

**THIRUVALLUVAR UNIVERSITY**  
**MASTER OF ARTS**  
**DEGREE COURSE**  
***M.A. HUMAN RESOURCE MANAGEMENT***  
**UNDER CBCS**  
 [with effect from 2008-2009]

**The Course of Study and the Scheme of Examination**

Year / Semester	Subject	Paper	Title of the Paper	Ins. Hrs/ Week	Credit	Exam hrs	Max.Marks		
							IA	Uni. Exam.	Total
I Year I Semester	Core	Paper I	Principles of Management	6	4	3	25	75	100
	Core	Paper II	Principles of Human Resource Management	6	4	3	25	75	100
	Core	Paper III	Organizational Behavior	6	4	3	25	75	100
	Core	Paper IV	Communicational Skills for Managers	6	4	3	25	75	100
	Elective (a) or Elective (b)	Paper I	Group Dynamics	6	5	3	25	75	100
			Stress Management						
I Year II Semester	Core	Paper V	Quantitative Techniques for Managers	6	4	3	25	75	100
	Core	Paper VI	Labor Legislation	6	4	3	25	75	100
	Core	Paper VII	Training and Development	6	4	3	25	75	100
	Core	Paper VIII	Industrial Relations and Labor Welfare	6	4	3	25	75	100
			<b>Human Rights</b>	2	2	3	25	75	100
	Elective (a) or Elective (b)	Paper II	Entrepreneurial Development	4	5	3	25	75	100
			Compensation Management						
II year III Semester	Core	Paper IX	Organizational Development	5	4	3	25	75	100
	Core	Paper X	Strategic HRM	5	4	3	25	75	100
	Core	Paper XI	HR Information System	5	4	3	25	75	100
	Core	Paper XII	Research Methodology	6	4	3	25	75	100
	Elective (a) or Elective (b)	Paper III	HRM in Knowledge Based Organizations	5	5	3	25	75	100
			Global HRM						
	Elective IV (Non-Major Subject)	Paper IV	Essentials of Human Resource Development	4	5	3	25	75	100

***M.A. Human Resource Management: Syllabus (CBCS)***

Year / Semester	Subject	Paper	Title of the Paper	Ins. Hrs/ Week	Credit	Exam hrs	Max.Marks		
							IA	Uni. Exam.	Total
II Year IV Semester	Core	Paper XIII	Human Aspects of Productivity	6	4	3	25	75	100
	Core	Paper XIV	Counseling Skills for Managers	6	4	3	25	75	100
	Core	Paper XV	Human Resource Accounting	6	4	3	25	75	100
			Project/ Dissertation with <i>viva voce</i>	12	8		50	150	200
			<b>Total</b>	<b>120</b>	<b>90</b>				<b>2200</b>

**THIRUVALLUVAR UNIVERSITY**  
*M.A. HUMAN RESOURCE MANAGEMENT*

*SYLLABUS*

UNDER CBCS

(with effect from 2008-2009)

**I SEMESTER**

**PAPER I**

**PRINCIPLES OF MANAGEMENT**

**UNIT-I**

Natural and scope of management process - Management science of Development of Scientific Management and other schools of thought. Function of the manager.

**UNIT-II**

Planning: The meaning and purpose of planning - Steps in Planning - Types of plan.

Objectives and Policies: Objectives, policies, procedures and methods - Nature and types of policies.

Decision making: Process of decision making - Type of decision - Problems involved in decision making - Quantitative techniques.

**UNIT-III**

Organization: Types of organization structure - Span of control - Uses of staff units and committees

**UNIT-IV**

Delegation and decentralization - Line and staff relationship - Staffing - Sources of recruitment - Selection process - Training.

## **UNIT-V**

Directing: Nature and purpose of direction - Controlling - Need for co-ordination - Meaning and importance of control - Control process - Budgetary and non - budgetary controls.

### **Text Book**

Rustom S. Davar: Management Process.

### **Reference Book**

1. Koontz and O'Donnel : Essentials of Management.
2. Dala, Ernest : Management - Theory and Practice.
3. Bagar : Principles of Management.
4. Dinkar pagare : Business Management.
5. Sherikar and Sheriekar : Principle and Practice of Management.

**PAPER II**

**PRINCIPLES OF HUMAN RESOURCE MANAGEMENT**

**UNIT-I**

Human Resource Management - Definition - Objectives - Functions - Scope - Importance - HRM in India - Evolution of HRM - Computer Application in Human Resource Management - Quality of a good Human Resource Managers - Human Resource Planning - Job Analysis, Job description and Job Specification.

**UNIT-II**

Recruitment and Selection - Sources of Recruitment - Selection Process - Test Types - Interview Types - Career Planning - VS Man Power Planning and succession Planning - Career Planning - Process - Career Development - Placement and Induction.

**UNIT-III**

Training - Methods of Training - Executive Development - Performance Appraisal - Methods of Performance Appraisal - Transfers - Promotion - Wage & Salary Administration - Wage Boards and Pay Commission - Wage Incentive - Fringe Benefits - Employees Welfare - Safety and Health Measures - Grievance Procedures - Redressal of Grievances.

**UNIT-IV**

Industrial Relations - Meaning & Characteristics Industrial Relations - Parties to Industrial relations - Nature of Trade Unions - Problems of Trade Union - Measures to Strengthen Trade Union Movement in India - Causes for Industrial Disputes - Settlement of Industrial Disputes.

