

MADRAS SCHOOL OF SOCIAL WORK

(Autonomous)

Chennai-8



**MASTER OF ARTS IN HUMAN RESOURCE
MANAGEMENT**

COURSE OF STUDY

(2018-2020)

P.G. DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

The following are the changes made in the Syllabus of MAHRM for the Academic year 2018

SEMESTER	CHANGES MADE IN THE SYLLABUS	TITLE OF THE PAPER
Semester – I	<ol style="list-style-type: none"> 1. Inclusion of the concept of Human Resource Management in Unit 1, 2 and 3. 2. Removal of the concept of Learning 3. Revision of content 	<ol style="list-style-type: none"> 1. Strategic Human Resource Management 2. Organizational Behaviour 3. Research Methodology
Semester – II	<ol style="list-style-type: none"> 1. Rearrangement of the existing contents from unit-1 to unit – 5 and Revision of content. 2. Revision of content. 3. Revision of content. 4. Suggestions made to replace the term “Placement” in Summer Placement as “Internship” 	<ol style="list-style-type: none"> 1. Learning and Development 2. Performance Management 3. Compensation Management 4. Summer Internship
Semester - III	<ol style="list-style-type: none"> 1. Minor Changes made in Unit – IV & V 2. Minor Changes made in Unit 	<ol style="list-style-type: none"> 1. Employee Relations and Welfare 2. Operations Management
Semester - IV	<ol style="list-style-type: none"> 1. Introduction of a new elective paper. 2. Inclusion of concept of Organizational design in Unit 3. Revision of content. 4. Revision of content. 	<ol style="list-style-type: none"> 1. Human Rights 2. Organizational Development 3. Entrepreneurial Development 4. International Human Resource Management

M.A HRM Academic Programme

The Master of Arts Programme in Human Resource Management (Semester system with credits) is an intensive two-year course, which is a combination of classroom instruction, practical training and research. The uniqueness of this programme is that the students are exposed to learning through field experience and are equipped with job related technical skills. The transition from a beginner to a professional is carefully nurtured by a group of qualified and experienced teachers and practitioners.

The course is designed to prepare young men and women as HR specialists in leading Corporates and MNCs. Hence several teaching methods are adopted besides lectures in the classroom. They include Group Discussion, Seminars, Role-plays with Audio-visual aids, Skill labs and Simulations.

Field work practicum is an integral part of the M.A HRM course. This field work practicum provides students an opportunity to practice the theory that they have learnt from HR and other functional areas. It is compulsory for every student to have 100% attendance in every semester.

The course covers HR related areas and subjects from other functional areas like marketing management, management accounting, financial management and quality improvement process.

I- ABOUT THE PROGRAMME

1. INTRODUCTION:

The Post Graduate Programme M.A.Human Resource Management was introduced in the year 2005 to prepare young men and women as HR Specialists in leading Corporate and MNC's. This Programme (Semester system with credits) is an intensive two-year course, which is a combination of Class room Instruction, Practical Training and Research. The uniqueness of this programme is that the students are exposed to learning through Internship and are equipped with Job related technical skills. The transition from a Beginner to a Professional is carefully nurtured by a group of qualified and experienced Teachers and Practitioners.

2. HIGHLIGHTS OF THE COURSE:

- Produces a set of versatile and emotionally balanced students who will adapt to Multi-tasking and are equipped with Competent Skill Sets and Professionalism to take on various challenges.
- An elaborate and extensive process ensures that students get adequate classroom knowledge and practical happenings through Industry Institute Interface, Lab sessions and Project Work.
- Interactions with Industry Experts through Guest Lectures, Workshops and Panel Discussions
- Educational visits to leading organizations for exposure on Organizational best practices

3. SCOPE OF THE COURSE:

Human resources are undoubtedly the key resources in an organization, the easiest and the most difficult to manage. Human Resource Management is not just limited to manage and optimally exploit human intellect. It also focuses on managing physical and emotional capital of employees. Considering the intricacies involved, the scope of HRM is widening with every passing day. Keeping in mind the demands of the industry, this course is designed to create HR Specialists to develop and manage harmonious relationships at workplaces and to strike a balance between organizational and individual goals. Students completing MA.HRM are preferred by corporate houses for the positions of HR, Trainer, Recruiter, Welfare Executive, etc.

4. PATTERN OF THE COURSE.

Adopting the CBCS pattern, the course of study for the MA HRM 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 **92 credits** to complete the course, distributed at the rate of Semester- I: 22 credits; Semester II: 22 credits; Semester III: 28 credits; and Semester IV: 20 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.

5. ELIGIBILITY FOR ADMISSION.

A Candidate who has passed bachelor's degree with 55% aggregate 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.

6. 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 HRM subject to the fulfillment of the following conditions:

1. Undergone the Post-graduate course of study in HRM 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 Out bound Training, 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.

7. 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.

SEM. NO.	NATURE OF THE COURSE AND CREDITS.										TOTAL CREDITS
	Core, Allied and Interdis ciplinar y	C R E D I T	Electiv e	C R E D I T	- /Soft Skill /- PAP ERS	C R E D I T	Summer Internship	C R E D I T	Internship	C R E D I T	
I	5	14	-	-	1	2	-	-	1	6	22
II	3	8	2	4	1	2	1	2	1	6	22
III	4	11	1	2	1	2	-	-	1 RP 1 OBT	6 6 1	28
IV	3	8	2	4	1	2	-	-	1	6	20
Total	15	41	6	10	4	8	1	2	5	31	92

**B. SYLLABUS MATRIX-MA HRM DEGREE PROGRAMME
(STARTING FROM THE ACADEMIC YEAR 2017-19)**

SEMESTER I

Course Code	Title of the course	Credits	Lecture hours	Exam Hrs	ICA	ESE	Max. marks
Core	Management Principles	3	45	3	50	50	100
Core	Organizational Behavior	3	45	3	50	50	100
Core	Strategic Human Resource Management	3	45	3	50	50	100
Core	Labour Legislation -I	3	45	3	50	50	100
Extra-disciplinary	Managerial Economics	2	30	3	50	50	100
Core	Industry Institute Interface	6	0	-	50	50	100
Record	Soft skills	2	-	-	No marks. Only a requirement for Course completion		
	Total	22					

Components of First Semester Industry Institute Interface

- Observational visit
- Concurrent III

SEMESTER II

Course Code	Title of the course	Credits	Lecture Hrs	Exam Hrs	ICA	ESE	Max. marks
Core	Learning & Development	3	45	3	50	50	100
Core	Labour legislation-II	3	45	3	50	50	100
Elective	Compensation Management	2	30	3	50	50	100
Elective	Performance Management	2	30	3	50	50	100
Extra-disciplinary	Research Methodology	2	30	3	50	50	100
Core	Industry Institute Interface	6	0	-	50	50	100
Record	Soft skills	2	-	-	No marks. Only a requirement for Course completion		
Record	Summer Internship	2	-	-	No marks. Only a requirement for Course completion		
	Total	22					

SEMESTER III

Course Code	Title of the course	Credits	Lecture Hrs	Exam Hrs	ICA	ESE	Max. marks
Core	Employee Relations & Welfare	3	45	3	50	50	100
Extra-disciplinary	Work Place Counseling	2	30	3	50	50	100
Elective	Accounting for Managers	2	30	3	50	50	100
Core	Business Policy and Strategic Management	3	45	3	50	50	100
Core	Operations Management	3	45	3	50	50	100
Core	Research Project	6	-	-	50	50	100
Core	Industry Institute Interface	6	0	-	50	50	100
Record	Soft skills	2	-	-	No marks. Only a requirement for Course completion		
Record	Outbound training	1	-	-	No marks. Only a requirement for Course completion		
	Total	28					

SEMESTER IV

Course Code	Title of the course	Credits	Lecture hours	Exam Hrs	ICA	ESE	Max. marks
Core	Organizational Change & Organizational Development	3	45	3	50	50	100
Electives	Entrepreneurial Development (or) Human Rights	2	30	3	50	50	100
Core	International HRM	3	45	3	50	50	100
Extra-disciplinary	HR Analytics	2	30	3	50	50	100
Electives	Financial Management (or) Marketing Management	2	30	3	50	50	100
Core	Industry Institute Interface	6	0	-	50	50	100
Record	Soft skills	2	-	-	No marks. Only a requirement for Course completion		
	Total	20					

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.

SEMESTER - I

SEMESTER- I

PAPER 1: MANAGEMENT PRINCIPLES

Credits: 3

Core Paper

Teaching Hours: 45

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

Introduction to Basic Managerial Concepts

Management: Definition, Nature, Objectives, Need, Importance of Management, Management Principles – Process/ Functions of management, Management Roles, Levels of Management, Managerial Skills and Challenges of Management.

