labour Welfare: Concept, Scope, Objectives, Functions, Agencies providing Labour Welfare, Labour Welfare measures (Intramural & extramural) and Role of Welfare Officers.

## **UNIT IV (20 hrs) Social Security**

Social Security: Definition, Concept, Scope and Objectives, Social Insurance Vs. Social Assistance, Brief study of Social Security Legislations.

## **UNIT V (20 hrs) Social Problems**

Social Problems affecting Industrial Labour: Dealing with victims of Alcoholism, Absenteeism, Indebtedness and Sexual harassment. Problems of Child labour and Women Workers.



**Text Books:**

- 1.Mamoria C.B. and Sathish Mamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi,1998.
- 2.Pylee.M.V. and Simon George, Industrial Relations and Personnel Management, Vikas Publishing House (P) Ltd; New Delhi, 1995.
- 3.N.G. Nair, Lata Nair, Personnel Management and Industrial Relations, S.Chand, 2001.
- 4.Punekar,Deodhar,Sankaran,Labour Welfare,Himalaya Publishing House

**REFERENCE:**

1. RC Saxena, labour problems and social welfare, k.nath & co, meerut
2. Kamik. V.b.- Indian labour, Calcutta, Minerva associations
3. B. D. Singh, Industrial Relations and Labour Laws, Excel Books India, 2009
4. Dunlop,J.T 1958, Industrial relations systems,New York, Holt.

# **PHR/CT/3012 COMPENSATION MANAGEMENT**

**CREDITS:4**

## **Objective:**

This paper will help the student to get exposure on Compensation Management. Understand the different theories, legislations, schemes relating to the compensation management.

## **UNIT I(15) Job Evaluation**

Job Evaluation: meaning, definition, objectives, process, scope, methods, pitfalls to job evaluation.

## **UNIT II (20)Introduction to compensation management**

Concept and nature of compensation- compensation management- Objectives, functions- nature and significance- compensation plans, policy and programs, back ground theories and equity concept.

## **UNIT III(25) Compensation designing**

Competitive imperatives influencing compensation, Diagnosis and bench marking, compensation payment system, compensation designing: Job analysis & Job description – An overview, designing components of compensation structure, benefits and services.

## **UNIT IV(15) Performance linked compensation**

Compensation designs for executive class of HR, performance linked compensation, tax implications – an overview.

## **UNIT V(15) Wage and salary fixation machinery**

Managing motivation and incentives, implementing and improving compensation, wage and salary fixation machinery, legislations to regulate compensation.

**TEXT BOOKS:**

1. K.Aswathappa- Human Resources Management- Tata Mc Graw Hill
2. Singh B.D- Compensation and Reward Management- Excel books
3. Er Soni Shyam Singh- Compensation management- Anurag Jain Publication
4. Bhatia SK- new compensation management in changing environment- Deep and deep publications

**REFERENCE:**

1. Singh B.D- Compensation and Reward Management- Excel books
2. C.B Gupta, Human Resources management, S.Chand Publications
3. Jayashankar, Human Resources Management, Margham publications
4. Mousumi S. Bhattacharya, Compensation Management, Excel Books India, 01-Jan-2009

# **PHR/CE/3002 COUNSELLING SKILLS FOR MANAGERS**

**CREDITS:3**

## **Objective**

To develop basic skills among students to independently handle a wide range of employee counselling and performance counselling.

## **UNIT- I(15) Introduction**

Introduction: Definition, Emergence and Growth of Counselling Services; Approaches to counselling

## **UNIT –II(20) Counselling process**

Counselling Relationship, Counselling process- Beginning, Developing and terminating a counselling relationship and follow up.

## **UNIT- III(20) Skills of Counselling**

Counsellor's Attitude and Skills of Counselling; Assessing Clients problems.

## **UNIT- IV(15) Counselling Strategies**

Selecting Counselling Strategies and Interventions – Changing Behaviour through Counselling

## **UNIT- V(20) Special problems in counselling**

Special problems in counselling; Application of Counselling to Organizational situations with a focus on Performance counselling.