## UNIT-V

Collective - Bargaining - Features - Pre-requisite of Collective Bargaining - Agreement at different levels - Workers Participation in Management - Objectives for Successful Participation.

### Reference Books

1. Human Resource Management - Dr. C.B. Gupta - Sultan and Sons.
2. Personnel & Human Resource Management - P. Subba Rao - Himalaya Publishing House.
3. Human Resource and Personnel Management - K. Aswathappa - Tata Mc Graw Hill Publishing Co. Ltd.
4. Personnel Management & Human Resources - C.S. Venkata Rathnam & B.K. Srivastava. TMPL.
5. Dynamics of Industrial Relations - Dr. C.B. Memoria, Dr. Satish Memoria & S.V. Gankar - Himalaya Publishing House.
6. Performance Appraisal, Theory and Practice - AIMA - Vikas management Series, New Delhi - 1986.
7. Human Resource Management: Pattanayak pH 1.2002

**PAPER III**

**ORGANIZATIONAL BEHAVIOR**

**UNIT-I**

Organisational Behaviour: Focus and purpose - Organisation -Meaning, Need and Importance and Organisation - Classification - Organisation Goals, prospects of formal organization - organizational behaviour - nature and scope - contributions - OB models - Features of Modern OB Model.

**UNIT-II**

Individual Behaviour, Personality, Learning and Attitudes - Personality: Definition - Biological, cultural, family, social and situational factors - Theories of personality - meaning of learning - Learning process - Learning theory and OB - Organisational Behaviour modification - meaning, steps, process and practice, attitudes - characteristics – components – formation - measurement of attitude.

**UNIT-III**

Perception - Meaning and Definition - Need - Perception vs. Sensation Mechanism - Factors influencing perception - perceptual constancy, context and defense- interpersonal perception.

**UNIT-IV**

Group behaviour and Group Dynamics: Group dynamics - Meaning types-groups in an organization - group size and status - influences - Emergence of informal leaders - Role relationships and group behaviour - characteristics - Behaviour problems - Group norms - Cohesiveness - features - effects - group thinking - symptoms, consequences and remedy - group decision making techniques.

## UNIT-V

Organisational Effectiveness: Effectiveness concept - effectiveness vs. efficiency  
- Perspectives - approaches - behavioral approach to organizational effectiveness  
- time dimension - achieving organizational effectiveness - System approach.

### Reference Books

1. Fred Luthans : Organisational Behaviour ,Mc Graw hill , NewYork
2. L. M Prasad, Organisational Behaviour, S. Chand Publishers, New Delhi.
3. Schermerhorn, Hunt and Osborn : Managing Organisational Behaviour, John Wiley and Sons, New York 1994.

**PAPER IV**

**COMMUNICATION SKILLS FOR MANAGERS**

**UNIT-I**

Communication - Meaning and Significance for management - Types of Communication - Process of Communication - Media - Barriers and Gateways in Communication - Principles of Effective Communication.

**UNIT-II**

Correspondence - Norms for Business Letters - Letter for different Kinds of Situations - Personalized Standard Letters, Enquiries, Customers Complaints, Collection Letters - Sales Promotion Letters.

**UNIT-III**

Report writing - structure of Reports - Long and Short Reports - Formal and Informal Reports - Writing Research Reports, Technical Reports - Norms for including Exhibits & Appendices.

**UNIT-IV**

Non - Verbal Communication - Personal Appearances Postures - Body Language - Use of Charts, Diagrams and Tables - Visual and Audio Visual Aids for Communication - Dyadic Communication - Face to Face Communication - Telephone Conversation.

**UNIT-V**

Conducting Meetings: Procedure - Preparing Agenda, Minutes and Resolutions  
Conducting Seminars and Conferences - Procedure of Regulating Speech - Evaluating Oral Presentation - Group Discussion - Drafting Specific Negotiation Skills.

**Reference Books**

1. RAISHER : Business Communication - ATTBS
2. KRISHNA MOHAN & MEERA BANNERJEE - Developing Communication Skill Macmillan.
3. WOOLCOTT & UNWIN - Mastering Business Communication
4. ANDERSON & OTHERS - Thesis Writing.
5. JANE WHNEY GIBSON - Oral Communication - Arrangement Perspective
6. MURPHY HERTA A AND PECK, CHARLES E - Effective Business Communication 2<sup>nd</sup> ed., 1976, Tata Mc Graw Hill New Delhi

**ELECTIVE**

**PAPER I**

**(to choose either A or B)**

**A) GROUP DYNAMICS**

**UNIT-I**

Group Dynamics - Understanding Groups, Phases of Group Development - Group Cohesion and Alienation - Conformity and Obedience.

**UNIT-II**

Group and its formation - Formal and Informal Groups - Functions Fulfilled by Group Variables Affecting the Integration in Groups of organizations Groups and Personal Needs.

**UNIT-III**

Training for Effective Group Membership - T-Group Training or Sensitivity Training - Process of Decision Making in Groups - Problems and Approaches for 'Consensus' formation - Effective Meetings.

**UNIT-IV**

Theory and Model of Interpersonal Behaviour of C. Willian Shutz - FIRO - B. Test - Its Application - Achieving Group Compatibility - Problems in reaching Compatibility.

