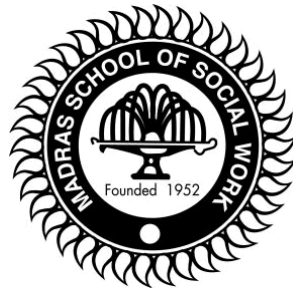


**MADRAS SCHOOL OF SOCIAL WORK**

**(AUTONOMOUS)**

**CHENNAI - 8**



**MASTER DEGREE COURSE IN**

**HUMAN RESOURCE AND ORGANISATION DEVELOPMENT.**

**(M.A HR OD)**

**COURSES REGULATIONS AND SYLLABUS [CBCS PATTERN]**

**(To be introduced from 2017-19 batch)**

## **I- ABOUT THE PROGRAMME**

### **1. INTRODUCTION:**

Human Resource & Organization Development[HR&OD] is a practice profession. Today organizations face multiple challenges and threats- threats to effectiveness, efficiency and profitability; Challenges from turbulent environments, increased competition, and changing customer demands; and the constant challenge to maintain congruence among organizational dimensions as technology, strategy, culture and process. Keeping organizations healthy and viable in today's world is becoming an increasingly challenging and daunting task. Hence there emerges a need to design specialized courses in Organisation Development and produce professionals in Organisation Development[OD].

### **2. OBJECTIVES OF THE COURSE:**

The objectives of the course M.A. in HR OD are as follows:

- (1) Demonstrate a basic understanding of the theory, practice, principles, concepts, and language of organization development.
- (2) Demonstrate an understanding of techniques, strategies, models, methods, processes, complexities, paradoxes and conventions of practice used in introducing organization development activities and concepts into an organization.
- (3) Illustrate an awareness of how one observes, interprets, thinks and acts in organizations.
- (4) Demonstrate an understanding of the multiple theoretical approaches to interpreting organizational behavior.
- (5) Illustrate their individual competence in the creation, execution and management of organization development applications.

### **3. SCOPE OF THE COURSE:**

This course focuses on the managerial responsibility for the development of the organization and the diverse technologies that a manager can employ to support organizational improvement. It provides a survey of the organizational literature, culture, values and skills that can be used by the manager, leader, or administrator to influence organizational change. A parallel emphasis will focus on the roles of consultants/facilitators in the organization's development.

### **3. PATTERN OF THE COURSE.**

Adopting the CBCS pattern, the course of study for the MA HR OD degree programme shall extend over 4 semesters (Two years) and shall consist of:

1. Theory courses / papers (Core (C ), Electives (E) )
2. Field Practicum ( As core paper),
3. Research Project (As core paper).
4. Internship - Summer placement, Block placement.
5. Soft-skills courses (As supportive courses) which are compulsory.

Students will earn the credits only when they pass in papers and successfully complete the course completion components of the programme.

The student has to gain **90 credits** to complete the course, distributed at the rate of Semester-I: 20 credits; Semester II: 23 credits; Semester III: 23 credits; and Semester IV: 24 credits.

In addition to the above for the enhancement of the students' professional competency and employability skills the department also offers opportunity in the form of special Certificate / Diploma course. Enrolment in such courses will be voluntary. Students can earn additional credits (as specified) for these certificate / diploma courses.

### **4. - ELIGIBILITY FOR ADMISSION.**

A Candidate who has passed bachelor's degree in any discipline from University of Madras or from other university accepted by the syndicate as equivalent thereto is eligible for admission to this course.

Admissions will be based on merit subject to the government and institutional regulations.

## **5 - ELIGIBILITY FOR THE AWARD OF THE DEGREE:**

As per the autonomous regulations a candidate in the Madras School of Social Work becomes eligible for the award of the degree of MA HR OD subject to the fulfillment of the following conditions:

1. Undergone the Post-graduate course of study in HR OD offered by the Madras School of Social Work over 4 semesters ( Two years full-time) and has earned the prescribed 90 credits.
2. Passed all the theory examinations, participated in the workshops, process labs and completed Study tour, Summer placement and Block field work practicum.
3. Meets all other requirements in vogue as prescribed by the Board of studies in Management at the time of admission and the amendments introduced to the regulations by the Board of Studies in Management from time to time.

## **6. CONDITIONS FOR PROMOTION:**

A candidate who does not pass the examination relating to any theory paper in each of the semester shall be permitted to appear in such failed paper in the ensuing supplementary examinations held by the institute. However, to qualify for the award of the degree by the University of Madras, one should have passed in all the examinations held by the college and completed all the courses.

**A- CREDIT MATRIX.**

SE M. NO .	NATURE OF THE COURSE AND CREDITS.								TOTA L CRED ITS
	Core and Interdis ciplinar y	CR ED IT	Elective	CRE DIT	- /Soft Skill /- PAP ERS	CREDI T	Internship	CRED IT	
I	5	14	-	-	1	2	1	6	22
II	5	14			1	2	1	6	24
III	5	13			1	2	1 RP-1 OBT-1	6 6 1	29
IV	5	11	1	2	1	2	1	6	21
<b>Tot al</b>	20	<b>51</b>	1	<b>2</b>	4	<b>8</b>	6	<b>31</b>	<b>96</b>

**B: SYLLABUS MATRIX**  
**SEMESTER I**

<b>NATURE OF COURSE</b>	<b>TITLE OF THE COURSE</b>	<b>CREDITS</b>	<b>LECTURE HOURS</b>	<b>EXAM HRS</b>	<b>ICA</b>	<b>ESE</b>	<b>MAX MARKS</b>	
Core	1. Human Resource Management	3	45	3	50	50	100	
Core	2. Organizational Behavior	3	45	3	50	50	100	
Core	3. Principles of Management	3	30	3	50	50	100	
Core	4. Labour Legislations	3	45	3	50	50	100	
Interdisciplinary	5. Fundamentals of Accounting & Financial Management	2	30	3	50	50	100	
Core	6. Industry Institute Interface I	6	-	-	50	50	100	
Record	7. Soft skills I	2	30	-	50		50	
<b>TOTAL CREDITS</b>		<b>22</b>	----					

**SEMESTER II**

<b>NATURE OF COURSE</b>	<b>TITLE OF THE COURSE</b>	<b>CREDITS</b>	<b>LECTURE HOURS</b>	<b>EXAM HRS</b>	<b>ICA</b>	<b>ESE</b>	<b>MAX. MARKS</b>
Core	8.Learning & Development	3	45	3	50	50	100
Core	9.Industrial Relations	3	45	3	50	50	100
Core	10. Research Methodology & Statistics	3	45	3	50	50	100
Core	11.Change Management	3	45	3	50	50	100
Interdisciplinary	12.Managerial Economics	2	45	3	50	50	100
Core	13. Industry Institute Interface II	6	-	-	50	50	100
Record	14.Soft Skills	2	30	-	50		50
Record	15. Summer Placement (After the Second Semester theory examination during the summer vacation).	2	-	-	No Marks/ Only course completion requirement.		
<b>TOTAL CREDITS</b>		<b>24</b>	-----				

**SEMESTER III**

<b>NATURE OF COURSE</b>	<b>TITLE OF THE COURSE</b>	<b>CREDITS</b>	<b>LECTURE HOURS</b>	<b>EXAM HRS</b>	<b>ICA</b>	<b>ESE</b>	<b>MAX. MARKS</b>
Core	16.Organization Development-I	3	45	3	50	50	100
Interdisciplinary	17.Operations Management	2	30	3	50	50	100
Core	18. Corporate Planning and Strategic Management	3	30	3	50	50	100
Core	19.Compensation Management	3	45	3	50	50	100
Core	20.Performance Management	3	45	3	50	50	100
Core	21.Research Project	6	-	-	50	50	100
Core	22.Industry Institute Interface III	6	-	-	50	50	100
Record	23.Soft skills III	2	-	3	50		50
Record	24. Outbound Training	1	-	-	No Marks/ Only a requirement for course completion.		
<b>TOTAL CREDITS</b>		<b>29</b>	-----				



### SEMESTER IV

NATURE OF COURSE	TITLE OF THE COURSE	CREDITS	LECTURE HOURS	EXAM HRS	ICA	ESE	MAX. MARKS
Core	25.Organization Development-II	3	45	3	50	50	100
Core	26.Cross-Cultural Business Management	3	45	3	50	50	100
Core	27. Human Resource Accounting and information System	3	45	3	50	50	100
Interdisciplinary	28. Workplace Counselling	2	45	3	50	50	100
Elective	29a.. Entrepreneurial Development				50	50	
	29.b.Industrial Health ,Hygeine and Safety	2	30	3			100
Core	30. Industry Institute Interface IV	6	-	-	50	50	100
Record	31.Soft skills IV	2	30	3	50	50	100
Record	32.Block Placement (After 4 <sup>th</sup> Semester Theory Exams)	-	-	-	No marks. Only a requirement for Course Completion.		
<b>CREDITS</b>	<b>TOTAL</b>	<b>21</b>	----				

**Note:** The Soft skill courses will not be taken into account for classification. But candidates should appear and pass all these subjects for course completion.