Development of management thought: 1. Classical Approach-FW Taylor’s and Scientific Management, Henry Fayol’s Contribution, 2. Neo Classical or Behavioral Approach to Management-Human Relations Approach, Behavioral Sciences Approach, 3. Modern Approaches to Management-Systems Approach, Contingency or Situational Approach, Management Science or Mathematical Approach.

UNIT 2

Planning and Decision Making

Planning –Definition, Nature, Structure of Planning, Advantages, Disadvantages, Steps in Planning, forms of planning, types of plans, Forecasting- Definition, Difference between Planning and Forecasting.

Decision Making- Definition, Types of Decisions, Steps in Rational Decision Making, Models of Decision Making Behavior, Decision Making Environment, Difficulties in Decision Making.

Unit -3

Organizing

Organizing-Meaning, Definition, Process of Organizing, Characteristics of organization, Formal and Informal Organizations-Meaning, Definition Principles of Organizing, Importance of organization, Guidelines for effective organizing, Span of Management- Meaning and Importance, Factors governing span of management, Pros and cons of narrow and wide spans of control , Types of organizations: 1. Line: Definition, Features, Variation, Merits and Demerits 2. Functional Organization: Definition, Features, Merits and Demerits, 3. Line and Staff: Definition, Features, Merits and Demerits, Departmentalization- Definition and bases for Departmentalization, Organization Structure, Designing Organizational Structures, Contemporizing theories of Organization Structure.

UNIT -4

Delegation, Decentralization, Centralization and Communication

Delegation of Authority-Meaning, Advantages, Barriers to Effective Delegation, Guidelines for Effective Delegation, Decentralization of Authority-Definition, Advantages, Disadvantages, Centralization-Definition, Advantages, Disadvantages.

Communication –Definition, Process, Principles, Importance, Types of communication - Formal and Informal, Methods or Channels of Communication, Barriers of Communication.

UNIT 5

Co-ordination and control

Co-ordination-meaning, Definition, Need, Requisites for Effective co-ordination, Types, Techniques of co-ordination, Difficulty of co-ordination,

Controlling-Meaning, Definition, Features, Principles, Objectives, Advantages/ importance, Limitations, Types of control methods-Past and Future Oriented, Controlling Techniques-Traditional and Modern techniques.

Text Books:

1. Prasad. L.M (2015) “Principles and practices of Management” Published by Sultan hand & Sons New Delhi, ISBN-13: 978-9351610502.
2. Peter Drucker (2006) “The Practices of Management” Published by Harper Business publications, ISBN: 9780062005441

Reference Books

1. Hellriegel / Jackson/ Solum, Management (2007) “A Competency based approach” Published by South-Western College Pub Hardcover, ASIN: B008OWHOH8.
2. Allen, L.A., “Management and organization” (2008) Published by Mcgraw Hill publishing co., ltd.
3. Chandrabose.D (2004) “Principles of Management and Administration” Published by Prentice Hall India Pvt., Limited.
4. Tim Hannagan (2007) “Management concepts and practices”, Published by Macmillan India Ltd., ISBN-13: 978-0273711186
5. Koontz O'Donnell,(2012) Principles of Management Tata Mcgraw Hill publishing co., ltd.,

SEMESTER- I

ORGANISATIONAL BEHAVIOUR

Credits: 3

Core Paper

Teaching Hours: 45

OBJECTIVES:

1. To introduce the students to human needs and human behavior.
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 1:

Introduction of Organizational Behaviour -OB Meaning, Definition, Nature, Role of OB, Foundations of OB, Importance of OB, Individual Behaviour:Personality-Meaning, Nature, Theories of Personality, Perception-Meaning, Definition, Factors influencing Perception, Perceptual Process, Perceptual grouping, Factors affecting interpretation of data-perceptual set, attribution, stereotyping, halo effect, perceptual context, perceptual defense, implicit personality theory and projection .

Unit 2:

Attitudes and Values -Meaning, Definition, Nature ,components of Attitudes, Formation of Attitudes, Functions of Attitudes, Types of Values-Terminal, Instrumental, Categories of Values-Theoretical, Economic, Aesthetic, Social, Political, Religious

Unit 3:

Motivation: Meaning, Definition, Nature of Motivation ,Importance of Motivation, Motivational Challenges, Theories on Motivation, Motivation at work-Designing Motivating Jobs, Leadership-Meaning, Definition, Nature, Styles- Authorization, Participative, Free-rein style, Likert's Four Style, Theories of Leadership-trait, Behavioral and Contingency theories.

Unit 4:

Group Dynamics-Meaning of Group, Nature of Groups, Group Characteristics, Types of Groups, Reasons for Group Formation, Stages of Group Development, Functions of Groups, Benefits of groups in organisations, Disadvantages of Group Formation, Determinants of Group Behaviour, Communication and group decision making, Inter group relations, Team-Meaning, nature, Benefits, Types, Challenges, essentials for effective teamwork, Team Vs Group, Organisational Conflict- Meaning, Definition, Nature, Causes, Types of Conflicts, Levels of Conflicts, Stages / Process of Conflict, Management Conflicts.

Unit 5:

Power-Meaning, Definition, Types of Power-Reward Power, Co-ercive Power, Referent Power, Legitimate Power, Expert Power ,politics-Meaning, Types of Political Activity, traits, Behavioral Analysis (T.A),Work Stress- Meaning and Definition of Stress , Work Stress Model, Burnout – Meaning, Stress Vs Burnout, Stress Management. Organizational Culture –Meaning and Definition, Levels of Culture, Strategies for Sustaining culture, Climate- Meaning, OCTAPACE, Geert Hofstede s study on Organizational Culture.

Assignments:

Case Study/Success Stories –Project

Text Books:

1. Stephen P.Robbins, Organizational Behaviour, 15th Edition Personal education, New Delhi, 2013.
2. Fred Luthans, Organization behaviour, 12th edition, TATA McGraw Hill.

Reference Books

1. Hell Reigel, Slocum and Woodman, organization behaviour, south western, Thomson learning, 9th Edition.
2. R.S.Dwivdi, Human Relations and Organizational Behaviour, 5th edition, Englewood Cliffs, Prentice Hall 1995.
3. Staw, B.M.Psychological Dimensions of Organizational Behaviour, 3rd edition, Engle wood Cliffs, Prentice Hall 1995.
4. Steven L.Mc.Shane, Mary Ann von Glinow, Organizational Behaviour, 7th edition, Tata Mc.Graw Hill.
5. Hersey & Blanchard: Management of Organizational Behaviour, 10th Edition, and PHI.

SEMESTER- I

PAPER 3: STRATEGIC HUMAN RESOURCE MANAGEMENT (SHRM)

Credits: 3

Core Paper

Teaching Hours: 45

OBJECTIVES:

The objective of the course is to develop the perspective of strategic human resource management. Specifically the course has the following objectives

- Understand the various concepts and principles of HR.
- Distinguish the strategic approach to human resources from the traditional functional approach.
- Understand the relationship of HR strategy with overall corporate strategy.
- Understand the strategic role of specific HR systems.) Appreciate SHRM in the context of changing forms of organization.

Chapter – 1:

Definition of HRM, Objectives – Importance- Nature- Scope, Role and Qualities of a HR Manager. Human Resource Planning - Meaning, Definition, Importance, Factors affecting HRP, Process involved in Human Resource Planning. Job Analysis, Need for Job Analysis, Steps in Job Analysis, Job Description and Specification.

Unit – 2:

Recruitment - Definition-Importance–Internal Sources and External sources, Modern sources of recruitment, Factors governing recruitment, Recruitment process. Selection – Meaning, Definition, Steps in Selection process, Barriers to Effective selection - Induction and Placement. Training and Development – Nature of Training and development, Inputs in Training, Training Process.

Unit – 3:

Job Evaluation-Meaning, Definition, methods of Job evaluation; Performance Appraisal-Definition-objectives- Methods of Performance Appraisal-Process of Performance Appraisal; Compensation –Nature, Objectives, Components of Pay Structure, Factors Influencing Compensation Levels - Employee Engagement - Employee Separations.

Unit - 4:

Definition of Strategy, Strategic Human Resource Management (SHRM), Importance of SHRM, Difference between Traditional and Strategic Human Resource Management, “Best Fit” approach Vs. Best practices of SHRM, Role of HR Strategy & practices in National, Sectoral and Organizational context, Investment perspective of SHRM, Porter’s 5 ps model.