### **TEXT BOOKS:**

- 1.Introduction to Counselling skills: Texts & Activities, Richard Nelson & Jones, SAGE Publications, 2003.
- 2.Basic Counselling Skills: A Helpers Manual, SAGE Publications 2003.  
Counselling Skills for Managers, Kavita Singh, PHI Learning Pvt.Ltd, 2007
- 3.Guidance and Counselling, A. David, Commonwealth Publishers, 2002

### **REFERENCE:**

- 1.Fundamentals of Guidance and Counselling, Dr.Dalaganjan Naik, Adhyayan Publishers and Distributers, 2005
- 2.Richard Nelson & Jones, Introduction to Counselling skills: Texts & Activities, SAGE Publications, 2003.
- 3.Dr.Dalaganjan Naik, Fundamentals of Guidance and Counselling, Adhyayan Publishers and Distributers, 2005
- 4.John McLeod, An Introduction to Counselling, McGraw-Hill International, 01-Jul-2009

## PHR/CE/3003 MANAGERIAL EFFECTIVENESS

**CREDITS:3**

### **Objectives:**

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

### **UNIT I: PRIVATE VICTORY (12 Hrs)**

Be proactive: Personal vision, Social mirror, Proactive language, Circle of influence. Begin with end in mind: The power of creation, Be a creator, Personal mission statement, Principle centered person, Right brain vs. Left brain. Put first things first: Four generation of time management, Quadrant I, II, III and IV types of personalities. Short term and long term goals, the power of delegation.

### **UNIT II: PUBLIC VICTORY (12 Hrs)**

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

### **UNIT III: CONTINUOUS RENEWAL (12 Hrs)**

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

### **UNIT IV: EMPLOYABILITY SKILLS(12 Hrs)**

Introduction, three skill sets (basic academic skills, higher order thinking skills, personal qualities, self management, interview skills, effective body language, negotiating skills.

## **UNIT V:DEVELOPING THE WINNING EDGE(12hrs)**

Self-development- The Confidence factor, Development of the Competitive Spirit, Developing a winning attitude, Fostering Creativity and innovation.

### **Text Books**

1. Korlahalli & Rajendra Pal, Essentials of BusinessCommunication, Sultan Chand & Sons. (Unit 1,2) – Section 2
2. E.H. McGrath S.J. Basic Managerial skills for all, Prentice -Hall of India Private Ltd., (Unit 2) – Chapter 2,6
3. Covey R. Stephens, 2000, The Seven Habits of Highly Effective People, London, Simon & Schuster Publications (Unit - 3,4,5)Chapter 2, 4, 5, 6, 7.
4. Stephen P. Robbins, Phillip L. Hunsaker, Training in Interpersonal skills, Pearson Education, Fourth Edition

### **Reference book:**

- 1.Luthans, Fred, 1995, Organisational Behaviour , New Delhi, Tata Mcgraw Hill Publishers.26
- 2.Covey R. Stephens, 2000, The Seven Habits of Highly Effective People, London, Simon & Schuster Publications.
- 3.S. S. Gupta, Managerial Skills: Explorations in Practical Knowledge, Global India Publications, 2008
- 4.Stephen P. Robbins, Phillip L. Hunsaker, Training in Interpersonal skills, Pearson Education, Fourth Edition

**NON-MAJOR ELECTIVE**  
**HUMAN RESOURCE MANAGEMENT**

**Unit –I**

Introduction to Human Resource Management (Overview)

**Unit – II**

Human Resource Policies and Planning

**Unit – III**

Recruitment and Selection Process in Human Resource Management

**Unit – IV**

Training and Development overview offered at Organization.

**Unit – V**

Safety, Health and Welfare of Human Resource at Organization.



# **SEMESTER – IV**

## **PHR/CT/4013 ORGANISATIONAL DEVELOPMENT**

### **Objective:**

To impart knowledge about organizational development, its importance and techniques

### **UNIT I: (20hrs)Organisational change**

Organisational change- factors determining change- characteristics of effective change- approaches to change- systems approach, Lewin's change model, continuous change process model-Resistance to change- methods of overcoming resistance.

### **UNIT II (20hrs) Organisational Development: introduction**

Organisational Development: introduction- action research model- diagnosis: process, approaches to problem diagnosis: Weisberg's model, Nadler-Tuchman model-comprehensive model for diagnosis.

### **UNIT III: (20hrs) OD professional/change agent**

OD professional/change agent- skills and competencies, Interventions: introduction- personal and interpersonal interventions- job design, job enrichment, laboratory training, career planning and development, stress management- managerial grid.

### **UNIT IV: (15hrs) Interventions**

Team intervention- team building, process consultation, quality circles, role negotiation, role analysis- Inter group intervention:third party intervention,organizational mirror- Organisation system intervention- mbo, survey feedback,QWL.