**C: FIELD PRACTICUM - CREDIT MATRIX.**

<b>SEMESTER</b>	<b>TYPE OF FIELD WORK</b>	<b>MINIMUM NUMBER OF DAYS</b>	<b>MINIMUM NUMBER OF HOURS</b>	<b>CREDITS.</b>
<b>I</b>	Observational visits	<b>4</b>	30	6
<b>I</b>	Concurrent field work	12	90	
<b>II</b>	Concurrent field work	24	180	6
<b>II</b>	Summer placement*	30 days / one month		
<b>III</b>	Block Internship	24	180	6
<b>III</b>	Outbound Training	4	30	1
<b>IV</b>	Block Internship	24	180	6
<b>IV</b>	Block placement** (May Month)	30 days / one month		
<b>TOTAL</b>				<b>25</b>

Note:

\* No marks. Requirement for course completion.

# SYLLABUS

SEMESTER- I

## PAPER 1: HUMAN RESOURCE MANAGEMENT (HRM)

Credits:3

Core Paper

Teaching Hours: 45

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### Objectives:

1. To introduce the students to the various concepts and principles of HR.
2. To give them an exposure to implementation of HR policies in Organizations.
3. To give them knowledge about best practices involved in HRM.
4. To motivate students to manage human resource by using best HR practices.

### Tea UNIT I INTRODUCTION

Definition of HRM, Objectives – Importance- Nature- Scope- Functions- Role and Qualities of a good Personal Manager, Evolution and growth of personnel management in India. Difference between PM and HRM. Models of HRM-Fombrun Model, Harvard Model, Guest Model and Warwick Model. Strategic Human Resource Management

### UNIT II HUMAN RESOURCE PLANNING

**Job Analysis**- Need for Job Analysis, Steps in Job Analysis, Methods for collecting Job Analysis. Defining Job Description and Specification. **Human Resource Planning** - Meaning, Definition, Importance, Factors Affecting and Different process of Human Resource Planning - Long term and Short term planning - **Succession Planning**

### UNIT III RECRUITMENT AND SELECTION

**Recruitment**-Meaning, Definition-sources – **Internal Sources** – Promotion, Transfer, Employee Referral, Job Bidding **External sources**- Campus Recruitment, Advertisements, Employment Exchanges, Unsolicited Applicants, Field Visits, Labour contractors, Recruitment at the Factory Gate. **Alternatives Sources to Recruitment** – Overtime, Subcontracting, Temporary Employees, Employee Leasing and Outsourcing. **Modern sources of recruitment**. Evaluation of Sources of Recruitment. Recruitment Policies and procedures.

**Selection** – Meaning, Definition, Steps in Selection process- Application Blank, Preliminary Interview, Test- Types of Test, Interview-Types, Medical Examination, Reference Checks.

**Induction** – Meaning, Definition, Components of Induction, Induction Program in companies.

**Placement**-Definition, Differential Placements.

### Talent Acquisition

## UNIT IV      COMPENSATION MANAGEMENT

**Job Evaluation**-Meaning,Definition, methods of Jobevaluation - **Performance Appraisal**-Definition-objectives- Traditional and Modern Methods of Performance Appraisal-Process of Performance Appraisal –problems with Performance Appraisal -Potential Appraisal.**Compensation** –nature-Objectives of Compensation Planning-Components of Pay Structure-Factors Influencing Compensation Levels-Choices in designing Compensation SystemExecutive Compensation.**Incentive Plans**- Individual Incentives-Group Incentives and Organisation wide Incentives- Fringe Benefits. **Employee Separation** : Retirement, Resignation, Dismissal

## UNIT V      MODERN HRM

Mentoring - Knowledge Management - Quality of Work Life –Work Life Balance - - HR Audit - Human Resource in Mergers and Acquisitions.Employee Empowerment- HR metrics- Employee Engagement

### Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

### Text Books:

- 1.V.S.P.Rao (2010),Human Resource Management -Texts and Cases,Excel Books Private Limited
- 2.Gary Dessler(2016),Human Resource Management ,Pearson

### Reference Books:

- 1.C.B.Mamoria& S.V.Gankar , Personnel Management –Text and cases , Himalaya Publishing House
- 2.

1. Gray Dessler: Human Resource Management, PHI
2. Luis R. Gomez-Mejia, David B.Balkin and Robert L.Cardy. Managing Human Resource, PHI, 2002.
3. Beard well and Len Holder, Human Resource Management Macmillian India Ltd.
4. Stratus and Sayles, Managing Human Resources - Prentice Hall Inc, (1977).
5. Graham H.T., R.Bennet, Human Resources Management - Pitman, London, (1955).
6. Edwin Flippo, Principles of Personnel Management - Mc.Graw Hill.
7. Douglas Mc.Gregor, the Human Side of Enterprise;
8. Performance Appraisal, Theory and practice - AIMA VIKAS Management series, New Delhi, 1986.
9. Dale S.Beach, Personnel - The Management of people at work.
10. C.B.Mammoria, Personnel Management - Himalayan Publishing co, New Delhi.
11. Deccenzo/ Robbins: Personnel/ Human Resource Management, PHI,2002.
12. Pattanayak: Human Resource Management, PHI,2002
13. Ashwatappa, Human Resource Management.

**SEMESTER- I**

**PAPER 2: ORGANISATIONAL BEHAVIOUR**

**Credits:3**

**Elective Paper**

**Teaching Hours: 45**

**(Course Code.....)**

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**Objectives:**

1. To introduce the students to human needs and human behaviour.
2. To give them an exposure to living in groups, issues arising out of it and addressing such of those issues.
3. To give them knowledge about leading and motivating people.
4. To give them an exposure to the basics of organization and organizational life.

**UNIT I FOCUS AND PURPOSE**5 Definition, need and importance of organizational behaviour – Nature and scope – Frame work – Organizational behaviour models.

**UNIT II INDIVIDUAL BEHAVIOUR** Personality – types – Factors influencing personality – Theories – Learning – Types of learners – The learning process – Learning theories – – Management Intervention. Emotions - Emotional Labour – Emotional Intelligence – Theories. Attitudes – Characteristics – Components – Formation – Measurement Values. Perceptions – Importance – Factors influencing perception – Interpersonal perception. Motivation – Importance – Types – Effects on work behavior.

**UNIT III GROUP BEHAVIOUR** Organization structure – Formation – Groups in organizations – Influence – Group dynamics – Emergence of informal leaders and working norms – Group decision making techniques – Team building - Interpersonal relations – Communication – Control.

**UNIT IV LEADERSHIP AND POWER:** Meaning – Importance – Leadership styles – Theories – Leaders Vs Managers – Sources of power – Power centers – Power and Politics.

**UNIT V DYNAMICS OF ORGANIZATIONAL BEHAVIOUR:.** Job satisfaction – Determinants – Measurements – Influence on behavior. Organizational change – Importance – Stability Vs Change – Proactive Vs Reaction change – the change process – Resistance to

change – Managing change. Stress – Work Stressors – Prevention and Management of stress  
– Balancing work and Life.

**Teaching Methods:**

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

**Text Books:**

1. Fred Luthans, Organization behaviour, McGraw Hill.
2. Hell Reigel, Slocum and Woodman, Organization behaviour, south western, Thomson learning, 9<sup>th</sup> Edition.
3. R.S.Dwivdi, Human Relations and Organizational Behaviour, 2<sup>nd</sup> edition, Englewood Cliffs, Prentice Hall 1995.
4. Staw, B.M.Psychological Dimensions of Organizational Behaviour, 2<sup>nd</sup> edition, Englewood Cliffs, Prentice Hall 1995.
5. Stephen P.Robbins, Organizational Behaviour, 9<sup>th</sup> Edition Personal education, New Delhi, 2002.
6. Steven L.Mc.Shane, Mary Ann von Glinow, Organizational Behaviour, Tata Mc.Graw Hill.
7. Hersey & Blanchard:Management of Organizational Behaviour, 8<sup>th</sup> Edition, and PHI, 2002.

## PAPER .3 MANAGEMENT PRINCIPLES

Credits:3

Core Paper

SEMESTER- I  
Teaching Hours:45

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### Objectives:

1. To introduce the students to concepts and theories of Management.
2. To give them an exposure to the different schools of management thoughts..
3. To give them knowledge about leading and motivating people.
4. To give them an exposure to the basics of organization.

**UNIT – I : Management-** definition - principles and process of management - the evolution of management thoughts - specific management, administrative management, human relation and system approach to management. Planning - principles and types of planning - steps in planning - limitations of planning. Policymaking - general policies and specific policies in an organization - basic areas of policy making and goal setting.

**UNIT II : Organizing** - organizational structure and design - authority and hierarchy - span of management - pros and cons of narrow and wide spans of control- optimum span. Use of organizational charts and manuals - lines and staff relationship - delegation - centralization of authority and the pros and cons of each.