Chapter – 5

Aligning HR Systems with Business Strategy and Evaluating HR Function:

Sustained Competitive Advantage, How HR Adds value to the firm, HR as scarce resource, Non-substitutable resource. Linking HRM practices to Organizational outcomes; Assessing and Reducing costs, Behavioral impact of HR practices, Marginal Utility Models, Auditing HR practices and Department. Linking strategy to HRM practices, Corporate HR philosophy and company wide HR standards, HRM leading strategy formulation. Alternative HR Systems; Universalistic, Contingency, Configuration, Congruence and Integrated HR Systems. Evaluation HR function- Approaches to evaluation; HR Score card, Benchmarking, HR Accounting

Text Books:

1. Ashwatappa. K, Human Resource Management: Text and Cases, Mcgraw Hill Education, 7th Edition, 2013.
2. David A. DeCenzo, Stephen P. Robbins, Susan .L. Verhulst, Fundamentals of Human Resource Management, 12th Edition, 2016.
3. Charles R.Greer, Strategic Human Resource Management, Pearson Education, 2003.
4. Jeffrey .A. Mello, Strategic Human Resource Management, Thompson Learning, U.S.A, 2002.

Reference Books:

1. Gray Dessler: Human Resource Management, Pearson, 15th Edition, 2015
2. Anuradha Sharma: Strategic Human Resource Management: An Indian Perspective ,2006
3. Kesho Prasad: Strategic Human Resources Management, Macmillan publishers, 2017.
4. Seema Sanghi, Human Resource Management, Macmillan Publishers India Ltd. (2012).
5. Ghanekar Anjali: Essentials Of Strategic Human Resource Management , 2009
6. Luis R. Gomez-Mejia, David B.Balkin and Robert L.Cardv. Managing Human Resource, PHI, 2002.
7. C.B.Mammoria, Personnel Management - Himalayan Publishing co, New Delhi.

SEMESTER- I

PAPER 4: LABOUR LEGISLATION- I

Credits: 3

Core Paper

Teaching Hours: 45

OBJECTIVES:

- To make the students understand the basic concepts of Labour legislations.
- To prepare them for competent environment to handle various situations.
- To make them understand the local and global context.

UNIT I

Concept of Labour Legislation, Need, Principles, Constitution for Legislation- Directive Principles of State Policy(DPSP)(Art 38,39,39A41,42,43,43A47,48), Fundamental rights, International Labour Organization (ILO) and its aim, Principles of Natural Justice.

Unit II

Laws related to Working Conditions

The Factories Act, 1948-Health and Safety Welfare, Employment of Women and Children: Hours of Work, holidays and leave with wages, Inspection regulation and case laws, Forms and Registers

Unit III

Laws related to Social Security

The Employees' State Insurance Act, 1948
The Employees' Provident Funds and Miscellaneous Act, 1952
The Payment of Gratuity Act, 1972
Relevant Case laws, Forms and Registers

Unit IV

Laws related to Specific Industries

The Tamilnadu Shops and Establishment Act 1947,The Contract(Regulation and Abolition) Labour Act,1970,Building and other Construction Act,1996.The TN catering Establishment Act,1955, The Inter-State Migrant Workmen (Regulation Of Employment And Conditions Of Service) Act, 1979, Relevant Case laws, Forms and Registers

Unit V

Laws related to Wages

The Payments of Wages Act, 1936
The Minimum Wages Act, 1948
Relevant Case laws, Forms and Registers

Text Book:

1. Taxman (2017), Labour Laws, Taxman Publication, ISBN No.:9789350711583

Reference Books:

1. Kapoor N.D. (2011) Hand book of Industrial Law, Sultan Chand & Sons, New Delhi.
2. Vaidyanathan (2001) The TamilNadu Shops and Establishment Act 1947 and rules, Madras Books Agencies.
3. The Inter-State Migrant Workmen (Regulation Of Employment And Conditions Of Service) Act, 1979, Madras Law book Agency

SEMESTER- I

PAPER 5: MANAGERIAL ECONOMICS

Credits: 2

Extra-disciplinary Paper

Teaching Hours: 30

OBJECTIVES:

- To acquaint the students with concepts and techniques used in micro economic theory and to enable them to apply this knowledge in business decision-making.
- To give in-depth knowledge in emerging global trends in business environment and Macro economic management.

Unit- 1

Fundamentals of Economics- Meaning, Definitions, Branches of Economics, Main Divisions of Economics; Managerial Economics- Definition, Characteristics, Significance and Scope of Managerial Economics in an Organization; Difference between Economics and Managerial Economics; Role of Managerial Economist.

Assignment: Types of Economic Systems

Unit -2

Demand Analysis & 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 1999, Global Economic Scenario.

Assignment:

Objectives & Provisions of MRTP Act 1969, Foreign Exchange Regulation Act 1973

Text Books:

1. G S Gupta (2017),” Managerial Economics” published by McGraw Hill Education, ISBN-13: 978-0071067867
2. D.M.Mithani(2016), “Managerial Economics” published by Himalaya Publication House, ISBN-13: 978-9352623303

Reference Books:

1. H L Ahuja(2014), “Managerial Economics” published by S chand Publishing, ISBN-13: 978-8121928403
2. Dominick Salvatore(2016), “Managerial Economics: Principles and Worldwide Applications”, published by Oxford University Press, ISBN-13: 978-0199467068
3. D N Dwivedi(2015), “Managerial Economics” published by Vikas Publishing House, ISBN-13: 978-9325986688
4. R.L. Varshney(2014), “Managerial Economics” published by Sultan Chand & Sons, ISBN-13: 978-8180549144
5. Michael Baye & Jeff Prince (2017), “Managerial Economics and Business Strategy” published by McGraw Hill Education, SBN-13: 978-9339204068

SEMESTER-1
PAPER-6: INDUSTRY INSTITUTE INTERFACE-I

Credits: 6

Core Paper

No. Of Days: 12 days

OBJECTIVES:

1. To give them an opportunity to observe the functions of the organizations.
2. To enable the students to interact with corporate officials and working place so as to get a practical exposure to the working of organizations.
3. To prepare them for the future practical learning.

Nature of Field Work: Observation visits & Concurrent Field Work

Methodology:

1. Orientation and observation visits to Industrial Organizations.
2. Individual Student report submission on the visits made and observation done.
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 2days in a week and have a firsthand exposure to the activities of HR department for a period of 6 weeks
6. It is mandatory for the students to intern in Manufacturing Sector only.

SEMESTER-1

Paper.7: Soft Skills I

Credits: 2

Lecture Hours: 30 Hours

Objectives:

- **Self Management:** Self Evaluation, Self Discipline ,Self Criticism, Recognition of one's own limits and deficiencies , Independency etc., Thoughtful & Responsible, Self Awareness, Johari Window
- **Ethics, Moral & Professional Values.**
- **Communication Skill:** Introduction to Communication, The Process of Communication, Barriers to Communication, Listening Skills, Writing Skills, Letter Writing, Job Application, Report Writing
- **Non-verbal Communication and Body Language:** Forms of non-verbal communication; Interpreting body-language cues
- **Interpersonal Skills:** Gratitude, Understanding the relationship between Leadership Networking & Team work, Assessing Interpersonal Skills, Situation description of Interpersonal Skill.
- **Attitude:** Factors influencing Attitude, Challenges and lessons from Attitude, Etiquette.
- **Time Management concept:** Attendance, Discipline & Punctuality, Act in time on commitment, Quality/ Productive Time

SEMESTER II

SEMESTER II

PAPER 8: LEARNING AND DEVELOPMENT

Credits: 3

Core Paper

Teaching Hours: 45

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 Learning:

Introduction, Relationship, meaning, The basic principles of learning, Theories of Learning, The Learning Process, Mental and Physical Processes, The Learning Cycle, Age Influences on Learning Implications of the Learning Process for Instruction, Instructional Emphasis for Learning Outcomes, Learning Curve, The Forces Influencing Working and Learning, classification of learned capabilities.

UNIT II

Introduction to Training:

Definition, Meaning, Need For Training, Importance Of Training, Objectives Of Training, Concepts of Education, Training And Development, Inputs in Training, Overview Of Training Functions, Types Of Training.

UNIT III

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 IV

Designing and Implementing a Training Program

Trainer Identification, Methods And Techniques Of Training, Designing A Training Module (Cross Cultural, Leadership, Training The Trainer, Change), Management Development Program, Budgeting Of Training. Traditional Training Methods: Presentation Methods, Hands-on Methods, Group Building Methods. Choosing Training methods.

E-Learning & Use of Technology in Training: Technology's Influence on Training, Technology & Multimedia, Computer-Based Training, Developing, Effective Online Learning, Blended

Learning, Simulations, Mobile Technology & Training Methods, Intelligent Tutoring Systems, Distance Learning, Technologies for Training Support, Technologies for Training Administration, Learning Management Systems (LMSs), Systems for Training Delivery, Support & Administration.