### **UNIT V: (15hrs) Future of OD**

OD ethics- value and ethics- ethical dilemma-future of OD

**Text Books:**

1. Wendell L French – Organisational Development- Prentice Hall of India Pvt Ltd
2. Kavita Singh –Organisational change and Development- Excel books.
3. Amitabh Mehta, Organisation Development: Principles, Process & Performance, Global India Publications, 01-Dec-2009
4. Halina Brunning, Carol Cole, Clare Huffingtonm, A Manual of Organizational Development: The Psychology of Change, Karnac Books, 06-Oct-2011

**References:**

- 1Amitabh Mehta, Organisation Development: Principles, Process & Performance, Global India Publications, 01-Dec-2009
2. S. K. Bhatia, Management of Change and Organisation Development: Innovative Approaches and Strategies, Deep and Deep Publications
3. Thomas G. Cummings, Christopher G. Worley,, Organization Development and Change, Cengage Learning, 2008
4. Floyd S. Brandt, Manpower planning for organisational development, Industrial and Commercial Techniques, 1973

# **PHR/CE/4004 ENTREPRENEURSHIP AND MANAGEMENT OF SMALL BUSINESS.**

## **Objective:**

To educate about the entrepreneurial role in the development of the country, the assistance provided to entrepreneurs and the challenges.

## **Unit I: (20 hrs) The Entrepreneur**

The Entrepreneur -Definition- Characteristics of Successful entrepreneur. Entrepreneurial scene in India: Analysis of entrepreneurial growth in different communities – Case histories of successful entrepreneurs. Identification of potential entrepreneurs.

## **Unit II : (15 hrs) Development and Training of Entrepreneur**

Development and Training of Entrepreneur \_ Cultural and Social environment in promoting entrepreneurship – Entrepreneurial environment. Check list for organizing and operating small business – Entrepreneur and Business Executive personnel administration and Management Development.

## **Unit III : ( 20 hrs) Small Scale Industries**

Small Scale Industries – Definition \_ Classification of Small Industries – Organisation structure and plant location of small scale industries.

## **Unit IV : (20 hrs) Significance of SSI in the Indian Economy**

The significance of SSI in the Indian Economy – Problems and possibilities of ancillary industries – Sickness in small scale industries – Causes and Remedies. Financial assistance to SSU, Women entrepreneurship-Self Help Groups

## **Unit V: (15 hrs) Marketing Feasibility**

Marketing Feasibility – New Product ideas and evaluation – Marketing Methods – Pricing Policy and distribution channels – Exports – Problems of Small Scale Units.

**Text Books:**

1. Dr.C.B.Gupta,Dr.S.S.Khanka,Entrepreneurship & Management in Small Business,Sultan Chand & Sons
2. B.S.Bhatia,G.S.Batra, Entrepreneurship & Management in Small Business,Deep & Deep Publications
3. S.S.Khanka, Entrepreneurial Development, S. Chand Limited, 01-Jan-2006
4. Ramachandran, Entrepreneurship Development, Tata McGraw-Hill Education, 2009

**Reference Books:**

1. B.S.Bhatia,G.S.Batra, Entrepreneurship & Management in Small Business,Deep & Deep Publications
2. Sami Uddin, Entrepreneurship Development In India, Mittal Publications, 1989
3. Anil Kumar, Entrepreneurship Development, New Age International, 2003
4. Ajay Lakhanpal, Entrepreneurial Development: An Institutional Approach, Commonwealth Publishers, 01-Jan-1990

# **PHR/CE/4005 INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

## **Objectives:**

Helping the students to understand the concept of international Human Resource Management and the model of international HRM.

Understanding the variables that moderate differences between domestic and international HRM. Understanding the HRM practices in different countries with major emphasis on the international dimensions of HRM confronting firms

## **UNIT I: (20hrs) Introduction to International HRM**

Introduction and Overview to Human Resource Management

International HRM – An Introduction; Differences Between Domestic and International Human Resource Management; Expanding the Role of HRM in International Firms; Organisational Context – International HRM Approaches; The Path to Global Status; Mode of Operation; HR and Expansion Strategies.

## **UNIT II: (15hrs) International HRM as a Perspective**

International HRM as a Perspective International Recruitment and Selection; Performance Management; Training & Development; Compensation

## **UNIT III: (20hrs) Issues and Strategies Repatriation**

International HRM- Issues and Strategies Repatriation; Career Anxiety; Devaluing International Experience; Coping with New Role Demands; Labour Relations

## **UNIT IV: (20hrs) Challenges and Implications**

International HRM- Moving Beyond Models, Challenges and Implications Managing People in International Context; Human Resource Issues in Multinational Corporations, HR outsourcing, Diversity management

## **UNIT V: (15hrs) Cross-Cultural Management**

International HRM- The Paradigm of Cross-Cultural Management  
Fundamentals of Culture; Cross-Cultural Perspectives; Cultural Paradox;  
Concept of National Culture, Cultural Sensitivity etc.

**Text Books:**

1. International Human Resource Management: Managing People in a Multinational Context by Peter J Dowling et al., Third Edition (South Western).
2. Bernardin H. J, and Russell J. E., Human Resource Management, Irwin-Mc Graw, 2nd ed, Singapore.
3. Punnett B, J, International Perspective on Organisational Behavior and Human resource Management, PHI, N.Delhi.
4. Harvard Business Review: HB Press.