**UNIT III: Communication** - Traits of Good communication - Formal and Informal Channel - Follow up - standard indoctrination explaining why consultative direction links in the chain of command.Types of Communication –process of communication

**UNIT IV: Co-ordination and control** - Concept of control - process of control - methods of control - application of the process of control at different levels of management - performance standards - Measurements of performance - Remedial action - Needs for co-ordination - Techniques of securing co-ordinations.

**UNIT V: Decision making** - models and techniques of decision making and implementation  
- Management by objectives - Management by Exception - Management by walking around.

**Teaching Methods:**

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

**Text Books:**

1. Hellriegel / Jackson/ Solum, Management-A Competency based approach, Thomas, South Western.
2. Allen, L.A., Management and organization, Mcgraw Hill publishing co., ltd.
3. Chandrabose.D.Principles of Management and Administration PHI2002.
4. Hannagan, Management concepts and practices, Macmillan India Ltd.,
5. Koontz O'Donnell, Principles of Management Mcgraw Hill publishing co., ltd.,
6. Prasad, L.M, Principles and practices of Management Sultan hand & Sons.
7. Peter Drucker, The Practices of Management - Hillied publications.
8. SathyaRaju, Management: Text & Cases, PHI, 2002.
9. Stoner : Mangement, 6<sup>th</sup> Edition, and PHI, 2002.
10. Robbins: Mangement, 7<sup>th</sup> Edition, and PHI, 2002.
11. Certo: Modern Management, 9<sup>th</sup> Edition, and PHI, 2002.

**Teaching Methods:**

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

**Text Books:**

12. Hellriegel / Jackson/ Solum, Management-A Competency based approach, Thomas, South Western.
13. Allen, L.A., Management and organization, Mcgraw Hill publishing co., ltd.
14. Chandrabose.D.Principles of Management and Administration PHI2002.
15. Hannagan, Management concepts and practices, Macmillan India Ltd.,
16. Koontz O'Donnell, Principles of Management Mcgraw Hill publishing co., ltd.,
17. Prasad, L.M, Principles and practices of Management Sultan hand & Sons.
18. Peter Drucker, The Practices of Management - Hillied publications.
19. SathyaRaju, Management: Text & Cases, PHI, 2002.
20. Stoner : Mangement, 6<sup>th</sup> Edition, and PHI, 2002.
21. Robbins: Mangement, 7<sup>th</sup> Edition, and PHI, 2002.
22. Certo: Modern Management, 9<sup>th</sup> Edition, and PHI, 2002.



**SEMESTER- I**

**PAPER 4: LABOUR LEGISLATIONS**

**Credits: 3**

**Core Paper**

**Teaching Hours: 45 hours**

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**OBJECTIVES:**

1. To introduce the students to the concept of labour welfare
2. Introduce the students to various legislations pertaining to labour welfare and social security

**Unit I: Introduction**

Labour Legislation:- Philosophy, origin, concept, objectives & classification, objective of International Labour Organization, International Labour Code, Indian Constitution, Indian labour legislation.

**Unit 2: Laws on Working Conditions**

The Factories Act, 1948; The Tamil Nadu Shops and Establishment Act, 1947; The Tamil Nadu Catering Establishments Act, 1958; The Contract Labour (Regulation and Abolition) act, 1970.

**Unit 3: Laws on Wages**

The Minimum Wages Act, 1948; The Payment of Wages Act, 1936; The Payment of Bonus Act, 1965; Equal remuneration act, 1976.

**Unit 4: Laws on Welfare & Social Security**

The Employees Compensation Act, 1923; The Employees State Insurance Act, 1948; The Employees Provident Fund & Miscellaneous Provisions Act, 1952; The Maternity benefit Act, 1961; The Payment of Gratuity Act, 1972.

**Unit 5: Miscellaneous Acts**

The Sexual Harassment of Women at Workplace (Prevention, Prohibition & Redressal) Act, 2013; The Companies Act, 2013- Definition & Types of Company, Steps in the formation of Company, Prospectus, Directors, Winding up of Company

**Teaching Methods:**

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

**Text Books :**

1. Personnel Management & Industrial Relation -P.C.Tripathi
2. Dynamics of Personnel Management - C.B.Mamoria
3. Human Resource Management - N.G.Nair & Latha Nair Sultan Chand & Sons.
4. Essentials of Human Resource Management and Industrial Relations – P.Subbarao, Himalaya.
5. N.D. Kapoor - Mercandile Law - Sultanchand & Sons
6. R.Venkatapathy & Assissi Menachery - Industrial Relations & Labour Legislation - Aditya Publishers.

**SEMESTER- I**

**PAPER 5: FUNDAMENTALS OF ACCOUNTING AND FINANCIAL  
MANAGEMENT**

**Credits: 2**

**Interdisciplinary Teaching Hours: 30**

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**OBJECTIVES:**

1. To introduce the students about the fundamentals of accounting
2. To make the students understand basics of management accounting

**Unit 1 Introduction to Accounting**

Book-keeping and Accounting: Meaning, Definition, Objectives. Accounting Concepts and Conventions – Journal, Ledger, Trial Balance. Preparation of Final Accounts of company : Trading, Profit and Loss Account, Balance Sheet (Problems). Groups interested in Accounting Information.

**Unit 2 Management accounting**

Definition, Scope and Functions of Management Accounting. Difference between Management Accounting and Financial Accounting. Financial Analysis – Concepts and Objectives, Tools of Financial Analysis: trend analysis, Ratio Analysis. (Problems)

**Unit 3 Cost Accounting**

Concept of cost, Elements of Cost. Cost Accounting: Objectives – Cost Sheet(Problems). Classification of cost. - Cost Unit and Cost Centre. Methods of Costing, Techniques of costing. Labour Costing. Labour Turnover – Idle time and Over Time – Causes and Control.

**Unit 4 Financial Management**

Objectives and Functions of Financial Management, Role of Financial Management in an organization. Objectives of firm – Profit Maximization Vs Wealth Maximization. Capital Structure – Cost of Capital – Computation for each source of finance and weighted average cost of capital – EBIT-EPS Analysis.

**Unit 5. Marginal Costing**

Marginal Costing – Definition, Break-even point analysis – Contribution, P/V Ratio, Margin of safety, Profit Planning (Problems).

**Teaching Methods:**

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

**Text Books:**

1. Louder back, Managerial Accounting, Thomson, 2004.
2. J.R.Batliboi, Double entry book - keeping - The Standard Accounting Publication Pvt, Ltd, India.
3. Horngren. Sundem Sralton, Introduction to Management Accounting, New Delhi, Prentice Hall of India Pvt, Ltd, yr. 1999.
4. Man Mohan & S.N.Goyal, principal of Management Accounting - Sahityabhavan, Agra, India.
5. L.M.Panday, Management Accounting, 3<sup>rd</sup> edition New Delhi, Vikas Publication, yr 2000.
6. Robert N. Antony, Management Accounting Principles - D.B. Tareporevala sons & Co. ltd.
7. Ronald N. Hilton, Management Accounting, 5<sup>th</sup> edition New Delhi, Tata McGraw Hill yr.2002.
8. James.C.Van horne, Financial Marketing and Policy - prentice hall of India Pvt, Ltd. New Delhi - 2002 12<sup>th</sup> edition

**SEMESTER- I**

**PAPER-6: INDUSTRY INSTITUTE INTERFACE-I**

**Credits: 6**

**Core Paper**

**No. Of Days: 22-24 days**

**(Course Code.....)**

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**Objectives:**

1. To give them an opportunity to make personal observations with respect to the organization and administration of Corporate Sector.
2. To enable the students to interact with the corporate managers, executives and community/beneficiaries, governmental agencies so as to get a practical exposure to the working of organizations.
3. To enable the students to take part and have a practical experience in the Change Management initiatives undertaken by corporate.
4. To develop the skills essential for the effective management of Corporate and to practically expose them to the unique practices adopted by the Corporate.
5. To prepare them for the future practical learning.

For this purpose the field work for the programme with respect to I Semester the field work will be organized in the following manner.

**Nature of Field Work: Observation visits&  
Concurrent Field Work**

**Methodology:**

1. Orientation and observation visits to Corporate Organizations working in different sectors.
2. Individual Student report submission on the visits made and observation done.

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3. Field work conferences with the faculty supervisors.
4. Observation visit based presentation and seminars.
5. Concurrent field work-students will report in an organization 2 days in a week and have a firsthand exposure to the activities of HR department for a period of 6 weeks

**Semester: I**

**Paper.7: Soft Skills I  
SEMESTER-1**

**Credits : 2  
Hours**

**Lecture Hours:30**

**Communication:** Body posture, Tone, Voice modulation, Speed, Listening Skills, writing skills, presentation skills, public speaking, Story telling, Humor.

**Interpersonal Skills:** Johari window, networking skills, building trust, Overcoming bias, Respect, self disclosure, dealing with difficult people, managing politics, Collaboration, Learning to work in teams.