**UNIT-V**

Use of Groups in Organisations vs Industrial Performance - Inter group Problems in Organisations - Inter Group Competition - Reducing Competition through Training - Conflict - Management of Conflict - Preventing Interpersonal Conflict and inter group Conflict. Achieving Group - Team work development.

**Reference Books**

1. Organization Psychology - Eder Scheim.
2. T-Group Development and OD - Dharani P sinha.
3. Interpersonal Underworld - G. William Shutz

## **B) STRESS MANAGEMENT**

### **UNIT-I**

Setting to Stress- Stress: Meaning - Approaches to stress, Good Stress Vs Bad Stress, The individual and work.

### **UNIT-II**

Manifestations of Stress - Stages of Stress, Signs of Stress at work, Personal types and Stress.

### **UNIT-III**

General sources of Stress - Stress and Health - Physiological and psychological illness.

### **UNIT-IV**

Stress Management - Stress Diary, Becoming change skilled, Adopting a healthy life style, Right attitude, Thought Awareness, Imaginary (Auto-genic Therapy), Learning to relax, Correct breathing, Value and goal planning, Time Management, General advice - The individual's ten Commandments for effective Stress management.

### **UNIT-V**

Organization and Stress Management - Recognize the signs, Approaches to the problem, Providers Assistance.

### **Reference**

1. Ann Edworthy, Managing Stress, Open University Press, Buckingham, Phildephia.
2. K.Hari Gopal, Organizational Stress, University Press.
3. Dr.Rakesh Chopra Santosh Sharma, The stress Cyclone Suffer or Emerge out: The choice of yours, Institute of corporate Management, Excel Books.

## **II SEMESTER**

### **PAPER V**

#### **QUANTITATIVE TECHNIQUES FOR MANAGERS**

##### **UNIT-I**

Stages of Development of Operation Research, Application of Operation Research, Limitations of Operations. Introduction to Linear Programming, Graphical method, Simplex Method, Duality, Sensitivity Analysis.

##### **UNIT-II**

Transportation Problem, Assignment Problem, Inventory Control - Introduction to Inventory Management - Basic deterministic Models, Purchase Models, Manufacturing Models without shortages and with shortages.

##### **UNIT-III**

Shortest Path Problem, Floyd's Algorithm, Minimum Spanning Tree Problem, CPM/PERT, Crashing of a Project Network.

##### **UNIT-IV**

Theory of Games- Two persons - Zero-sum Game - Minimum and Maximum Strategies- Dominance Method - Mix Strategies - Solution Method for Games - Solving Games by LPP.

##### **UNIT-V**

Introduction to Queuing Theory, Basic Waiting Line Model  $(M/M/1):(GD/1)$ ,  $(M/M/1):(GD/N)$ ,  $(M/M/C):(GD/1)$ ,  $(M/M/C):(CD/N)$ , Introduction to Basic Replacement Analysis: Economic Life of an Asset, Selection of Best Replacement Alternative.

**Note:** 40% Theory and 60% Problems

**References**

1. Panner Selvam.R, OPERATIONS RESEARCH, Printice- Hall of India, New Delhi, 2002.
2. Hamdy.A.Taha, OPERATIONS RESEARCH- AN INTRODUCTION, Mac Millen Pub. Co. Inc.
3. G.V.Shenoy, U.K.Srivastava & S.C.Sharma, OPERATIONS RESEARCH FOR MANAGEMENT, Wiley Eastern Ltd.
4. Frank.S.Budrick Dennis Mc Leavy & Richard Mojena, PRINCIPLES OF OPERATIONS RESEARCH FOR MANAGEMENT, II Edition, Richard.D.Irwin Inc, 1988.
5. N.D.Vohra, N.D.Varma, QUANTITATIVE TECHNIQUES IN MANAGEMENT, Tata McGraw Hill Publishing Company Ltd.

**PAPER VI**

**LABOUR LEGISLATION**

**UNIT-I**

Introduction to Labour Legislation - Philosophy of Labour Laws, Labour Laws: Concept, Origin, Objectives and Classification - International Labour Organisation - International Labour Organisations and Indian Labour Legislations - Indian constitution and Labour Legislations.

**UNIT-II**

Laws on Working Conditions: The Factories Act, 1947, The Mines Act 1952, Shops and Establishment Law, Plantation Labour Act, 1951. Contract Labour [Regulation and Abolition Act, 1986] Child Labour [Prohibition and Regulation] Act, 1986

**UNIT-III**

Industrial Relations Laws - Trade Unions Act, 1928, Industrial Disputes Act, 1947 - I, Industrial Disputes Act 1947 - II. Industrial Employment (Standing Orders), Act, 1946.

**UNIT-IV**

Wages and Labour Laws. Minimum Wages Act, 1948, Payment of wages Act, 1936, The Payment of Bonus Act, 1965 Equal Remuneration Act, 1976.

**UNIT-V**

Laws for Labour Welfare and Social Security - The Workmen's Compensation Act, 1923, The Employees State Insurance Act, 1948, The Maternity Benefit Act, 1961, The Employees Provident Fund and Miscellaneous Provision Act, 1952, The Payment of Gratuity Act, 1972.

**Text Books**

1. Kapoor N.D. Elements of Industrial Law, Sultan Chand, 1998.
2. Srivastava, Industrial Relations and Labour Laws, Vikas, 4<sup>th</sup> edition, 2000.