UNIT V

Evaluation of Training Program and Transfer of Training

Reasons for Evaluating Training, Overview of the Evaluation Process, Outcomes Used in the Evaluation of Training Programs, Determining Whether Outcomes Are Good, Evaluation Practices, Evaluation Designs/ Models (Kirkpatrick Model Of Evaluation, CIRO Model, Cost-Benefit Analysis, ROI Of Training), Threats to Validity, Types of Evaluation Designs, Considerations in Choosing an Evaluation Design, Determining Return on Investment, Determining Costs, Measuring Human Capital and Training Activity. Transfer of Training: Introduction, Training Design, Work Environment Characteristics influencing transfer, organizational environments encouraging transfer; Implementation of the training programme.

Text Books:

1. Raymond A Noe and Amitabh Deo Kodwani, Employee Training and Development, Tata McGraw Hill, New Delhi, Fifth Edition, 2012.

Reference Books

1. Bownet, Roger cd. Improving Training Effectiveness, Aldershot, Gower 1988.
2. Buckley R & Caple, Jim, The theory and Practice of Training, London, Kogan & page.
3. Lynton R Pareek U. Training and development, 3rd edition, New Delhi, Vistaar.
4. Rae L etc. How to measure Training Effectiveness, Aldershot, Gower, 3rd edition.
5. Reid M.A.etc. Training Interventions, Managing Employee Development, 4th edition, London IPM.
6. Serge P. The Fifth Discipline: The Art and Practice of Learning Organization, 5th edition, London Century.

SEMESTER II

PAPER 9: LABOUR LEGISLATION - II

Credits: 3

Core Paper

Teaching Hours: 45

OBJECTIVES:

- To face any challenges posed by the corporate environment and Trade unions.
- To provide knowledge on settlement machineries, compensation and bonus calculation.

Unit I

Law relating to employment of women and Children, Subsistence Allowance

Maternity Benefit Act 1961

The Child Labour (Prohibition and Regulation) Act 1986

The Tamil Nadu Payment of Subsistence Allowance Act, 1981

Relevant Case laws, Forms and Registers

Unit II

Law relating to Bonus and Welfare Fund, Holidays

Payment of Bonus Act, 1965

Tamil Nadu Labour Welfare Fund Act, 1972,

The Tamil Nadu Industrial Establishments (National and Festival Holidays) Act, 1958

Relevant Case laws, Forms and Registers

Unit III

Laws relating to IR

The Industrial Disputes Act, 1947

The Trade Union Act, 1926

The Industrial Standing orders Act, 1946

Relevant Case laws, Forms and Registers

Unit IV

Accident Compensation and safety

The Mines Act 1952

The Employees' compensation Act 1923

Relevant Case laws, Forms and Registers

Unit V

Miscellaneous Act

The Apprentice Act, 1961

Equal Remuneration Act, 1976

The Sexual Harassment of women at workplace (Prevention, Prohibition and Redressal) Act, 2013, Relevant Case laws, Forms and Registers

Text Books:

1. Kapoor N.D. (2011) Hand book of Industrial Law, Sultan Chand & Sons, New Delhi.
2. Vaidyanathan (1996), Factory Laws Applicable in Tamil Nadu, Volume IV, Madras Books Agencies, Chennai.
3. The Sexual Harassment of women at workplace (Prevention , Prohibition and Redressal) Act, 2013, Commercial Law Publishers(India)Pvt.Ltd., Delhi
4. Taxman(2013), Labour Laws, Taxman Publication, ISBN No.:9789350711583
5. The Tamil Nadu Industrial Establishments (National and Festival Holidays) Act, 1958, Madras Law Book Agency
6. The Tamil Nadu Payment of Subsistence Allowance Act, 1981, Madras Law Book Agency

SEMESTER II

PAPER 10: COMPENSATION MANAGEMENT

Credits: 2

Elective Paper

Teaching Hours: 30

OBJECTIVES:

- To understand the various dimensions of Compensation Management.
- To familiarize the role of various bodies involved in 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

Assignments: Performance Pay, Development of Pay Structure & Salary structure document.

Text Books:

1. George Milkovich , Jerry Newman & C S Venkataratnam (2017), “Compensation” published by McGraw Hill Education, ISBN-13: 978-0070151581
2. Dipak Kumar Bhattacharyya (2014), “Compensation Management” published by Oxford University Press, ISBN-13: 978-0199456543

Reference Books:

1. Biswanath Ghosh (2012), “Compensation and Reward Management” published by Sterling Publishers Pvt.Ltd, ISBN-13: 978-8120777422
2. B. D. Singh (2017) , “ Compensation and Reward Management” published by Excel Books, ISBN-13: 978-9350626313
3. J. Martocchio Joseph (2018), “Strategic Compensation: A Human Resource Management Approach” published by Pearson Education, ISBN-13: 978-9332584839
4. Dr. Kanchan Bhatia(2014), “ Compensation Management” published by Himalaya Publishing House, ISBN-13: 978-9352022151
5. Henderson (2007), “Compensation Management in a Knowledge - based World” published by Pearson Education India, ISBN-13: 978-8131711101

SEMESTER II

PAPER 11: PERFORMANCE MANAGEMENT

Credits: 2

Elective Paper

Teaching Hours: 30

OBJECTIVES:

- Gain a working knowledge of performance management systems.
- Learn appropriate terminologies and practices regarding performance management.

UNIT I: The Foundation of Performance Management

Definition, Principles, Characteristics, Benefits and Scope of Performance Management, Why Employees Do not Perform in Organizations, Challenges of Performance Management.

UNIT II: Performance Appraisal

Performance Appraisal- Meaning, Definition, Objectives, Significance of Performance Appraisal, Difference between Performance Management and Performance Appraisal, The Performance Appraisal process; Accurate –Valid, Reliable, Acceptable, Feasible, Specific, Based on Mission and Objectives, Measures of Performance Appraisal Programme, Legal issues associated with performance appraisal

UNIT III: Performance Appraisal Methods and Problems:

Traditional methods of performance appraisal (Rating Scales, Checklist, Forced Choice Method, Forced Distribution Method, Critical Incidents Method, Behaviorally Anchored Rating Scale, Field Review Method, Performance Tests and Observations, Confidential Reports, Essay Method, Cost Accounting Method, Comparative Evaluation Approaches - Ranking Method, Paired Comparison Method)

Modern methods of performance appraisal (Management by Objectives, Psychological Appraisals, Assessment Centers, 360-Degree Feedback, 720-Degree Feedback, and other performance appraisal methods widely used by the Organizations)

How to Design an Appraisal Programme, Problems Occurring in Rating: Leniency or Severity, Central tendency, Halo effect, Rater Effect, Primacy and Regency Effects, Perceptual Set, Performance Dimension Order, Spillover Effect, Status Effect, Rating Criteria for assessing performance: Quality, Quantity, Timeliness, Cost Effectiveness, Need for Supervision, Interpersonal Impact, Community Service.

UNIT IV: Performance Management & Reward Systems and Performance Consulting:

Performance linked remuneration system, performance linked career planning & promotion policy. Competency Mapping – it's Types, Performance Consulting: Concept, need & role of the performance consulting, contracting for performance consulting services, organizing

performance improvement department. Building and leading High performing teams - team oriented organizations - developing and leading high performing teams.

UNIT V: Performance Management Practices in industry

Unique Performance Management systems followed in 1. Tata Consultancy Services 2. Ford 3. Deloitte 4. Titan industries 5. DHL Global services 6. Murugappa group 7. ICICI Bank Ltd 8. Reliance Retail 9. Future Value Retail Ltd. 10. Scope International

Recent Trends and Future Directions in the field of Performance Management.

Text Books:

1. Herman Aguinis (2009) "Performance Management", Pearson Education Publishers. ISBN 978-278693379.
2. Michael Armstrong and Angela Baron (2007) "Performance Management", Jaico Publishing House. ISBN 978-8172248529

Reference Books

1. Robert Bacal (1999), "Performance Management", McGraw-Hill,
2. T.V Rao (2015), "Performance Management" Sage Publications, ISBN 978-9351507307
3. A.S Koli & T. Deb "Performance Management" Oxford University Press, ISBN 978-0195693379.
4. John Whitmore (2017) "Performance Management" Nicholas Publications, ISBN 978-1473658127
5. Dipak Kumar (2011) "Performance Management" Pearson Education Publishers. ISBN 978-8131754221

SEMESTER II

PAPER 12: RESEARCH METHODOLOGY

Credits: 2

Extra-disciplinary Paper

Teaching Hours: 30

OBJECTIVES:

- To acquaint the students with concepts and techniques used in Research and to enable them to apply this knowledge in business decision-making.
- To give in-depth knowledge in emerging statistical tools in Research.