**Goal setting and Time Management:** Goal clarity, prioritizing, Motivation, Achievement Motivation, Law of attraction, developing personal vision and mission statement.

**Personality Development:** Grooming, Attitude, Values, self acceptance, self esteem, Assertiveness, competitiveness, self confidence, handling criticism, Resilience

**SEMESTER II**

**PAPER 8: LEARNING AND DEVELOPMENT**

**Credits: 3**

**Core Paper**

**Teaching Hours: 45**

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**Objectives:**

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

**UNIT I**

Introduction to Training Concept, definition, meaning, need for training, importance of Training, Objectives of Training, Concepts of education, Training and Development, Overview of training functions, Types of Training

**UNIT II**

Process of Training: Steps in Training, Identification of Job Competencies, Criteria for identifying training needs, □ (Person Analysis, Task Analysis, Organization Analysis), Assessment of Training Needs, Methods and process of Needs Assessment.

**UNIT III**

Designing and implementing Training Programme: Trainer identification, Methods and Techniques of training, designing a training module, (Cross cultural leadership, training the trainer, Change), Management Development Programme, Budgeting of Training,

**UNIT IV**

Evaluation of Training Programme: Kirkpatrick Model of Evaluation, CIRO Model, Cost-Benefit Analysis, ROI of Training.

**UNIT V**

Learning and Technology: Principles of Learning, Theories of learning, Reinforcement Theory, Social Learning Theory, Andragogy, Multimedia training, E-learning/Online Learning, Distance Learning.

**Teaching Methods:**

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

**Text Books:**

1. Bewnet, Roger cd. Improving Training Effectiveness, Aldershot, Gower 1988
2. Buckley R & Caple, Jim, The theory and Practice of Training, London , Kogan & page 1995
3. Lynton R Pareek U. Training and development, 2<sup>nd</sup> ed. New Delhi, Vistaar, 1990
4. Rae L etc. Hon to measure Training Effectiveness, Aldershot, Gower, 1986.
5. Reid M.A.etc. Training Interventions, Managing Employee Development, 3<sup>rd</sup> ed. London IPM 1992.
6. Serge P. The Fifth Discipline: The Art and Practice of Learning Organization, London Century, 1992.

**SEMESTER II**

**PAPER 9: INDUSTRIAL RELATIONS**

**Credits: 3**

**Core Paper**

**Teaching Hours: 45**

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**OBJECTIVES:**

1. To introduce the students to the concept of industrial relations
2. Introduce the students to various legislations pertaining to industrial relations

**UNIT 1. Introduction**

Indian Constitution and Labour Relations; Labour Laws: Concept, Origin, Objectives and Classification. Industrial Relations - Concept and philosophy of IR , model IR system, Approaches to IR: Human Relations approach, Psychological Approach, Sociological Approach, Gandhian Approach, Marxian Approach and Dunlop's Systems Approach.

**UNIT 2. Dynamics of Industrial Relations**

Collective Bargaining – Meaning, Types, Process of collective bargaining, Approaches and Techniques; Participative Management – Concept - Industrial democracy, participative models, forms of participation, levels of participation, Employee empowerment.

**Unit 3: IR Legislations**

Salient Provisions of The Industrial Disputes Act 1947, The Industrial Employment (Standing Orders) Act, 1946

**Unit 4: Trade Union – Concept and Law**

Concept, Features, Functions, History of Trade Union Movement in India, Decline of Trade Unions. The Trade Union Act, 1926

**Unit 5: Discipline and Grievance Redressal**

Discipline - Approaches; Standing orders, Service Rules, Code of Discipline; Grievance: methods of redressal. Domestic enquiry-principles of Natural Justice, Misconducts, Disciplinary procedures, Punishment, Positive Disciplinary intervention, Remedial counselling

**Teaching Methods:**

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

**Text Books :**

1. Personnel Management & Industrial Relation -P.C.Tripathi
2. Dynamics of Personnel Management - C.B.Mamoria
3. Human Resource Management - N.G.Nair & Latha Nair Sultan Chand & Sons.
4. Essentials of Human Resource Management and Industrial Relations – P.Subbarao, Himalaya.
5. N.D. Kapoor - Mercandile Law - Sultanchand & Sons
6. R.Venkatapathy & Assissi Menachery - Industrial Relations & Labour Legislation - Aditya Publishers.

**SEMESTER II**

**PAPER 10: RESEARCH METHODOLOGY & STATISTICS**

**Credits: 3**

**Core Paper**

**Teaching Hours: 45**

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**Objectives:**

1. To educate students on the applications of research in the field of HR-OD.
2. To teach the entire research process.

**UNIT I** 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** Methods of data collection - Questionnaire design, interview, scheduling - scaling techniques - normal, ordinal, ratio, interval-sampling techniques and sample size determination for survey research, Formulation of Hypothesis- Hypothesis testing.

**UNIT III** Data analysis-Editing and coding of Data- Measures of Central Tendency univariate, Bivariate- chi-square test - correlation and Regression analysis - Single and Two factor analysis of variance - Application and statistical tests - Parametric and Non-Parametric and interpretation of test results. (No need of theory and computational techniques)

**UNIT IV** Multivariate Analysis - Elementary concepts of factor analysis, Multiple Regression Analysis, Discriminant analysis, cluster analysis and co-joint analysis and their application in Management problem solving.



**UNIT V** Presentation of Research results: Tabulation- Need, Nature and Guidelines- ungrouped and grouped frequency tables, charts and diagrams, organizing report: Use of Executive summary, appendix and Bibliography-use of SPSS.

**Teaching Methods:**

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

**Text Books:**

1. Kothar-Research Methodology
2. Anderson, Quantitative methods in Business, Thomson, 2002.
3. Richard I Levin and David S. Rubin Statistics for Management. Pearson Education Asia 2002.
4. David M. Levin, Timothy C Krehbiel and Mark L Berenson. Business Statistics - A first course. Pearson Education Asia 2002.
5. Levin and S. Rubin, Statistics for Management.
6. S.P. Gupta - Statistical Methods.
7. Cooper and Schindler - Business Research Methods.

**SEMESTER II**

**PAPER 11: CHANGE MANAGEMENT**

**Credits: 3**

**Core Paper**

**Teaching Hours: 45**

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**OBJECTIVES:**

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

**UNIT 1 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.

**UNIT 2 Concept of Organizational Change & several Models**

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

**Unit 3 Implementing change & Change Agents**

Leading the change process, facilitating change, dealing with individual and group resistances, strategies and skills for Communicating change, develop learning Organization; Change Agents: Meaning and Concept of Change Agents, Types of Change Agents, Role and

Competencies of a Change Agent, Change Agent Styles, Areas that Change Agents can Change

**UNIT 4 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;

#### **Unit V**

**Consolidating Change** - Signs of consolidation, actions to consolidate change, Some words of Caution in managing Change.**Creativity&Innovation:**Meaning, need, components of creativity&innovation, Organisational constraints,Organisational environment for creativity&innovation.

#### **Teaching Methods:**

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

#### **Text Books:**

1. Change & Knowledge Mangement-R.L.Nandeshwar,Bala Krishna Jayasimha, Excel Books, 1st Ed.
2. Management of Organizational Change – K Harigopal – Response Books, 2001
3. Change Management, concepts and applications, Radha R. Sharma, TMH
4. Managing Organizational Change - V Nilkant, S Ramnarayan Response Books 2004.
5. Managing organizational change, Palmer, Dunford, Akin, Tata Mc-Graw Hill edition
6. Organization Change and Development, Kavith Singh, Excel Books

**SEMESTER II**

**PAPER 12: MANAGERIAL ECONOMICS**

**Credits: 3**

**Interdisciplinary**

**Teaching Hours: 45**

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**OBJECTIVES:**

1. To help gain knowledge about the concepts of micro-economics
2. To acquire skills required to understand and interpret macroeconomic environment in India

**Unit 1-Fundamentals of Economics-** Economics-Meaning, Definitions , Branches of Economics, Main Divisions of Economics. Managerial Economics-Definition, Characteristics and Significance/Scope of Managerial Economics in an Organization, Difference between Economics and Managerial Economics. Role of Managerial Economist/ why Managers should study Managerial Economics. Assignment: Types of Economic Systems.