**Reference Books**

1. Bare Acts.
2. Dhandapani, Commercial and Industrial Law, Sultan Chand, 1998
3. Das Gupta, Maintaining Industrial Discipline, Response Books

## **PAPER VII**

### **TRAINING AND DEVELOPMENT**

#### **UNIT-I**

Learning objectives - domains of learning - methods of learning - importance of teaching techniques - instruction technology - instructor behaviour - attention versus involvement.

#### **UNIT-II**

Need for training and development - role of development offices-administrators, consultants, designers and instructors - determining training needs- potential macro needs - usefulness of training - development of competency - based training programs.

#### **UNIT-III**

Methods of training - on the job training - off the job training - choosing optimum method - the lecture - field trips - panel discussion - behaviour modeling - interactive demonstrations - brain storming - case studies - action mazes, incident process, jigsaws, in-baskets, team tasks buzz-groups and syndicates, agenda setting, buzz groups.

#### **UNIT-IV**

Role plays, reverse role plays, doubling role plays, rotation role plays, finding metaphors, simulations, business games, clinics, critical incidents, fish bowls, T-groups, hot role plays, data gathering, grouping methods, transactional analysis, expectation analysis.

#### **UNIT-V**

Need for development - differences between training and development Management development - concepts, assumptions, process and methods-organization of management programs - evaluation of training and development program - employee appraisal methods. Competency Mapping, Bench Marking - India.

**References**

1. B. Taylor & G.Lippitt: .MANAGEMENT DEVELOPMENT AND TRAINING HANDBOOK.
2. William E. Blank, HANDBOOK FOR DEVELOPING COMPETENCY BASED TRAINING PROGRAMMES, Prentice-hall, New Jersey, 1982.

**PAPER VIII**

**INDUSTRIAL RELATIONS AND LABOR WELFARE**

**UNIT-I**

Evolution of Personnel Management as a separate function in India - Role of Personnel Management in typical organization set up of personnel department.

Manpower planning - Recruitment - Selection - Methods of Selection - Use of tests of Interview techniques in selection.

**UNIT-II**

Introduction: Training - Methods - Techniques - Training within industry - Management development.

Performance appraisal - Transfer - Promotion and termination of services - The rationale behind them - Development and administering promotion plans - Career development.

**UNIT-III**

Compensation Plans; Principles and techniques of wage fixation - Basic, dearness and other allowances - Job evaluation - Methods of wage payment.

Industrial Relations : Definition - Scope - Functions - Industrial relations in India - Code of Industrial Relations - Indian Code of Industrial Relations - Standing Orders.

**UNIT-IV**

Collective Bargaining Definition Structure - Scope - Pre-requisites for successful bargaining - Problems involved - Role of Government in collective bargaining - Worker participation in management - Definition - Nature - Objectives - Functions - Works Committee - Joint management - Councils Shop councils - Joint councils - Indian conditions in collective bargaining, Workers participation in management.

## **UNIT-V**

Industrial unrest - Co-operation and conflict - implications of industrial unrest - Employees dissatisfaction - Workers complaints and grievances - Disciplinary action - Domestic enquiry - Strikes - Lock - outs - Prevention of strikes and lockouts - Settlement of dispute.

### **Text books**

1. RUDRABASAVARAJ, M.N.: Personal Administration Practices of India.
2. Bare Acts

### **Reference Books**

1. Dale Yoder : Personnel Management and Industrial Relations
2. Pigors and Myers: Personnel Administration.
3. Daver : Personnel Management
4. Chatterjee, K. : Personnel Management
5. Tripathi : Personnel Management
6. Michael, V. : Industrial Relations in India and Workers involvement in Management
7. Bhagoliwal : Economics of Labor in Industry
8. Anantharaman V : Human Relations in Industry
9. Dwivedi R.S. : Human Relations and Organizational Behavior
10. Dwivedi R.S.: Industrial Relations.

## **HUMAN RIGHTS**

### **COMPULSORY PAPER**

#### **UNIT-I**

Definition of Human Rights - Nature, Content, Legitimacy and Priority - Theories on Human Rights - Historical Development of Human Rights.

#### **UNIT-II**

International Human Rights - Prescription and Enforcement upto World War II - Human Rights and the U.N.O. - Universal Declaration of Human Rights - International Covenant on Civil and Political Rights - International Covenant on Economic, Social and Cultural Rights and Optional Protocol.

#### **UNIT-III**

Human Rights Declarations - U.N. Human Rights Declarations - U.N. Human Commissioner.

#### **UNIT-IV**

Amnesty International - Human Rights and Helsinki Process - Regional Developments - European Human Rights System - African Human Rights System - International Human Rights in Domestic courts.

#### **UNIT-V**

Contemporary Issues on Human Rights: Children's Rights - Women's Rights - Dalit's Rights - Bonded Labour and Wages - Refugees - Capital Punishment.

Fundamental Rights in the Indian Constitution - Directive Principles of State Policy - Fundamental Duties - National Human Rights Commission.

#### **Books for Reference:**

1. International Bill of Human Rights, Amnesty International Publication, 1988.
2. Human Rights, Questions and Answers, UNESCO, 1982
3. Mausice Cranston - What is Human Rights
4. Desai, A.R. - Violation of Democratic Rights in India
5. Pandey - Constitutional Law.
6. Timm. R.W. - Working for Justice and Human Rights.