UNIT I

Research : Meaning, Scope and Objectives, Types of Research, Steps Involved in Research Process, Definition of Research problem, Criteria for selecting research problem, techniques involved in defining research problem Research Design: Meaning and Types – Descriptive, Exploratory, Experimental Researches., Relevance of Research for decision making in various functional areas of Management.

UNIT II

Methods of data Collection – Census, Sample, Library. Techniques of Data Collection - Observation, Interview, Questionnaire and Schedules- Measurement and Scaling techniques - normal, ordinal, ratio, interval-Reliability and validity of the tool, pre-testing of the tool, Selection of samples, meaning of sample, Universe, Sampling Techniques and sample size determination for survey research, - Formulation of Hypothesis - Hypothesis testing.

UNIT III

Data Analysis: Editing, Coding of data: Univariate, Bivariate – Measures of dispersion -chi-square test - correlation and Regression analysis - Single and Two factor analysis of variance - Application of statistical tests - Parametric and Non-Parametric and interpretation of test results.

UNIT IV

Multivariate Analysis - Elementary concepts of factor analysis, Multiple Regression Analysis, Discriminate analysis, cluster analysis and conjoint 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: Report Writing, Types and Layout of Research Report, Mechanics of report writing, Precautions in Preparing the Research Report, Use of Executive summary, appendix and Bibliography.

***Note:** (80 % Theory and 20% Problems from Unit – III only)

Text Books:

1. C.R. Kothari- Research Methodology: Methods and Techniques, New Age International Publishers, Second edition.
2. Donald Cooper & Pamela Schindler , Business Research Methods, McGraw-Hill Education, 12th Edition.
3. S.P.Gupta - Statistical Methods, Sultan Chand & Sons, 28th Edition.

Reference Books

1. Aczel A.D. and Sounderpandian J., “Complete Business Statistics”, 6th edition, Tata McGraw – Hill Publishing Company Ltd., New Delhi, 2012.
2. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 11th edition, Thomson (South – Western) Asia, Singapore, 2012
3. Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, 2012
4. N. D. Vohra, Business Statistics, Tata McGraw Hill, 2012.
5. Richard I Levin and David S.Rubin, Statistics for Management, Pearson Education, 7th Edition, 2011.
6. Srivatsava TN and Shailaja Rego, Statistics for Management, Tata McGraw Hill, 2008.

PAPER: 13: INDUSTRY INSTITUTE INTERFACE-II

Credits: 6

Core Paper

No of Days: 16

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 HR department for a period of 12 weeks

SEMESTER II

PAPER: 14: SOFTSKILLS-II

Credits: 2

Core Paper

Teaching Hours: 30

Goal setting : Wish List, SMART Goals, Blue print for success, Short Term, Long Term, Life Time Goals.

Critical Thinking & Problem Solving: Creativity, Lateral thinking, Critical thinking, Multiple Intelligence, Problem Solving, Six thinking hats Mind Mapping & Analytical Thinking.

Power of positive thinking: Nurturing creativity, thinking power- seven steps for dealing with doubt, Traits of positive thinkers and high achievers, Goals and techniques for positive thinking, Enhancement of concentration through positive thinking, practicing a positive life style

SEMESTER II

PAPER: 15: SUMMER INTERNSHIP

Credits: 2

Period of Placement: 30 Days

Objectives:

1. To Prepare them for the next academic year research project and field training.
2. To give them an opportunity of additional learning about the field.
3. To give an opportunity for take up mini project

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 student's 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.

SEMESTER III

SEMESTER- III

PAPER 16: EMPLOYEE RELATIONS AND WELFARE

Credits: 3

Core Paper

Teaching Hours: 45 hours

OBJECTIVES:

- To understand the basic concepts and nuances of industrial relations.
- To prepare them for handling strikes, negotiation, collective bargaining.
- To make them understand the disciplinary methods and strategies.

Unit I

Employee Relations

Definition and Meaning of IR-causes, Importance of good labour management relations-causes of industrial relations, Industrial disputes –unrest the Indian Scenario today-state Government's intervention-Machineries for settlements and prevention of Industrial disputes in India. Works committee, Conciliation, Adjudication, Voluntary Arbitration. Present day industrial worker - comparison with predecessor, Role of ILO in industrial relations, Approaches-The systems model- The Pluralist Approach, Marxist approach.

Unit II: Trade Union Movement in India

History and growth of trade Union-purpose and functions, policies, recognition and registration, affiliation, membership, Finance Leadership, Employers organization; Trade Union democracy, Types of union , Pitfalls and suggestions to improve.

Unit III: Collective Bargaining, Discipline & Grievance Redressal

Meaning, Nature, Types, Process and Importance of CB-prerequisites issues involved, status in India, Suggestions to improve; Negotiations-Types of Negotiations, Pre and Post Negotiation-Problem solving attitude; Discipline - Causes of Indiscipline - Maintenance of discipline, Essentials of Good Disciplinary system, Procedure of taking disciplinary action, Domestic enquiries - concept and practice - Principles of Hot stove rule, Kinds of Punishment, Grievance handling - Constitution of Grievance committee - Meaning of Grievance -Sources-level of Grievance-benefits of Grievance system, Grievance Redressal machinery in India-.

Unit IV: Employee Welfare

Employee welfare-Meaning, Objectives, Philosophy, Scope, Limitations, types of employee welfare, statutory and non statutory welfare measures, and Labour welfare theories.

Unit V Social Security

Concept, Need, Types and Schemes for the organized sector in India; Labour Administration-Scope, Evolution, Labour Policy in India, Labour Administrative Machinery of the government, Role of ILO in Labour Administrations

Text Books:

1. Mamoria, Mamoria and Gankar (2001) Dynamics of Industrial Relations Bombay: Himalaya Publishing.
2. P.N.Singh, Neeraj Kumar(2011),Employee Relations Management, Dorling Kindersley(India) Pvt. Ltd., Licensees of Pearson Education in South Asia.
3. Srivastava S.C (1994) Industrial relations and Labour Laws, Vikas Publishing, New Delhi.

Reference Books:

1. Tripathi.P.C Personnel Management and Industrial Relations, Sultan Chand & Sons
2. Yoder, Dale and others (1959) Personnel Management & Industrial Relations, New Delhi, Prentice Hall.

SEMESTER- III

PAPER 17: WORKPLACE COUNSELLING

Credits: 2

Extra-disciplinary Paper

Teaching Hours: 30

OBJECTIVES

1. Introduce the students to fundamentals of counseling and application of workplace counseling.
2. To make the students understand models of workplace counseling.
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, behavioral 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

Text Books:

1. John Perridge, Carry.L.Cooper, Carolin Highley Employee Assisted Program
2. Adrian Colea, Counseling in the Workplace
3. Michael Carroll, Workplace Counseling (Sage Publication)

Reference:

1. Gibson.l.Robert and Mitchell (2015): Introduction to Counseling and Guidance. - Prentice Hall of India. New Delhi.
2. Egan Gerard (1994) : The Skilled Helper –A Problem – Management Approach to Helping - Brooks/Cole Publishing Company, Pacific Grove, California.

3. Nelson-Jones, R (2008): Basic Counseling Skills: A Helper's Manual - New Delhi: SAGE PUBLICATIONS, 2nd Edition.
4. Philp Burnard (2009): Counseling Skills Training - Viva Books.
5. Jennie Lindon and Lance lindon (2008): "Counseling Skills" - Palgrave Macmillan.
6. Kidd, J.M. (2006): Understanding Career Counselling: Theory, Research & Practice: Sage Publication.
7. Kathryn Geldard and David Geldard (2003) : 'Counselling Skills in Everyday Life' - Palgrave Macmillan
8. Jennifer M.Kidd (2006):"Understanding Career Counselling".
9. Clarkson.P: "The Scope of Counseling in Organizations".
10. Gerstein.L.W & Shullmen: "Counseling Psychology and the Workplace".

SEMESTER- III

PAPER 18: ACCOUNTING FOR MANAGERS

Credits: 2

Elective Paper

Teaching Hours: 30

OBJECTIVES:

1. To introduce the students about the fundamentals of Accounting.
2. To make the students understand basics of Financial, Management and Cost Accounting.

UNIT-I

INTRODUCTION TO FINANCIAL ACCOUNTING

Financial Accounting- Meaning, Definition, Objectives, Need, Significance and Limitations of Financial Accounting, Accounting Cycle, Relationship between Accountancy, Accounting and Book Keeping, Distinction between book keeping and accounting, Users of Accounting Information, Branches of Accounting-Financial, Cost and Management Accounting.

Basic Accounting Terms-Transactions, Proprietor, Capital, Assets, Liabilities, Drawings, Debtors, Creditors, Purchases, Purchase return or returns outward, Sales, Sales return or return inward, Stock, Revenue, Income, Expense, Voucher, Invoice, Receipt, Account, Basic Assumptions: Accounting entity assumption, Money measurement assumption, Accounting period assumption, Going concern assumption.