**Unit 2-Demand Analysis and Forecasting-**Demand-Meaning, Law of Demand, Demand Schedule and Demand Curve, Why Demand Curve Slopes Downward, Exception to Law of Demand or Perverse Demand Curve, Difference between Change in Demand and amount demanded, Factors determining Demand/ Demand Function, Elasticity of Demand Meaning and Definition, Meaning of Price Elasticity, Income Elasticity and Cross Elasticity of Demand (Only Meaning and Symbolic representation no Problems and methods of calculation). Factors influencing Elasticity of Demand, Importance of Elasticity of Demand, Demand Forecasting-Meaning, Definition, Types of Forecasting, Objectives and Purpose of Forecasting, Importance of Forecasting, Levels of Forecasting Approaches to be adopted for forecasting demand of New products. Assignment: Demand Forecasting Techniques

**Unit 3- Supply and Production** -Supply-Meaning, Supply Schedule, Law of Supply, Supply Curve, Factors determining Supply/ Determinants of Supply, Expansion and Contraction of Supply Curve, Increase or Decrease in Supply, Elasticity of Supply. Production -Meaning, Types of Utilities ,Factors of Production, Production Function, Laws of Production: Laws of Variable Production, Laws of Returns to Scale, Economies of Scale Meaning, Types of Economies of Scale-Internal and External, Diseconomies of Scale-Internal and External

**Unit 4- Cost and Revenue Concepts**-Cost and Concepts, Break Even Analysis-Meaning, Determinants of BEP, Usefulness and Limitations of Breakeven Analysis. Revenue – Meaning, Kinds of Revenue

**Unit 5- National Income**-Social Accounting Aggregates, Computation of National Income, Business Cycle and Phases, Characteristics of Business Policy, Inflation and Deflation, Monetary Policy, Central Bank Functions, RBI Functions, RBI and Credit Control measures used by RBI, Fiscal Policy-Meaning, Objectives of Fiscal Policy, Instruments of Fiscal Policy, Limitations of Fiscal Policy. Economic Planning-Definition, Features, Objectives, Planned Vs Unplanned Economy, Competition act 2002 and Foreign Exchange Management Act 1999Assignment: Objectives and Provisions of MRTP Act 1969, Foreign Exchange Regulation Act 1973

#### **Teaching Methods:**

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

#### **Reference Books:**

**1-**M.L.Sethi. “Principles of Economics”**2-** D.M.Mithani. “Business Economics”**3-** Varshney and Maheshwari. “Managerial Economics”**4-** Sumadamodaran. “ Managerial Economics”**5-** Dwedi.D.N. “Managerial Economics”**6-** Davis, H. "Managerial Economics".**7-**Managerial Economics : Concepts & Cases V.L.Mote **8-** Managerial Economics R.L.Varshney **9-** Managerial Economics 2nd ed. Yogesh Maheshwari **10-**Managerial Economics H.L.Ahuja S.Chand **11-** Managerial Economics S.Sankaran

**SEMESTER II**

**PAPER: 13: INDUSTRY INSTITUTE INTERFACE-II**

**Credits: 6**

**Core Paper**

**No Of Days: 24**

**(Paper Code.....)**

**Nature of Field Work:** Concurrent Field Work

**Methodology:**

1. Concurrent field work-students will report in an organization 2days in a week and have a firsthand exposure to the activities of HRdepartment for a period of 12 weeks

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**SEMESTER II**

**PAPER: 14: SOFTSKILLS-II**

**Credits: 2**

**Core Paper**

**Teaching Hours: 30**

**Transactional Analysis:** Ego states, Games people play, Script.

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**MBTI:** Mayer Briggs Personality Type Indicator, Identifying one's own personality.

**Professional skills -I:** English language – Voice & Accent, Business Etiquette, Meeting management, Telephone etiquette, Email etiquette, Intercultural competence.

**NLP:** Neuro Linguistic Programme

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**SEMESTER II**

**PAPER: 15: SUMMER PLACEMENT**

**Credits: 2**

**Period of Placement: 30 Days**

**(Paper Code.....)**

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**Objectives:**

1. To give the student trainees to make use of the summer vacation by getting placed in a Corporate Organization and to benefit.
2. To Prepare them for the next academic year field training.
3. To give them an opportunity of additional learning about the field.

For this purpose the field work for the programme with respect to fourth semester the field work will be organized in the following manner.

**Nature of Field Work:**

Summer Placement

**Methodology:**

1. It will be unsupervised placement training.
2. A compulsory requirement for course completion.
3. The student trainees will be given broad guideline for their interaction with the Organisation and learning
4. Depending on the students interest and possibilities individual placement in an organization will be permitted.

5. After Completion of the summer placement training students are expected to submit summer placement completion certificate and a consolidated report of their activities and learning during the period of placement.
6. On reopening of the college (In the beginning of the next academic year) Students will have to make a presentation of their experiences and learning to the class and thereby information/ experience sharing will be facilitated.

**PAPER 16: ORGANIZATION DEVELOPMENT-I**

**Credits: 3**

**Core Paper**

**Teaching Hours: 45**

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**OBJECTIVES:**

1. To orient students with the various tools & techniques for Organization Development
2. To acquire the knowledge/skills and dynamics of OD.

**Unit-1**

Introduction and Characteristics of OD, Foundations of Organizational Development: Conceptual frame work of OD, History of OD, First order and second order Change, Values, assumptions and believes in OD.

**Unit-2**

Participation and Empowerment, Teams and teamwork, Parallel learning structures, A normative-re-educative strategy of changing, Applied behavioral science, Action research.

**Unit-3**

Managing the OD Process: Components of OD Process, Diagnosis, Action & Program Management; Diagnosis: Diagnosing the System, its subunits and Processes, Diagnosis using the Six-box Organizational Model

**Unit-4**

Third Wave Consulting: The Action Component: nature of OD intervention, analyzing discrepancies: The Program Management Component: Phases of OD Programs, model for managing change, creating parallel learning structures.

**Unit-5:** Organizational Design – Determinants – Components – Types - Basic Challenges of design – Differentiation, Integration, Centralization, Decentralization, Standardization, Mutual adjustment Mechanistic and Organic Structures- Technological and Environmental Impacts on Design Importance of Design – Success and Failures in design - Implications for Managers.

**Teaching Methods:**

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

**Text Books:**

1. Organization Development, behavioral science interventions for Organization Improvement, Wendell L.French, Cecil H.Bell, Veena, Jr, Pearson, PHI.
2. Organizational Design and Development-Concepts and Applications-Dr. Bhupen Srivastava, Biztantra.
3. Organizational designs for excellence, Pradip N. Khadwalla, TMH, 2005
4. Organization Theory & Design, Richard L Daft, Cengage Learning, 8th Edition.5. Organization Development, & Transformation, Managing Effective Change, Wendell L.French, Cecil H.Bell, Jr, TMH6. Organizational, Design, and Change-Gareth R. Jones, 5th Edition, Pearson Education



**PAPER 17: OPERATION MANAGEMENT**

**Credits: 2**

**Interdisciplinary Paper**

**Teaching Hours: 30**

**Unit – I INTRODUCTION**

Introduction to production and operation management- system- nature , importance and organizational function.-Characteristics of modern production and operation function. Recent trends in production and operation management. Role of operation in strategic management. Production and operation strategy – nature of international operation management

**Unit – II CAPACITY PLANNING AND FACILITY PLANNING**

Capacity planning- long range, types, capacity requirements planning(CRP); developing capacity alternatives. Aggregate planning- approaches, cost, relationship to master production schedule. Over view of MRP. MRP II, ERP, CAD and CAM

Facility layout- facility location - theories - principles, types, planning tools and techniques

**Unit – III INVENTORY MANAGEMENT**

Purchasing – objectives, functions, policies, vendor rating and value analysis, store management- nature , layout, classification and coding- inventory – objectives , cost and control techniques. Overview of JIT

**Unit – IV PRINCIPLES OF TQM**

Introduction- TQM framework- overview of the contribution of Deming, Juran Crosby , Masaaki Imai, Feigenbaum, Ishikawa, Taguchi Techniques- Concept of quality circle, Japanese 5S, Principles & 8D Methodology .

**Unit – V PROCESS CAPABILITIES AND QUALITY MANAGEMENT SYSTEM**

Total productive maintenance (TPM), BPR- principles, application, re-engineering process benefits and limitations

Quality function development (QFD)- benefits , voice of customers, information, house of quality( HOQ), benchmarking and POKA YOKE

Introduction IS/ ISO 9004:2000 – Quality management systems- guidelines for performances improvements quality audit.

**Teaching Methods:**

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab

**TEXT BOOKS**

1. Dale H.Besterfield et al, Total Quality Management, Third edition, Pearson Education(First Indian Reprints 2004).
2. Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya PublishingHouse, First Edition 2002
3. Aswathappa K and Shridhara Bhat K, Production and Operations Management, Himalaya Publishing House, Revised Second Edition, 2008.
4. Pannerselvam R, Production and Operations Management, Prentice Hall India, Second Edition, 2008.
5. Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage Learning, 2002

**Reference book**

1. Douglas C. Montgomery, Introduction to Statistical Quality Control, Wiley Student Edition, 4<sup>th</sup> Edition, Wiley India Pvt Limited, 2008.
2. James R. Evans and William M. Lindsay, The Management and Control of Quality, Sixth Edition, Thomson, 2005.
3. Poornima M.Charantimath, Total Quality Management, Pearson Education, First Indian Reprint 2003.
4. Indian standard – quality management systems – Guidelines for performance improvement (Fifth Revision), Bureau of Indian standards, New Delhi.
5. Kanishka Bedi, Production and Operations Management, Oxford University Press,2004.
6. Russel and Taylor, Operations Management, Wiley, Fifth Edition, 2006.
7. Chary S. N, Production and Operations Management, Tata McGraw Hill, Third Edition, 2008.
8. Chase Jacobs, Aquilano & Agarwal., Operations Management, Tata McGraw Hill, 2006.
9. Mahadevan B, Operations Management Theory and practice, Pearson Education, 2007.