7. Human Rights, A Selected Bibliography, USIS.
8. J.C.Johari - Human Rights and New World Order.
9. G.S. Bajwa - Human Rights in India.
10. Amnesty International, Human Rights in India.
11. P.C.Sinha & K. Cheous (Ed) - International Encyclopedia of Peace, Security Social Justice and Human Rights (Vols 1-7).
12. Devasia, V.V. - Human Rights and Victimology.

**Magazines:**

1. The Lawyer, Bombay
2. Human Rights Today, Columbia University
3. International Instruments of Human Rights, UN Publication
4. Human Rights Quarterly, John Hopkins University, U.S.A.

**ELECTIVE**

**PAPER II**

**(to choose either A or B)**

**A) ENTREPRENEURIAL DEVELOPMENT**

**UNIT-I**

Entrepreneurial; Concept, Types and functions of entrepreneurs Entrepreneurial Development India - Role of Entrepreneurs in Economic Development Entrepreneurial Development Program - Phases of Entrepreneurial Development program - influence of environmental factors - Training and Development of Entrepreneurs.

**UNIT-II**

Business Ideas; Project identification and formulation - Classification of project - feasibility studies - Project appraisal methods - product design, Network analysis - Financial analysis.

**UNIT-III**

Financing Entrepreneurs - Institutional Finance to Entrepreneurs - Role of IRC, IDBI, ICIC, IRCI, SIDB, LIC, SFC, TIIC and Commercial banks in financing entrepreneurs.

**UNIT-IV**

Promoting enterprises - SSI Role and growth of SSI - Role and growth of SSI - Regulations governing SSI - Incentives and concessions for SSI units - Sickness in SSI - causes SSI - Role and growth of SSI - Regulations governing SSI - Incentives and concessions for SSI units - Sickness in SSI - causes and remedies.

## **UNIT-V**

Institutions and development of entrepreneurs - Role of DIC, SISI, SIDCO, NSIC, MAYA, KVIC, TCO'S, ITCOT and Entrepreneurial Guidance Bureau - Incentives and subsidies to entrepreneurs - Problems and prospects entrepreneurs - Developing women and Rural Entrepreneurs - Entrepreneurial Motivation.

### **Text Book**

Gupta C.B. and Srinivasan N.P. - Entrepreneurial Development

### **Reference Books**

1. Vasanth Desai - Organisational and Management of Small Industries
2. Saravanel P - Entrepreneurship Development
3. Tandon B.C. - Environment and Entrepreneurship
4. Rao B.V and Undaipareek - Developing Entrepreneurship

## **B) COMPENSATION MANAGEMENT**

### **UNIT-I : INTRODUCTION TO COMPENSATION CONCEPTS**

Conceptual and theoretical understanding of economic theory related to Compensation Management (Wage Concepts and Wage Theories). Employees satisfaction and Motivation issues in compensation design. Establishing Internal, External and Individual equally.

### **UNIT-II : ESTABLISHING PAY VARIABLES AND WAGE BOARDS**

Strategic importance of variable day-Determination of Inter and Intra industry compensation differentials. Individual and Group Incentives.

### **UNIT-III : ISSUES RELATED TO COMPENSATION**

Dearness Allowance Concept - Emergence and Growth in India. The role of fringe benefits in reward systems Retirement Plans including VRS/Golden Handshake Schemes.

### **UNIT-IV : EXECUTIVE COMPENSATION**

Executive Compensation. Compensation Systems in Multinational Companies and IT companies including ESOP.

### **UNIT-V : COLLECTIVE BARGAINING AND EMERGING TRENDS**

Collective Bargaining Strategies - Long term settlements - Cases of Productivity Settlements - Exercises on drawing up 12 (3) and 18 (1) settlements. Emerging Trends in IR due to LPG.

#### **Reference / Text Books**

1. Relevant Bare Acts
2. Srivastava S.C. Industrial Relations and Labour Law. New Delhi, Vikas 1994. Latest Court rulings.

**III SEMESTER**

**PAPER IX**

**ORGANIZATIONAL DEVELOPMENT**

**UNIT-I**

Introduction to Organizational Development: Concepts, Nature and Scope of OD: Historical Perspective of O.D underlying assumptions and Values Theory and Practices on change and Changing. The Nature of Planned Change.

**UNIT-II**

Understanding Organizations - Approaches to Understanding Organizations - Key Organizational Designs, Procedures, Differentiation - Integration, Basic Design - Dimensions - Determination of Structure - Forces Reshaping Organization - Life Cycles in organization.

**UNIT-III**

O.D. Interventions: Team Interventions - Inter group Interventions - Personal, Interpersonal and Group Process Interventions - Comprehensive Interventions - Structural Interventions.

**UNIT-IV**

Implementations and Assessments of O.D Implementation Conditions for Failure and Success of O.D Efforts. Assessment of O.D and Change in Organizational Performance - The impact of O.D.

**UNIT-V**

Organizational Development and Change - Organization Development - Alternative Interventions - Change Agents: Skills - Resistance to Change - Managing the Resistance - Levins Change Model - Organizational Reality.

**Reference Books**

1. Organizational Behavior Foundations, Realities and Challenges - Debra L Nelson, James Campbell Quick
2. Organizational Behavior - Fred Luthans - Mc Graw - Hill (International Edition)
3. Organization Development - Wendell - I. French & Cooil H. Bell Jr.