UNIT -II:

Final Accounts- Meaning, Parts of Final Accounts-Trading Account, Profit and Loss Account, Balance Sheet- Definitions and Meaning, Only Definitions of the following terms- Closing stock, Outstanding expenses, Prepaid expenses, Accrued incomes, Incomes received in advance, Interest on capital, Interest on drawings, Interest on loan, Interest on investment, Depreciation, Bad debts, Provision for bad and doubtful debts, Provision for discount on debtors, Provision for discount on creditors

Financial Statement analysis-Meaning, Objectives, Nature, Importance and Limitations of Financial Statements, Window Dressing –meaning, methods, Techniques or Tools for Financial Statement Analysis, Limitations of Financial Statements analysis.

Problems: *Basic Problems on Final Accounts i.e. Preparation of Trading account, P&L account and Balance Sheet without any adjustments except for closing stock.*

UNIT -III

INTRODUCTION TO MANAGEMENT ACCOUNTING:

Management Accounting-Meaning, Definition, Characteristics, Scope and Importance and Limitations of Management Accounting, Difference between Management Accounting and Financial Accounting, Installation of Management Accounting System, Functions and Duties of Management Accountant.

UNIT -IV

INTRODUCTION TO COST ACCOUNTING

Cost Accounting - Definitions, Objectives, Scope, Advantages and Limitations of Cost Accounting Difference between Cost Accounting and Financial Accounting, Difference between Cost Accounting and Management Accounting, Classification of Cost, Methods of Costing, Elements of Cost-Material (Direct and indirect material), Labour (Direct and Indirect), Expenses (Direct and indirect), Direct and Indirect Costs/ Overheads, Classification of Overhead-Factory Overhead, Administration or Office Overhead, Selling and Distribution Overhead, Cost Sheet.

Problems:

1. *Basic Problems on Preparation of Simple Cost Sheet*
2. *Basic Problems on Treatment of Stocks of raw materials, work in progress and finished goods.*

UNIT- 5

MARGINAL COSTING

Marginal Costing- Definition, Marginal Cost-Definition, Features of Marginal Costing, Advantages of Marginal Costing, Limitations of Marginal Costing, Cost-Volume-Profit Analysis-Meaning, Important Concepts used in Cost-Volume-Profit analysis-Fixed Cost, Variable Cost, Contribution, Contribution to sales, Profit Volume ratio, Break even analysis and Break-even point, Composite Breakeven point, Margin of Safety,

Problems: *Basic Problems on Marginal Costing.*

Note: Theory - 80 %, Problems - 20%

Text Books:

1. Financial management – Analysis & Conceptual approach – S.C.Kuchhal
2. Principles and practices of Cost accounting – N.K. Prasad
3. Management accounting – I.M. Pandey
4. Financial Management – S.N.Maheswari

Reference Books:

1. Finance for Non-Finance Executives – Yesyesvee
2. Hingorani, Ramanathan & Grewal: Management Accounting, Sultan Chand
3. R.N. Anthony: Management Accounting – Text and cases, Irwin
4. S.N. Maheswari: Management Accounting, Sultan Chand
5. H.G. Guthman: Analysis of Financial Statements, Prentice Hall

WEB RESOURCES

- www.accountingformanagement.com
- <http://www.business.com/directory/accounting/software/>
- www.ica.org 4. www.icsi.edu 5. www.icwai.org

SEMESTER- III

PAPER 19: BUSINESS POLICY AND STRATEGIC MANAGEMENT

Credits: 3

Core Paper

Teaching Hours: 45 hours

OBJECTIVES:

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

UNIT I

Business as a social system: objectives of business, business environment - International Environment - opportunities and threats. Business ethics - Principles of Business ethics, Ethics in Workplace – Ethical behaviors and Ethical decisions. Ethical Issues in Corporate Governance, Corporate Social Responsibility - Changing Trends in social responsibilities of business, Dimensions of social responsibility, Corporate Social Responsibility towards different groups.

UNIT II

Business policy related aspects, Policies tactics, Programs, Procedures, Rules. Different types of policies. Business Policy in Various Economic Systems: Capitalist Economy: Economic System of Socialism and mixed Economic system.

UNIT III

Strategy formulation - business and objectives, process of strategy formulation, - environmental appraisal - Organizational appraisal - Strategic alternative and choice - choosing a strategy, Management attitude to Risk , Role of power politics in organization.

UNIT IV

Strategy implementation - Procedure, Structure, Function and importance, Financial policy implementation- Need, objectives, merits & demerits, organizational structure and Strategy implementation- Need, objectives, merits & demerits, Behavioral implementation - Need, objectives, merits & demerits , leadership implementation- Need, objectives, merits & demerits.

UNIT V

Strategic evaluation and control - MBO, MBE and other major Business Policy. Strategic evaluation process, criteria for evaluation, problems in designing evaluation criteria, MBO & MBE - need , objectives & importance, Major Business Policy- Classification, recent trends in business polices.

Text Books:

1. Azhar Karma (2012) - Business Policy - Tata McGraw Hill Publishing Company limited. ISBN 978-0070263628

2. Mamoria and Subba Rao (2014) “ Business Planning and Policy” Himalaya Publishing house. ISBN 978-01470276584

Reference Books:

1. Jain (2011) “Government & Business Policies” Tata McGraw Hill Publishing Company limited. ISBN 978-15470276455
2. GV Sathya Sekar (2013) - Business Policy & Strategic Management – IK International Publishing House Pvt limited. ISBN 978-8190777070
3. Subba Rao(2014) “Business Policy & Strategic Management” Himalaya Publishing house. ISBN 978-9350975466
4. Thomas Edl (2016) “Strategic Management” Pearson publishing house. ISBN 978-93325585447
5. Kazmi(2014) “ Strategic Management” ” Tata McGraw Hill Publishing Company limited. ISBN 978-9339221836

SEMESTER- III

PAPER 20: OPERATIONS MANAGEMENT

Credits: 3

Core Paper

Teaching Hours: 45 hours

OBJECTIVES:

- Acquaint the students with Production and operation functions in both manufacturing and services sectors.
- Acquaint the students with production Planning and Control, decision making for effective and efficient purchase, storage and flow of materials in manufacturing and service organization

UNIT-I:

Operations Management – Meaning, Importance and Objectives – Systems View of Operation Management – Functions of Operations Management – Types of Production Systems.

UNIT-II:

Production Planning Controls: phases – Aggregate Planning: Types, Strategies – Master Production Schedule: Objectives, Developing an MPS, Rough cut capacity planning – Materials Requirements Planning: Objectives, MRP inputs – Bill of Materials – MRP-II – Capacity Requirements Planning – ERP Packages: Modules, Benefits of ERP

UNIT-III:

Inventory Control – Functions and Types of Inventory – Models of Inventory: Economic order Quantity, Economic Production Quantity, Quantity discount model - Safety Stock - Just In Time: elements of JIT, JIT manufacturing - Bottlenecks in implementing just in time in Indian industries.

UNIT-IV:

Statistical Quality control – Purpose – Control charts for measuring variables - Control charts for measuring attributes – acceptance sampling : Acceptance Quality Limit, LTPD – Quality circle – Total Quality Management – Six Sigma concept – Quality Audit – Quality Awards - ISO 9000 concepts – ISO 14000 concepts.

UNIT-V:

Ergonomics – meaning – importance – Work study – Time study – Motion study – standard time – Time study analysis – Job designs, Total productive maintenance (TPM), Procedure for maintenance. Maintenance: maintenance policies for facilities and equipment; Time of failure; Preventive versus breakdown maintenance.

Text Books:

1. S Chary (2017), “Production & Operations Management” published by McGraw Hill Education, ISBN-13: 978-1259005107
2. Panneerselvam(2012), “Production & Operations Management” published by Prentice Hall India Learning Private Limited, ISBN-13: 978-8120345553

Reference Books :

1. Jay Heizer ,Barry Render ,Chuck Munson & Amit Sachan(2017) , “Operations Management” published by Pearson Education, ISBN-13: 978-93325867032.
- 2.B. Mahadevan(2015), “Operations Management: Theory and Practice” published by Pearson Education India, SBN-13: 978-9332547520
3. Kanishka Bedi(2013), “Production and Operations Management” published by Oxford University Press, SBN-13: 978-0198072096
4. William J. Stevenson(2015), “Operations Management” published by McGraw Hill Education, SBN-13: 978-9339224387
5. Heizer(2015), “Operations Management” published by Pearson Education India, ISBN-13: 978-9332544376

PAPER 21: RESEARCH PROJECT

Credits: 6

Core Paper

Teaching Hours: ----

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

SEMESTER –III

PAPER 22: INDUSTRY INSTITUTE INTERFACE-III

Credits: 6

Core Paper

No. Of Days: 24 days

Nature of Field Work:

Block internship

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.
 3. Filed work conferences with the faculty supervisors.
 4. Observation visit based presentation and seminars.
-

SEMESTER -III

Paper.23: Soft Skills III

Credits: 2

Lecture Hours: 30 Hours

Teamwork: Groups, Teams, Group Vs Teams, Team formation process, Stages of Group, Group Dynamics, Managing Team Performance & Team Conflicts.