**SEMESTER III**

**PAPER:18 CORPORATE PLANNING AND STRATEGIC MANAGEMENT**

**Credits: 3**

**Core Paper**

**Teaching Hours: 45**

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**OBJECTIVES:**

1. To induce managerial qualities of decision making in a competitive environment.
2. To encourage students to be good managers where Organizational change takes place.
3. To promote corporate values and instill leadership capabilities among students.

**Unit 1:** Introduction-Definition & nature of Corporate Planning, Advantages and disadvantages. Concept of strategy, levels at which strategy operates, Definition of strategic management, strategic management process, -Strategic intent: Vision, Mission, Goals and Objectives .

**Unit 2:** Strategic decision making, approaches to strategic decision making.. -Environmental scanning and appraisal, Organizational appraisal, strategic advantage analysis

**Unit 3:** Strategy Formulation -Corporate level strategies- Stability, Expansion, retrenchment, and Combination strategies -Business level strategies- Cost leadership, Differentiation and focus business strategy Functional Strategies- Financial, marketing, personnel and operations plans and policies.

Strategic analysis and choice- Tools and techniques for strategic analysis, SWOT analysis, GAP analysis, Porter's five forces model, Value-chain analysis, Benchmarking, BCG Matrix, GE-9 Cell Matrix, TOWS Matrix, Grand Strategy Matrix, Mckinsey's 7'S framework.

**Unit 4:** Strategy Implementation -Interrelationship of formulation and implementation, Resource allocation, Structures for strategies, strategic leadership, corporate culture, politics and power, Ethics and Social responsibility . Strategic Evaluation and Control Overview, Strategic Control, Techniques of strategic evaluation and control.

**Unit 5:** Strategies for the Bottom of the Pyramid, Digitalisation strategies, Tailoring strategy to fit specific industry and company situation. Managing Technology and Innovation- Strategic issues for Non Profit organisations. New Business Models and strategies for Internet Economy-case study

**Teaching Methods:**

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

**Text Books:-**

1. Strategic Management & Business Policy, Azar Kazmi, Tata McGraw Hill, 3rd Ed. 2009.
2. Strategic Management, Concepts & Cases, Fred R. David, Pearson Education, 9<sup>th</sup> Ed. 2005.
3. Competitive Advantage, Michael E. Porter, Free Press.
4. Globalisation, liberalisation and strategic Management, V. P. Michael, Himalaya Publishing House.

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5. Crafting and Executing Strategy- The quest for competitive advantage, Concept & Cases- A.A. Thompson, A.J. Strickland, John E. Gamble, Arun K. Jain, Tata McGraw Hill-2010
6. Business Policy And Strategic Management, P. Subba Rao, Himalaya Publishing House.

**PAPER 19: COMPENSATION MANAGEMENT**

**Credits: 3**

**Teaching Hours: 45**

(Course Code.....)

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**OBJECTIVES:**

1. Introduce students to the basic concepts involved in Compensation Management.
2. To familiarize students with the various techniques used to fix salary, incentives, etc.
3. To understand the different techniques of motivating employees through compensation management.

**UNIT 1**

Introduction: Compensation meaning, objectives, nature of compensation, types of compensations, compensation responsibilities, Compensation system design issues: Compensations Philosophies, compensation approaches, decision about compensation, compensation- base to pay, individual Vs team rewards, Perceptions of pay Fairness, legal constraints on pay systems.

**UNIT 2**

Managing Compensation: Strategic Compensation planning, determining compensation-the wage mix, Development of a Base Pay System: Job evaluation systems, the compensation structure- Wage and salary surveys, the wage curve, pay grades and rate ranges, preparing salary matrix, government regulation on compensation, fixing pay, significant compensation issues, Compensation as a retention strategy

**UNIT 3**

Variable Pay and Executive Compensation: Strategic reasons for Incentive plans, administering incentive plans, Individual incentive plans-Piecework, Standard hour plan, Bonuses, Merit Pay, Group incentive plans- Team compensation, Gain sharing incentive Plans, Enterprise incentive plans- Profit Sharing plans, Stock Options, ESOPs, executive compensation elements of executive compensation and its management, International compensation Management.

**UNIT 4**

Managing Employee Benefits: Benefits- meaning, strategic perspectives on benefits-goals for benefits, benefits need analysis, funding benefits, benchmarking benefit schemes, nature and types of benefits, Employee benefits programs- security benefits, retirement security benefits, health care benefits, time-off benefits, benefits administration

**UNIT-5**

Employee benefits required by law, discretionary major employee benefits, creating a work life setting, employee services- designing a benefits package

**Teaching Methods:**

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

**Text Books:**

1. Compensation & Reward Management, BD Singh, Excel Books
2. Compensation, Milkovich & Newman, TMH

3. Strategic Compensation, Joseph J. Martocchio, 3rd Edition, Pearson Education
  4. Compensation Management in a Knowledge based world, Richard I. Anderson, 10th edition, Pearson Education
  5. Compensation Management, Er Soni Shyam Singh, Excel Books.
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**PAPER:20 PERFORMANCE MANAGEMENT**

**Credits: 3**

**CORE**

**Teaching Hours: 45**

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**OBJECTIVES:**

1. Introduce students to the basic concepts involved in Performance management system.
2. To familiarize students with the various techniques used to appraise performance.
3. To make them more performance oriented effective and efficient HR managers.

**UNIT I: The Foundation of Performance Management**

Definition, Principles, Concerns, Benefits and Scope of Performance Management. Processes for Managing Performance, Implications for Performance Management.

**UNIT II: The process of performance management**

Performance management as a process of management; The performance management cycle; The performance management sequence; How performance management works; Performance management activities; Performance management in action.

**UNIT III: Performance planning and agreements, Managing performance**

Performance and development planning; Role profiles; Objective setting; Performance measures and assessment; Performance planning; Development planning; The performance agreement. Managing performance throughout the year; The continuing process of performance management; Updating objectives and work plans; Managing continuous learning; Coaching and Mentoring

**UNIT IV : Assessing and reviewing performance**

Approach to assessment; Factors affecting assessments; Methods of assessment; Overall analysis of performance; Narrative assessment; Rating; Forced distribution; Forced ranking; Quota systems; 360 degree feedback. **Reviewing performance** : The performance review meeting; Performance review difficulties; Performance review issues; Organizational issues; Focus, criteria and impact of Performance review. Using reviews as a communications channel; Balancing past performance against future potential; Performance review problems; Self-assessment; Giving feedback

**UNIT V: The Reality of Performance Management**

Overall Findings of the Research, Best practice, Views about Performance Management- Problem, Issues Identified by Field Visits- Key to Success.

**Teaching Methods:**

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

**Text Books:**

1. Herman Aguinis (2007) Performance Management, Pearson Education Publishers.
2. Michael Armstrong and Angela Baron (2007) Performance Management, Jaico Publishing House.
3. Robert Bacal (1999), Performance Management, McGraw-Hill

**PAPER:21 RESEARCH PROJECT**

**Credits: 6**

**Core Paper**

**Teaching Hours: ----**

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On a selected topic related Human Resource and Organisation Development the student under the supervision of faculty supervisor has to undertake an empirical research and submit a report on that.

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**SEMESTER -III**

**PAPER:22 INDUSTRY INSTITUTE INTERFACE-III**

**Credits: 6**

**Core Paper**

**No.Of Days:24 days**

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**Objectives:**

1. To give them an opportunity to make personal observations with respect to the organization and administration of Corporate Sector.
2. To enable the students to interact with the corporate managers, executives and community/beneficiaries, governmental agencies so as to get a practical exposure to the working of organizations.
3. To enable the students to take part and have a practical experience in the Change Management initiatives undertaken by corporate.
4. To develop the skills essential for the effective management of Corporate and to practically expose them to the unique practices adopted by the Corporate.
- 5.To prepare them for the future practical learning.

For this purpose the field work for the programme with respect to I Semester the field work will be organized in the following manner.

**Nature of Field Work:**  
Block internship

**Methodology:**

1. Orientation and observation visits to Corporate Organisations working in different sectors.
2. Individual Student report submission on the visits made and observation done.
3. Filed work conferences with the faculty supervisors.
4. Observation visit based presentation and seminars.



**Paper.23: Soft Skills III**

**Credits : 2**

**Lecture Hours:30 Hours**

**Interview preparation:** Business Trend awareness, Resume writing, How to attend group discussion and personal interview, Entrepreneurial Thinking.