**PAPER X**

**STRATEGIC HUMAN RESOURCE MANAGEMENT**

**UNIT-I : CHANGING ENVIRONMENT AND STRATEGIC RESPONSES**

Introduction, Changing Environment, Business Complexities, Portfolio, process and structure related strategic responses.

**UNIT-II : STRATEGIC PERSPECTIVE**

Significance of HRD, HRD and complexities advantage, Business Strategy and HRD Business Policy and HRD, Life Cycle of organizations and HRD, Organisational Performance and HRD.

**UNIT-III : STRATEGIC HRD SYSTEM PRACTICES**

Practices: SHARD fundamentals, SHRD initiatives, working conditions & family welfare, HR Dept / function. Training PA, Job Enrichment, Career planning, communication, empowerment Facilitators: Concerns of Management, Concerns of Trade unions. Concerns of Frontier Officers / Supervisors, concerns of workers, IR Scenario, Trainability, Outsourcing.

**UNIT-IV : ALIGNMENT OF HRD SYSTEM AND RESPONSES**

Portfolio related strategic responses and Strategic HRD system. Process related strategic responses and Strategic HRD system, and Structure related strategic responses and Strategic HRD system.

**UNIT-V : STRATEGIC RESPONSES OF INDIANS MOST VALUBLE COMPANIES**

Profiles of study organization, strategic responses of study organizations. Strategic HRD system in study organizations, relationship between practices and facilitator, alignment between responses and Strategic HRD systems, blocks of alignment and their solutions.

**Text Book**

1. Strategic Human Resource Development - Srinivas R Kaudula, PHI, 2001.
2. Strategic Human Resource Development - Rothevell & Kazauas, PHI, 1989.

**References**

1. Managing Human Resource - Wagen F Cascio, TMH, 6<sup>th</sup> ed. 2003.
2. Strategic Management, Thomson & Strickland, Tata McGraw Hill, 2003.

**PAPER XI**

**HUMAN RESOURCE INFORMATION SYSTEM**

**UNIT-I**

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

**UNIT-II**

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

**UNIT-III**

HR Management Process and HRIS-Modules on MPP, Recruitment, Selection, Placement, Module on PA System; T and D Module; Module on Pay A and Related Dimensions; Planning and Control; Information System's support for Planning and Control.

**UNIT-IV**

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

## UNIT-V

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

## References

1. "The Agenda: What Every Business Must Do to Dominate the Decade", "Dr. Michael Hammer, Hammer and Company, One Cambridge Center, Cambridge, MA, 02142.
2. A Handbook of Human Resource Management Practice, "Michael Armstrong", Kogan page.
3. Managing and Measuring Employee Performance - Understanding Practice "Elizabeth HOULDSWORTH, Dilum JIRASINGHE", Kogan Page.
4. Accountability in Human Resource Management, "Jack J Phillips", Gulf Professional Publishing.

**PAPER XII**

**RESEARCH METHODOLOGY**

**UNIT-I**

Definition of Research - Types of Research - Role of Research in Business Studies - Identification of Research Problems - Selection of a research problem - Formulation of a Research problem - Research design.

**UNIT-II**

Research Methods - Case study - Survey - Experimental study Relative advantages and disadvantages of these methods - Formulation - of hypothesis - Sources of hypotheses - Characteristics of hypotheses - types of hypotheses - Testing of hypotheses.

**UNIT-III**

Methods of sampling - Relative merits and demerits of different methods of sampling - Methods of Data Collection - Observation Questionnaire - Interview.

**UNIT-IV**

Pilot study and pre-testing - Collection of Secondary data - Processing of Primary data - Editing - Coding - Transcription - Tabulation.

**UNIT-V**

Writing Research report - Preliminary steps of writing a research report - Essentials of a Good report - Format of the Report. Guidelines for using of quotations, footnotes, bibliography, tables, figures and appendices - style of writing report.

**Text Book**

Kothari, C.R. : Research Methodology - Methods and Techniques - Wiley Eastern, New Delhi.

**Reference Books**

1. Willam Emory, C: Business Research Methods - Ontario, Irwin Dorsey Limited.
2. Repal Ross : Research - An Introduction - Banes and Nobel Books.
3. Gopal, M.H. : An introduction to Research Procedure in Social Sciences - Asian Publishing House.
4. Amarchand, D: Research Methods in Commerce, Emerald Publishers, Chennai.

**ELECTIVE**

**PAPER III**

**(to choose either A or B)**

**A) HRM IN KNOWLEDGE BASED ORGANISATIONS**

**UNIT-I**

An Introduction to life in organisation : Concept, characteristics of KBOs: Dimensions of HRM in KBOs : New role and challenges for HRM in the KBO,.

**UNIT-II**

Managing knowledge for organizational effectiveness - process and methods, concept of intellectual capital and learning orientation in the organizations, knowledge and role related issues; Performance appraisal in a KBO - Discussion.

**UNIT-III**

Managing Knowledge and OPH (Personnel and Organisational Health) - rewarding knowledge, Management of retention and KBO.

**UNIT-IV**

ICTs in HRM in KBO : HRIS for a KBO - Concept, Mechanics, and software orientation, performance management - mechanics and one illustrative process.

**UNIT-V**

Comprehensive case study on HRM in a KBO collection and compilation of the material by the participants under the guidance of the resource person.