Conflict Management Skills: Types of conflict (intrapersonal, intra group and inter group conflicts), Conflict stimulation and conflict resolution techniques for effective conflict management

Resume Writing & Group Discussion: Differences between group discussion and debate; ensuring success in group discussions,

Interview Skills: Types of Interviews; ensuring success in job interviews; appropriate use of non-verbal communication

SEMESTER -III

Paper.24: OUTBOUND TRAINING

Credits: 1

Hour: 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.

AREAS COVERED UNDER OBT

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.

SEMESTER IV

Semester IV

PAPER 25: ORGANISATION CHANGE & ORGANISATION DEVELOPMENT

Credits: 3

Core Paper

Teaching Hours: 45 hours

OBJECTIVES:

1. Understand the models of Organizational Change.
2. To help students explore the different approaches and techniques involved in OD.

Unit I - Organization change

Dynamics of change, Nature of change, Change cycle, levels and types and forces of organizational change, Change agents, resistance to change at Individual, sub-unit and Organizational level, Strategies and guidelines for implementing change.

Unit II - Models and theories of Organizational Change

Kurt Lewin - Force field theory of change, 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, OD, reengineering and Organizational Design.

Unit III - Foundations of Organizational Development

Definition, meaning of Organizational Development, features, objectives and values of OD, OD process and stages of intervention, Action Research, Action Research & OD

Unit - IV Broad overview of OD interventions;

Team building intervention, Inter-group activities, Survey feedback intervention, Techno-structural, structural activities, Process Consultation, Grid OD activities, Third Party peace making, Coaching and counseling, Future search conference.

Unit - V - Future of Organizational Development

Leadership and values, Knowledge about Organizational development, Inter-disciplinary nature of Organizational Development, Diffusion of technique, Mergers, Acquisitions and alliances, High Performance & community

Text Books:

1. French.L.Wendell, Bell.H.Cecil and Vohra Veena : "Organization Development – Behavioral Science Interventions for Organization Improvement, Sixth edition, Pearson Prentice Hall of India, New Delhi,2014.

2. French, W.L etc., Organization Development Theory, Practice and Research, 6th Edition, New Delhi, Universal Book Stall.

Reference Books:

1. Hulse F.E. and Cummings T.G. Organisation, Development and Change 9th Edition, New York, West.
2. Abad, Ahmad etc, Developing Effective Organization, New Delhi, Sri Ram Centre for Industrial Relations, 1980
3. De Hirsch. Alternative Designs of Human Organizations, London, Sage, 1988
4. Harvey D.F and Brown DR An Experiential Approach to Organization Development, Englewood Cliffs, New Jersey, Prentice hall Inc., 1990
5. Sinha, Dharani P etc, Consultants and Consulting Styles, New Delhi, Vision, 1982.

Semester IV

PAPER 26A: ENTREPRENEURIAL DEVELOPMENT

Credits: 2

ELECTIVE PAPER

Teaching Hours: 30

OBJECTIVES:

- To acquire skills required to start and manage a business.
- Highlight the need for entrepreneurship and to familiarize the growth of entrepreneurship in India.
- Expose the students regarding the assistance from financial Institutions and Government.

UNIT-I

Entrepreneurship –Meaning & Definition – Types of Entrepreneurs - Characteristics of a successful entrepreneur, - Entrepreneurial scene in India - Case histories of successful entrepreneurs -

UNIT –II

Entrepreneurial Development Programme and training - Entrepreneurial Environment - - New Product Ideas and Evaluation - Project Identification -Project Formulation - Project Report - Project Appraisal - Profitability Analysis- Working Capital Management.

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 -.

UNIT- IV

Marketing Research Segmentation-Marketing Positioning-Developing Marketing Strategies, Pricing, Promotional Mix - Distributing channels

UNIT- V

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

Text Books:

1. Charntimath Poornima .M (2014) Entrepreneurship & Small Business Enterprises, Pearson, Second Edition
2. Bholanath Dutta (2009) Entrepreneurship Management ,Excell Books,First Edition

Reference Books:

1. Robert J. Calvin : Entrepreneurial Management, McGraw-Hill, 2002
2. Shivganesh Bhargava : Entrepreneurial Management, SAGE Publications India Pvt Ltd ,2008.

Semester IV

PAPER 26B: HUMAN RIGHTS & RELATIONS

Credits: 2

ELECTIVE Paper

Teaching Hours: 30 hours

UNIT I INTRODUCTION

Introduction to Human Rights - Scope and Nature; Difference between Human Rights and Relations - Historical Perspective.

UNIT II INSTITUTIONS

National Human Rights Commission (NHRC) - State Human Rights Commission (SHRC) - United Nations Human Rights Commission (UNHRC) - Human Rights Court - Conciliation Boards - Juvenile Courts.

UNIT III TYPES OF RIGHTS

Civil Rights - Political Rights - Social Rights - Economic Rights - Cultural Rights.

UNIT IV COVENANTS

International Covenants - Universal Declaration of Human Rights (UDHR) - Differentiated Rights and Articles from Indian Constitution.

UNIT V CASE STUDY

Case Works pertaining Human Rights and Human Relation.

Reference:

1. Inhuman wrongs and human rights, Baxi, Upendra. 323.4B
2. Human Rights: Comments and Interpretation, UNESCO, 323.4U
3. Human Rights and Law; Universal and Indian- Pares, Diwan, Peryash Diwan, 323.4P
4. The Future of Human Rights- Baxi, Upendra.323.4U.
5. Human Rights in India: Historical social and political perspectives- Nirmal CJ Ed.323.4D
6. Protection of Human Rights Act, 1993- Abandinsky, Howard- Bare Act -31 -341-481
7. Human Rights in 21st century- Sudhir Kapoor 323.4S
8. Meenaja sources of Human Rights-323.4G
9. Human Rights, Shantha Kumar S- 323.4S
10. Human Rights, A Global perspective- Basu .L.N 323.4S
11. Human Rights for Human Resource Development, Gurnan Singh—24- Articles
12. University curriculum on Human Rights, Somen Chakraborty, Pal R.M-5412 Articles
13. Human Rights courts in India- Chandra sekharayya.N. 13893- Articles
14. Human Rights Education National Perspectives- Sathe, S.P3562 Article
15. The National Human Rights Commission- Manta Iswa 3583 Article
16. NHRL Reviews Human Rights Situation-4164 Article.

Semester IV

PAPER 27: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Credits: 3

Core Paper

Teaching Hours: 45 hours

OBJECTIVES:

- Introduce you to the study and practice of International Human Resource Management (IHRM)
- Its main aim is to develop personnel policies that improve employee relations at work.

UNIT I: Introduction to International business and IHRM

Introduction to International business, Importance, Nature and scope, Modes of entry into International business, MNC's and their involvement in International business, International business environment, Meaning and Definition of International Human Resource Management (IHRM) - Difference between Domestic Human Resource Management and International Human Resource Management - Issue of nationality.

UNIT II: Contemporary Issues in IHRM.

Key issues in IHRM, challenges to IHRM, The concern of organized labor / Trade Unions and International Firm. Approaches to labor relations, Collective Bargaining, Grievance, Discipline and Industrial conflict. HR Outsourcing: What, why, why not, developing a contract and management of HRO.

UNIT III: IHRM, National culture and Cross-cultural and Diversity Management

Meaning, elements, and dimensions of national culture, cross-cultural issues - Diversity Management - dimensions of diversity, reasons for increasing diversity, challenges and barriers to managing diversity at the work place.

UNIT IV: Expatriation, Repatriation and Mergers and Acquisition – HR Issues

Management of expatriates, Reasons for the use of expatriates, (recruitment, training and development), and repatriation. HR Issues in Acquisitions & Mergers and Joint Ventures: HR issues in international alliances.

UNIT V: Globalization and International business – Case Study

Global Business Environment - Globalism & Globalization, Concept, Meaning and Definition, Drivers of Globalization. International Regulation to Trade- WTO, GATT, IMF and World Bank - Managing in the Global Market place - Trends in Globalization Process.