**Body, Mind and Soul Integration:** Physical well being – Learning useful physical fitness exercises, Health Tips, Yoga –For concentration and control, Spirituality or values for soul (Meditation)

**Leadership Development:** 7 habits of highly effective people, identifying ones own leadership style, Influencing skills, developing skills for delegation, mentoring, coaching, Team building,

**Emotional Intelligence:** Understanding Emotion, Temper and Mood. Self awareness – sensitivity, Emotion regulation or management, Empathy, Social intelligence.

## **Paper.24: OUTBOUND TRAINING**

**Credits : 1**

**Hours:30 Hours  
Days :4**

The crux of OBT lies in taking a group of people away from their normal environment into the outdoors, and placing a new, unfamiliar set of challenges before them, in the solving of which a whole lot of new equations are thrown up. The programme works on the principle that when a team is thrown together in wilderness or adventure settings, where they have to fend for themselves and meet challenges together, there is growth in many directions.

### **A R E A S   C O V E R E D   U N D E R   O B T**

#### **TEAMBUILDING/TEAMWORK**

Building successful teams while focusing on problem-solving, communication, trust-building, change and conflict resolution.

#### **LEADERSHIP DEVELOPMENT**

Identifying and developing traits successfully employed in situations involving strategy, goal setting, planning, resource allocation, empowerment, and decision-making.

#### **CONFLICT RESOLUTION**

Improving interpersonal skills, removing communication blocks, building abilities to express and resolve differences in an unstressed manner.

#### **PERSONAL AND PROFESSIONAL EFFECTIVENESS**

Improving self image through emphasis on personal and group achievements, encouragement to stretch beyond perceived limits, and gaining a renewed sense of purpose and commitment.

#### **INTERPERSONAL SKILLS**

Develops abilities to relate meaningfully and with confidence in group and individual situations, working towards enhancing group dynamics.

**PAPER:25 ORGANIZATION DEVELOPMENT-II****Credits: 3****Core Paper****Teaching Hours: 45****OBJECTIVES:**

1. Understand different OD interventions
2. To help students explore the different approaches and techniques involved in OD.

**UNIT 1** OD interventions: Definition, factors to be considered, choosing and sequencing intervention activities, classification of OD interventions, results of OD, typology of interventions based on target groups.

**Unit-2 : INTERVENTIONS**

**Individual Based Interventions** :coaching, counseling, training, behavioral modeling, delegating, leading, morale boosting, mentoring, motivation, etc.,

**Dyads/Triads Intervention:**Behaviour Modelling, Process Consultation, Third Party Peace Making Activities, Role Negotiation, Gestalt

**Group based Intervention** : conflict management, dialoging, group facilitation, group learning, self-directed work teams, large scale interventions, team building, and virtual teams.

**Unit-3 Inter-group based Intervention** : Organization mirroring, third party peace making interventions, partnering Techno structural (Structures, technologies, positions etc.,)

**Strategic interventions:** Techno structural: Balanced scorecard; business process reengineering; downsizing and outsourcing;

**UNIT-4.** Human Resource Management Interventions: Employee Performance Management. Employee Development. Employee Wellness Programs Diversity Management-Drugs in the Workplace-Employee Assistance Programs-Ergonomics: Safe Facilities in the Workplace-HIV/AIDS in the Workplace-Personal Wellness-Preventing Violence in the Workplace-Safety in the Workplace-Spirituality in the Workplace

**UNIT 5** The Future and OD: The changing environment, Fundamental strengths of OD, Implications of OD for the client, ethical standards in OD, OD's future. OD Consultant's role, issues in consultant-client relationship, Power, Politics & OD, Research on OD

**Teaching Methods:**

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

**Text Books:**

1. Organization Development, behavioral science interventions for Organization Improvement, Wendell L.French, Cecil H.Bell, Veena, Jr, Pearson, PHI.
2. Organizational Design and Development-Concepts and Applications-Dr. Bhupen Srivastava, Biztantra

**Text Books:**

1. Organizational designs for excellence, Pradip N. Khadwalla, TMH, 2005
2. Organization Theory & Design, Richard L Daft, Cengage Learning, 8th Edition.
3. Organization Development, & Transformation, Managing Effective Change, Wendell L.French, Cecil H.Bell, Jr, TMH
4. Organizational, Design, and Change-Gareth R. Jones, 5th Edition, Pearson Education

**PAPER 26: CROSS CULTURAL BUSINESS MANAGEMENT**

**Credits: 3**

**Core Paper**

**Teaching Hours: 45**

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**OBJECTIVES:**

- a. To introduce the students about the fundamentals of organizational culture & its dimension.
- b. To impart the skills required for cross cultural business management and make the students competent.
- c. To make the students understand about the corporate culture.

**UNIT -I**

Introduction: Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Cultural Background of business stake-holders [managers, employees, share holders, suppliers, customers and others] – An Analytical frame work

**UNIT -II**

Culture and Global Management: Global Business Scenario and Role of Culture- A Frame work for Analysis; Elements & Processes of Communication across Cultures; Communication Strategy for/ of an Indian MNC and Foreign MNC [with 3 illustrations on each drawing from different geo economic and social contexts] & High Performance Winning Teams and Cultures; Culture Implications for Team Building

**UNIT -III**

Cross Culture – Negotiation & Decision Making: Process of Negotiation and Needed Skills & Knowledge Base – Over view with two illustrations from multi cultural contexts [India – Europe/ India – US settings, for instance]; International and Global Business Operations- Strategy Formulation & Implementation; Aligning Strategy, Structure & Culture in an organizational Context

**UNIT -IV**

Global Human Resources Management-. Staffing and Training for Global Operations.. Developing a Global Management Cadre.. Motivating and Leading; Developing the values and behaviors necessary to build high-performance organization personnel [individuals and teams included]

**UNIT -V**

Corporate Culture: The Nature of Organizational Cultures Diagnosing the As-Is Condition; Designing the Strategy for a Culture Change Building; Successful Implementation of Culture Change Phase; Measurement of ongoing Improvement

**Teaching Methods:**

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

**Text Books:**

1. International Management: Managing Across Borders And Cultures, 4th Ed, “Deresky Helen,” Prentice Hall India, ISBN : 81-203-2227-4 , Rs. 295.00
2. The Secret Of A Winning Culture: Building High-Performance Teams, “Esenn Drlarry, Rchildress John,” Prentice Hall India, ISBN: 81-203-1713-0, Rs. 195.00
3. Revitalize Your Corporate Culture: Powerful Ways To Transform Your Company Into A High-Performance Organization, “Cashby Franklin”, Prentice Hall India, ISBN: 81-203-1693-2, Rs. 295

**PAPER 27: HUMAN RESOURCE ACCOUNTING AND INFORMATION SYSTEM]**

**Credits: 3**

**CORE**

**Teaching Hours: 45**

**(Course Code.....)**

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**UNIT –I- Human Resource Accounting** :Introduction, concepts of Human Resource Accounting, Objectives of HRA- Advantages and limitations of HRA- Different Approaches and application of HRA in India.

**Unit II : HR Analytics** – Concept & Evolution of HR Analytics & data sources. HCM : 21 model. Use of work force analytics to improve decision making. Analytics and prediction. Importance of HR Analytics. Data Analytics techniques using software packages. Future of Human Resource Analytics.

**UNIT –III Introduction to HRIS;** Data Management for HRIS: Data Formats, Entry Procedure & Process; Data Storage & Retrieval; Transaction Processing, Office Automation and Information Processing & Control Functions; Design of HRIS: Relevance of Decision Making Concepts for Information System Design.

**Unit IV HR Management Process I & HRIS:** Modules on MPP, Recruitment, Selection, Placement; Module on PA System; T & D Module; Module on Pay & related dimensions; Planning & Control.

**UNIT –V HR Management Process II & HRIS:** Organization Structure & Related Management Processes including authority & Responsibility Flows, and Communication Process; Organization Culture and Power – Data Capturing for Monitoring & Review; Behavioral Patterns of HR & other Managers and their place in information processing for decision making; Security, Size & Style of Organizations & HRIS: Security of Data and operations of HRIS Modules; Software packages for Human Resource Information System

**Teaching Methods:**

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

**Text Books:**

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:28    WORKPLACE COUNSELLING**

**Credits: 2**  
**Hours: 30**

**Interdisciplinary Paper**

**Teaching**

**(Course Code.....)**

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**OBJECTIVES**

1. Introduce the students to fundamentals of counselling and application of workplace counselling.
2. To make the students understand models of workplace counselling.
3. To enhance an understanding about dealing with different kinds of people.