## References

1. Managing knowledge workers, “ frances horibe” john wiley & sons.
2. Knowledge management - enabling business Growth “ganesh natarajan and sandhya shekhar”, tata McGRAW - hill publishing company limited
3. Management by Consciousness , Edited by Dr.G.P .Gupta, Sri Aurobindo Society, Pondicherry.

## **B) GLOBAL HUMAN RESOURCE MANAGEMENT**

### **UNIT-I**

Globalization - Human Development - a Human right. Overview of knowledge Economy and Management - What is Knowledge, Tapping Tacit Knowledge, knowledge Workers, Measuring Knowledge.

### **UNIT-II**

People centric partnership IT - Mistaking the Message, Human Resource Elusive Search for Status and Respect - Measuring Human Resource Effectiveness, Macro Human Resource Issues and Trends in the knowledge of the Economy, Characteristics of Knowledge Workers.

### **UNIT-III**

Management Philosophy Foundation of People - Center Culture Trust - A causality of Management Madness - The pre-request knowledge Society Indicators of Management philosophy - Agenda for managing Talent.

**UNIT-IV** Learning - Approaches to the Learning, Barriers to Learning, Managing Failure and Success - Bench marking against best practices adopt or reject. Mentoring, Sharing Knowledge, Attracting Talent - From left brain to right call for competencies-Retaining Talent.

### **UNIT-V**

Compensation and Appraisal in Global perspective - MNC and Compensation System. Managing People in a Multinational context. Introduction, Structural framework of Cross Cultural Analysis, Cross cultural validity of management trends, Importance of Communication in an International context, Functional implication of International HRM- Managing diversity.

## References

1. Mohan Thite, *Managing people in the new economy response books*, a division of saga publications, New Delhi, 2004.
2. Dr.Victor Louis Anthuvan, *The Dynamics and the Impact of Globalization*, Amirtham Publications, Madurai.
3. Adler,N.J. *International Dimensions of Organizational Behaviour*, Kent Publishing, 1991.
4. Berlett,C & Ghoshal,S. *Transactional Management: Text, cases, and readings in cross border management*, Chicago, Irwin, 1995.
5. Dowling,P.J. *International Dimensions of Human Resource Management*, 2<sup>nd</sup> ed. California, Wordsworth,1994.
6. Hofstede,G. *Cultures Consequences: International Differences in work related values*, London, saga, 1984.
7. Marcic,D & Puffer,S.M. *Management International: Cases, Exercises and readings*, St. Paul, West Publishing, 1994.
8. Mead,R. *International Management: Cross Cultural Dimensions*, Blackwell, Camb., Mass., 1994.
9. Mendenhall,M. *Global Managementm*, Cambridge Massachusetts., Blackwell, 1995.

**ELECTIVE**

**PAPER IV**

**(NON MAJOR SUBJECT)**

**ESSENTIALS OF HUMAN RESOURCE DEVELOPMENT**

**UNIT-I**

Human Resource Management - Definition - Objectives - Functions - Scope - Importance - HRM in India - Evolution of HRM - Computer Application in Human Resource Management - Quality of a good Human Resource Managers - Human Resource Planning - Job Analysis, Job description and Job Specification.

**UNIT-II**

Recruitment and Selection - Sources of Recruitment - Selection Process - Test Types - Interview Types - Career Planning - VS Man Power Planning and succession Planning - Career Planning - Process - Career Development - Placement and Induction.

**UNIT-III**

Training - Methods of Training - Executive Development - Performance Appraisal - Methods of Performance Appraisal - Transfers - Promotion - Wage & Salary Administration - Wage Boards and Pay Commission - Wage Incentive - Fringe Benefits - Employees Welfare - Safety and Health Measures - Grievance Procedures - Redressal of Grievances.

**UNIT-IV**

Industrial Relations - Meaning & Characteristics Industrial Relations - Parties to Industrial relations - Nature of Trade Unions - Problems of Trade Union - Measures to Strengthen Trade Union Movement in India - Causes for Industrial Disputes - Settlement of Industrial Disputes.

## UNIT-V

Collective - Bargaining - Features - Pre-requisite of Collective Bargaining - Agreement at different levels - Workers Participation in Management - Objectives for Successful Participation.

### Reference Books

1. Human Resource Management - Dr. C.B. Gupta - Sultan and Sons.
2. Personnel & Human Resource Management - P. Subba Rao - Himalaya Publishing House.
3. Human Resource and Personnel Management - K. Aswathappa - Tata Mc Graw Hill Publishing Co. Ltd.
4. Personnel Management & Human Resources - C.S. Venkata Rathnam & B.K. Srivastava. TMPL.
5. Dynamics of Industrial Relations - Dr. C.B. Memoria, Dr. Satish Memoria & S.V. Gankar - Himalaya Publishing House.
6. Performance Appraisal, Theory and Practice - AIMA - Vikas management Series, New Delhi - 1986.
7. Human Resource Management: Pattanayak pH 1.2002

**IV SEMESTER**

**PAPER XIII**

**HUMAN ASPECTS OF PRODUCTIVITY**

**UNIT-I**

Introduction - Concepts - Approaches to and Measurement of Personnel Productivity - Techniques and Tools.

**UNIT-II**

Personnel Policies and Procedures and the utility of Technology to ensure efficiency to the organization - Designing and Development of Personnel Data - Recording and Information giving Systems.