**References:**

1. Anne-Wil Harzing, Ashly Pinnington, International Human Resource Management, SAGE, 12-Nov-2010
2. Dennis Briscoe, Randell Schuler, Ibraiz Tarique, International Human Resource Management,
3. Related Periodicals
4. Bernardin H. J, and Russell J. E., Human Resource Management, Irwin-Mc Graw, 2nd ed, Singapore.

## **PHR/PR/4001 - PROJECT REPORT**

**Each student shall be required to prepare on the basis of investigations carried out by her in a business or industrial organization, a project report on possible solutions for a typical problem of current interest in the area of Human Resource Management. The report should demonstrate the capability of the student for some creative potential and original approach to solve the practical problems in today's business or industry. The report should include field studies, surveys, interpretation, planning and design of improved integrated Human Resource Management Systems and Practices.**

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## **SKILL BASED ELECTIVE PAPER-I DATA ANALYSIS USING SPSS**

- 1. Diagrams-Simple bar, Pie diagram, Multiple bar diagram (Clustered), Subdivided (stacked bar).**
- 2. Frequency distribution- Univariate (categorical data, quantitative data), Bivariate (cross tabulation).**
- 3. Graphs – Histogram, Box-Whiskers plot/**
- 4. Measures of location, dispersion, skew ness and kurtosis – raw data, continuous data.**
- 5. Correlation coefficient and scatter diagram – Karl-Pearson's and spearman's rank correlation.**
- 6. Regression equations.**
- 7. One sample t-test.**
- 8. Paired t-test (repeated measures t-test).**
- 9. Two independent samples t-test.**
- 10. Chi-square test for goodness of fit (one way Chi-square test).**
- 11. Chi-square test for independent samples (two way Chi-square test).**
- 12. ANOVA - one way and two ways**

**S.D.N.B.VAISHNAV COLLEGE FOR WOMEN  
CHENNAI-44  
Department of Human Resource Management**

**PATTERN OF QUESTION PAPER**

**External: 75 Marks**

**Duration:3 hours**

**SECTION-A**

**Answer 10 questions**

**10\*2= 20**

**SECTION-B**

**Answer any 5 out of 7 questions**

**5\*5= 25**

**SECTION-C**

**I One Compulsory question**

**1\*10= 10**

**II Answer any 2 out of 4 questions**

**2\*10= 20**

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**75**  
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**Internal(25 Marks)**

**a. Tests:**

**Cat-I 2.5**

**Cat-II 2.5**

**Model 5**

**10**

**b. Assignment**

**5**

**c. Seminars/Quiz/Group Discussions/Problem solving**

**5**

**d. Aptitude test:**

**5**

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**25**  
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**S.D.N.B VAISHNAV COLLEGE FOR WOMEN (Autonomous)  
CHROMPET, CHENNAI – 600 044**

**PG DEPARTMENT OF HUMAN RESOURCE MANAGEMENT**

**FACULTY MEMBERS**

<b>S.No</b>	<b>NAME</b>	<b>DESIGNATION</b>
<b>1.</b>	<b>Dr.A.Dhanalakshmi</b>	<b>H.O.D, PG Dept. of Human Resources Management</b>
<b>2.</b>	<b>Ms.K.Sowmiya Lakshmi</b>	<b>Asst. Professor PG Dept of Human Resources Management</b>
<b>3.</b>	<b>Ms. G.Muthu Lakshmi</b>	<b>Asst. Professor PG Dept of Human Resources Management</b>
<b>4</b>	<b>Ms.Mahishasuramardini</b>	<b>Asst. Professor PG Dept of Human Resources Management</b>

**NO CHANGES IN SYLLABUS**

**S.D.N.B VAISHNAV COLLEGE FOR WOMEN (Autonomous)  
CHROMPET, CHENNAI – 600 044**

**PG DEPARTMENT OF HUMAN RESOURCE MANAGEMENT**

The Board of Studies Meeting of the PG Department of Human Resource Management was held on 03/07/2015 at 1.00 PM in the College Premises.

The Members of the Board present were

<b>S.NO</b>	<b>NAME OF THE MEMBER</b>	<b>DESIGNATION</b>	<b>SIGNATURE</b>
1	Mrs. Maheshwari.P	H.O.D,Department of Management Studies S.I.V.E.T College chennai	
2	Ms. Niranjana.P	Assistant Professor, Sri Kanyaka Parameswari Arts & Science College for Women chennai	
3	Ms.K.Lathika	Assistant Professor, Dr.MGR.Janaki college of arts and science. Chennai	
4	Ms.B.Vidhubala	HR Executive , EDUCOMP SOLUTIONS Chennai	
5	Ms.A.Muthalagi	Alumni of the department	