**UNIT I        INTRODUCTION**

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

**UNIT II        UNDERSTANDING WORKPLACE COUNSELING**

Concept- History- Models of Workplace counseling-Training of workplace counseling

**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.

**UNIT IV        DEALING WITH SPECIFIC WORKPROBLEM**

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

**UNIT V        INDUSTRIAL COUNSELLING**

Employee problem counseling - Problems of Absenteeism, Turnover, Burnout, Depression, Substance Abuse

**Teaching Methods:**

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

**Text Books:**

1. Workplace Counseling, Michael Carroll, Sage Publications, 1999
2. Introduction to Counseling skills – Texts and Activities, Richard Welson – Jones, Sage Publications, 2000

**PAPER:29A      ENTREPRENEURIAL DEVELOPMENT**

**Credits: 2**

**ELECTIVE PAPER**

**Teaching Hours: 30**

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**OBJECTIVES:**

1. To help gain knowledge about the concepts of entrepreneurship
2. To acquire skills required to start and manage a business.

**UNIT I**

The entrepreneurial - Definition - Characteristics of a successful entrepreneur - Entrepreneurial scene in India - Case histories of successful entrepreneurs - Identification of potential entrepreneurs..Women Entrepreneurship.

**UNIT II**

Entrepreneurial Development Programme and training - Entrepreneurial Environment - Project Identification - Project Formulation - Project Report - Project Appraisal - Profitability Analysis.

**UNIT III**

Project Planning - Social COST Benefit analysis - Financial Analysis, Project financing - Selection of site & Equipment - Institutions for ED - Financial Institution & Entrepreneur Development - Bank Finance to entrepreneur - Working Capital Management.

**UNIT IV**

Development of small Scale Industries - Incentives for SSI from Central Government & State Government / Industrial sickness in SSI, causes and remedies- Selection of the site and Equipment - Plan for production.

**UNIT V**

Marketing Feasibility - New Product Ideas and Evaluation - Marketing and pricing policy and distributing channels - Problems of small scale units. Women Entrepreneurship



**Teaching Methods:**

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab

**TEXT BOOK & REFERENCE**

1. Entrepreneurship Development Programme in India and its Relevance to Developing Countries- VG Patel EDI Publications
2. National Directory of Entrepreneur Trainer - Motivators and Resource Persons - Compiled by S.B.Sareen & H.Anil Kumar EDI Publications
- 3, Entrepreneurship & small Business – Himalaya Publications by Dr. Vasant Desai  
Publication 2012

## **PAPER:29B INDUSTRIAL HEALTH, HYGEINE&SAFETY**

**Credits: 2**

**ELECTIVE PAPER**

**Teaching Hours: 30**

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**Unit I: Introduction to Industrial Safety :** (History and development of safety movement, Need for safety, Safety legislation: Acts and rules, Safety standards and codes, Safety policy: safety organization and responsibilities and authorities of different levels. Accident sequence theory, Causes of accidents, Accident prevention and control techniques, Plant safety inspections, Job safety Analysis and investigation of accidents, First aid. Financial costs-direct and indirect social costs of accidents. Compilation procedure for financial costs. Cost data, quality and its limitations-Budgeting.

**Unit II: Risk Assessment:** Checklist procedure, Preliminary hazard analysis, What if analysis, Failure mode effect analysis, Hazard and operability (HAZOP) studies, Hazard analysis techniques: Fault tree analysis, Event tree analysis, General outline of DOW index, Risk estimation and management,

### **Unit III: Hazard Identification**

Major hazard control, On-site and Off-site emergency preparedness. Identification of hazard, Categorization methods for elimination of hazard, Mechanical hazards; machine guarding, safety with hand tools/ portable power tools, Pressure vessel hazards and their control, Safety in material handling: hazards and safe Practices, safety with storage of materials, Electrical hazards: classification, safe work practices, Chemical hazards: laboratory safety, bulk handling of chemicals, Fire and explosion hazards, Fire detection, Prevention ,control, and extinguishments, Industrial layout, Industrial waste management.

**Unit III: Industrial Hygiene:** Environmental stresses: physical, chemical, biological and ergonomic stresses, Principles of industrial hygiene, Overview of control measures. Permissible limits. Stress, Exposures to heat, Heat balance, Effects of heat stress, WBGT

index measurement, Control Measures. Chemical agents, IS/UN classification, Flammables, Explosives, Water sensitive chemicals, Oxidants, Gases under pressure, Chemicals causing health hazards: irritants, asphyxiates, anaesthetics, systemic poisons and carcinogens, Chronic and acute exposure, Routes of entry, Types of airborne contaminants, Introduction to air sampling and evaluation methods, Occupational exposure limits, Engineering control measures, Principles of ventilation.

**Unit v: Occupational Health** Occupational Health: Concept of health and occupational health, Spectrum of health, Occupational and work related diseases, Levels of prevention, History of occupational health, Characteristics of occupational diseases, Essentials of occupational health service, personal protective equipments (respiratory and non-respiratory)

### **Text Books**

1. Reese, C. Occupational health and safety management : a practical approach. Boca Raton, Fla. : Lewis, 2003.
2. Anton,T. Occupational safety and health management. New York McGraw-Hill, 1989

### **References Books**

1. R.K.Jain and Sunil S.Rao , Industrial Safety , Health and Environment Management Systems, Khanna publishers , New Delhi (2006) 2.
2. Slote.L,Handbook of Occupational Safety and Health, John Willey and Sons, NewYork .

**PAPER-30:INDUSTRY INSTITUTE INTERFACE -IV**

**Credits: 6**

**Core Paper**

**No.Of Days: 24 days**

**(Course Code.....)**

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**Objectives:**

1. To give them an opportunity to make personal observations with respect to the organization and administration of Corporate Sector.
2. To enable the students to interact with the corporate managers, executives and community/beneficiaries, governmental agencies so as to get a practical exposure to the working of organizations.
3. To enable the students to take part and have a practical experience in the Change Management initiatives undertaken by corporate.
4. To develop the skills essential for the effective management of Corporate and to practically expose them to the unique practices adopted by the Corporate.
- 5.To prepare them for the future practical learning.

For this purpose the field work for the programme with respect to I Semester the field work will be organized in the following manner.

**Nature of Field Work:**

Block internship

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Credits : 2  
Hours

Lecture Hours:30

**Conflict management:** Identifying one's own sources of conflict, styles of conflict management: Accommodating, Competing, Avoiding, Compromising and Collaboration.

**Campus to company Transition:** Adaptation, Managing expectations, developing professionalism, Performance management (Learning to manage one's own performance).

**Creative thinking:** Edward De Bono six thinking Hats, Developing Curiosity, Risk taking, Work life balance, using creativity for stress management, Crisis management, Life style Management.

**Positive Psychology:** Optimism, developing sense of gratitude, learning to appreciate,

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**Semester: IV**

**PAPER:32 Block Placement**

**Internship  
Month**

**Duration:1**

**(After IV Semester Examinations)**

(Course Code.....)

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This opportunity is provided at the end of the two years of the programme. It is designed for the learner to integrate theory and practice to enhance competencies in the area of specialty selected by the student and experience self in that role.

**Objectives:**

1. Develop enhanced practice skills and integrate learning.
2. Develop greater understanding of reality situations through involvement in day to day work.
3. Develop appreciation of other's efforts and develop sensitivity to gaps in the programme.
4. Enhance awareness of self in the role of HR Professional/ OD Professional.

**Process:**

1. It is an unsupervised but an compulsory component for course completion.
2. The student will be placed in a setting (local/outstation)continuously for a period of one month.
3. The agency for the placement has to be finalized appropriately (Jointly by the student and the department) before the end of the fourth Semester.
4. The agency may be the one where the student has already been selected for a Job placement through campus recruitment or where the student finds chances for absorption after completion of the block placement.
5. The settings are also to be communicated well in advance and written permission obtained.
6. After the completion of the block placement the student has to submit a consolidated report of the activities undertaken and experiences gained during the training period.
7. Students will be allotted faculty members for their contact and submission of reports.
8. The members of faculty to glance through the report submitted and issue block field work completion certificates.

## EVALUATION PATTERN

### THEORY SUBJECTS

#### **ICA - 25 Marks**

Two Marks  $5*2= 10$

Five Marks (3 out of 4)  $3*5= 15$

**Total 25 Marks**

#### **ESE - 100 Marks**

Eight Marks (5 out of 8)  $5*8= 40$

Twenty Marks (3 Out of 5)  $3*20=60$

**Total 100 Marks**

### FIELD WORK

**Internal 50 Marks** 20 Marks for Attendance  
30 Marks for Record and Conference

**External 50 Marks** 30 Marks for External Viva-Voce  
20 Marks from the Company Guide

#### **Viva-voce Panel :**

One Person from Industry Background with more than 5 years of experience .

One person from the Department .

## **RESEARCH PROJECT**

**Internal 50 Marks**    20 Marks for Attendance  
30 Marks for Record and Conference

**External 50 Marks**    50 Marks for External Viva-Voce

### **Viva-voce Panel :**

One Person from Academic Background with more than 5 years of experience .

One person from the Department .

## **SOFT SKILLS**

**50 Marks**            10 Marks for Attendance  
10 Marks for Project Report.  
30 Marks for Viva Voice

**Viva-voce Panel :** Staff Members from the Department