**UNIT-III**

Performance of Employees, Rewards, Payments, Appraisal, Training, Job Satisfaction and Other aspects of Human Resource Information System (HRIS), Concept and measurement of Organizations and Personnel Health (OPH).

**UNIT-IV**

Assessment and Estimation of variables which affect OPH - Usage of Technology - Eastern and Western to continuously improve OPH - OPH Motivation, Morale Personnel Productivity - A Discussion.

**UNIT-V**

Technology for Good Organizational Relations - Communications - Interactive. Rapport Building - Assessment and Estimation of Psychographic variables which affect Organizational Relations.

## References

1. John Child, ORGANIZATION: A GUIDE TO PROBLEMS AND PRACTICE, Harpet & Row, London, 1984.
2. James Quick & Jonathan D.Quick, ORGANIZATIONAL STRESS AND PREVENTIVE MANAGEMENT, McGraw Hill, New York, 1984.
3. Venkata Ratnam.C.S, EMPLOYERS DILEMMA, EEL- Solar Foundation, Mumbai, 1989.
4. G.C.Suri & R.C.Mmga, LIVING WAGES AND PRODUCTIVITY, National Productivity Council.
5. Current and Book Issues of, Organizational Dynamics and Public Personnel Management

**PAPER XIV**

**COUNSELING SKILLS FOR MANAGERS**

**UNIT-I**

Counseling - Definition - Historical background and origins of Counseling - Dimensions of Counseling - Basics of Counseling - Common Criticisms - Orientation Models - Problem focused models - Work oriented models - Welfare based models - Organization change models - Externally based models - internally based models.

**UNIT-II**

Multiple Roles of Counselors - Counseling values vs. Business values to training for Counselors - Ethical issues in Counseling stress and Counseling - Impact of organizations - Systematic approaches - Organization culture different culture and Counseling.

**UNIT-III**

Preparation of Counseling - Assessing counseling - contracting for counseling - Termination counseling - Preparation of employee - Assessment of employee - Contracting / referring - Enjoying in counseling and termination counseling

**UNIT-IV**

Performance Counseling - Objectives conditions for effective Counseling - Sequential Process of Performance Counseling - Counseling special types of employees - Training in ethical decision making - Making ethical decisions.

**UNIT-V**

Evaluation - Usefulness of evaluation - Record keeping evaluation - Formative and Summative evaluation - Different methods of Counseling evaluation - Counseling for improving performance.

**Reference Books**

1. Work place counselling., Micheal Carrol sage publications, 1999.
2. Introduction to counselling skills - texts and activities, recharge welson jones saga publications 2000.

3. Counselling and guidance - Narayana Rao, S. Tata McGraw Hill, 1992.
4. Personal Counselling J M Faster, Better Yourself Books Bandra, Bombay - 4000050
5. Readings in HRD - Dr T.V. Rao, Oxford & T.B.H. publishing co.Ltd.
6. Indian Case Studeis in Therapeutic - Counselling, Dr. B. J. Prasantham, Christian Counselling Center, Vellore 63 2001.

**PAPER XV**

**HUMAN RESOURCE ACCOUNTING**

**UNIT-I**

Introduction: Meaning and Definition of HRA - Importance; Development of the concept - An Historical Score Card; HRA for Managers and HR Professionals; Investment in Human Resources - Quality of Work Force and Organization' Performance - Efficient use of Human Resource - Modern Market Investment Theory - Enumerating the Assets - Calculating the Market Value of Assets - Illiquid and Non-Marketable Assets - Human Capital.

**UNIT-II**

Human Resource Planning - Human Capital Investment - Expenditure vs. Productivity - Training - Human Capital and Productivity - Human Resource Accounting - Measurement of Human Value addition into Money Value - Objectives of Human Resource Accounting - Approaches to Human Resource Accounting.

**UNIT-III**

Investment Approach - Investment in Human Resources; HR Value - Concepts, Methods and Mechanics; Recruiting and Training Costs - Depreciation - Rates of Return - Organization Behavior vs. Turnover - Non Value Adds in the Management of Human Resources, Measures and prevention - Organization Climate Approach - Improvement Determination of changes in Human Resource Variables - Increased Costs, Cost Reduction and Future Performance.

**UNIT-IV**

HR Accounting - Design, preparation and Implementation: Responsibility Accounting and Management Control; Management Control Structure and Process; Design of Hr Accounting process and Procedures for each of the HR Sub - System including Recruitment, induction, PA and Training; Classification of Costs in HR Accounting - Behavioral Aspects of Management Control - Social control.

## UNIT-V

HR Auditing and Accounting - HRA Software; HRA Oriented Reporting processes including P and L Accounting and Balance Sheet; Experiences and Extrapolation (for future scenarios) on HRA.

**Note:** 50 % Theory and 50 % Problem

### Reference Books

1. Human Resource Accounting: Advances in Concepts, Methods and Applications (Hardcover), "Eric G.Flamholtz" Springer; 3 editions, ISBN: 0792382676.
2. How to Measure Human Resource Management (Hardcover), Jac Fitzenz, et al, McGraw Hill.
3. Accounting for Human Resources: Rakesh Chandra Katiyar, UK Publishing House.
4. Human Resource Accounting: M.Saeed, D.K. Kulsheshtha, Anmol Publications.
5. Human Resource Accounting: D.Prabakara Rao, Inter India Publications.

\*\*\*\*\*