Text Books:

1. K. Aswathappa(2017), "International Human Resource Management" published by McGraw Hill Education, ISBN-13: 978-0071077941
2. P. Subba Rao(2015), "International Human Resource Management" published by Himalaya Publishing House, SBN-13: 978-9352028375

Reference Books:

1. Dr. S. C. Gupta(2014), “International Human Resource Management” published by Laxmi Publications, SBN-13: 978-0230330795
2. Vance (2013), “Managing a Global Workforce Challenges and Opportunities in International Human Resource Management” published by Prentice Hall India Learning Private Limited, ISBN-13: 978-8120347946
3. Anne-Wil Harzing& Ashly Pinnington (2017), “International Human Resource Management” published by Sage Publications India Private Limited, ISBN-13: 978-9386062895
4. Peter Dowling, Marion Festing & Allen D. Engle Sr. (2013), “International Human Resource Management” published by Cengage Learning EMEA, ISBN-13: 978-1305011205
5. Rita Mcgee & Ann Rennie (2013), “International Human Resource Management” published by Cipd/Bookland , ISBN-13: 978-9380110677

Semester IV

PAPER 28: HR ANALYTICS

Credits: 2

Extra-disciplinary Paper

Teaching Hours: 30

OBJECTIVES

- Apply appropriate statistical analysis to HR questions and problems to improve decision-making with understanding of limitation;
- Think critically about data and metrics for HR problem-solving and decision-making;
- Understand the logic underlying statistical significance;
- Use statistical software to manipulate and organize data for analysis;
- Effectively interpret and communicate results from statistical analysis into actionable decisions.

UNIT 1: Basic Foundation

Framework of HR measurement How decision science influences HR measurements, connecting measures and organizational effectiveness, LAMP framework, today's HR measurement approaches, HR measurement Traditional vs. contemporary HR measures; Fundamental analytical concepts from statistics and research design; analytical concepts from economics and finance.

UNIT 2: Analytical Foundation of HR measurement

a. Introduction to Business Analytics, Differences between Business Intelligence and Business Analytics, Differences between Business Analytics and Big Data Analytics, Roles of Business Intelligence, Big Data Analytics and Business Analytics in an organization, Pillars of Business Analytics – Analytical Methods, Analytical Tools, Analytical Application., Types of Business Analytics – Descriptive Analytics, Predictive Analytics, Prescriptive Analytics. What is HR Analytics? Its role in overall business performance

UNIT 3: About HR Analytics

Definition of HR & Analytics; HR data as seen prior to the invasion of Analytics; The current evolving state of HR Analytics; Why HR Analytics; Stages of HR Analytics; What can/should be measured; How does Analytics fit into HR Delivery Model; HR Analytics in your org. – priorities & ST/LT Goals; CEO's part to be played in HR Analytics; Comparison –HR "Reporting" & Analysis with HR "Predictive" Analytics.

UNIT 4: HR Analytics Tools

Advantages & Limitations of some tools; Brush up on MS Excel & Basic VBA; Tools to be discussed using Ms Excel – Used in Reporting & Presentation on MS PowerPoint; Tips on of Google Forms & Google Spreadsheets – E.g.: Designing Surveys & Easy Data collection tips; Integrating MS Excel & Google Spreadsheets. Brush up on R basics; Tools to be discussed using R Statistical Software – Used in Predictive Modeling & Presentation on MS PowerPoint

UNIT 5: Application of HR Analytics

Application of HR Analytics in the areas of Recruitment, Performance Management, Compensation Management, Competency building; Learning and Development; Employee Motivation / Satisfaction; Employee Attrition/ Separation.

Text Books:

1. Moore, McCabe, Duckworth, and Alwan. *The Practice of Business Statistics: Using Data for Decisions*, Second Edition, New York: W.H.Freeman, 2008.
2. Investing in People: Financial Impact of Human Resource Initiatives (**Required**) Cascio, W. & Boudreau, J., FT Press, 2nd Edition (2011) ISBN 13: 978-0137070923

Reference Book:

1. Utts, Jessica M. *Seeing through Statistics*, Second Edition, Pacific Grove, CA: Duxbury, 1999.

Semester IV

PAPER 29 A: FINANCIAL MANAGEMENT

Credits: 2

Elective Paper

Teaching Hours: 30

OBJECTIVES

- To understand the Financial Management concepts in today's business.
- To provide the students regarding the practical applications of Financial decisions in business.

UNIT- I

Introduction to Financial Management: Nature, scope, objectives and significance of Financial Management, Time value of money, Risk and return (including Capital Asset Pricing Model).

Unit -II

Long term investment decisions: The Capital Budgeting Process, Cash Flow Estimation, Payback Period Method, Accounting Rate of Return, Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index.

UNIT - III

Financing Decisions: Sources of long-term financing, Estimation of components of cost of capital, Methods for calculating Cost of Equity, Cost of Retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average Cost of Capital (WACC). Capital Structure-Theories of Capital Structure (Net Income, Net Operating Income, MM Hypothesis, Traditional Approach. Operating and Financial leverage, Determinants of capital structure.

UNIT- IV

Dividend Decisions: Theories for Relevance and irrelevance of dividend decision for corporate valuation Walter's Model, Gordon's Model, MM Approach, Cash and stock dividends, Dividend policies in practice.

UNIT- V

Working Capital Decisions: Concepts of Working Capital, Operating & Cash Cycles, sources of short term finance, working capital estimation, cash management, receivables management, inventory management.

Text Books:

1. Khan, M.Y. and P.K. Jain (2017), 7 th edition, Financial Management: Text and Problems, Tata Mc Graw Hill, ISBN 978-9339213053

2. Prasanna Chandra (2017) “Financial Management theory & Practices” Tata Mc Graw Hill, ISBN 978-932227274

Reference Books:

1. Rustagi, R.P.(2011), “Financial Management”, Galgotia Publishing Company, ISBN 978-8171949311
2. Pandey, I M. (2016) “Financial Management” , Vikas Publications, ISBN 978-9325982291
3. Paramasiviam (2012) “Financial Management”, New Age Publications, ISBN 978-812256782
4. Singh, J.K. (2015) Financial Management-text and problems, Dhanpat Rai and Company, Delhi , ISBN 978-7251945621
5. Srivastava, Rajiv, and Anil Mishra,(2016) Financial Management, Oxford University Press ISBN 978-932598564

Semester IV

PAPER 29B: MARKETING MANAGEMENT

Credits: 2

ELECTIVE PAPER

Teaching Hours: 30

OBJECTIVES:

- To understand the changing business environment
- To identify the indicators of management thoughts and practices
- To understand fundamental premise underlying market driven strategies

UNIT I INTRODUCTION

Marketing – Definitions - Conceptual frame work – Marketing environment : Internal and External - Marketing interface with other functional areas – Production, Finance, Human Relations Management, Information System. Marketing in global environment – Prospects and Challenges.

UNIT II MARKETING STRATEGY

Marketing strategy formulations – Key Drivers of Marketing Strategies - Strategies for Industrial Marketing – Consumer Marketing — Services marketing – Competitor analysis - Analysis of Consumer and Industrial Markets – Strategic Marketing Mix components.

UNIT III MARKETING MIX DECISIONS

Product planning and development – Product life cycle – New product Development and Management – Market Segmentation – Targeting and Positioning – Channel Management – Advertising and Sales Promotions – Pricing Objectives, Policies and methods.

UNIT IV BUYER BEHAVIOUR

Understanding industrial and individual buyer behavior - Influencing factors – Buyer Behaviour Models – Online buyer behaviour - Building and measuring customer satisfaction – Customer Relationships Management – Customer Acquisition, Retaining, Defection.

UNIT V MARKETING RESEARCH & TRENDS IN MARKETING

Marketing Information System – Research Process – Concepts and Applications: Product – Advertising – Promotion – Consumer Behaviour – Retail research – Customer driven Organizations - Cause related marketing - Ethics in marketing –Online marketing trends.

Text Books:

1. Philip Kotler and Kevin Lane Keller, Marketing Management, PHI 14th Edition, 2012
2. KS Chandrasekar, “Marketing management-Text and Cases”, Tata McGrawHill-Vijaynicole, First edition, 2010
3. Paul Baines, Chris Fill and Kelly Page, Marketing, Oxford University Press, 2nd Edition,2011.
4. Lamb, hair, Sharma, Mc Daniel– Marketing – An Innovative approach to learning and teaching-
A south Asian perspective, Cengage Learning — 2012

Reference Books:

1. Micheal R.Czinkota & Masaaki Kotabe, Marketing Management, Vikas Thomson Learning, 2000.
2. Duglas,J.Darymple, Marketing Management, John Wiley & Sons, 2008.
3. NAG, Marketing successfully- A Professional Perspective, Macmillan 2008.
4. Boyd Walker, Marketing Management, McGraw Hill, 2002.
- 5 Paul Baines, Chriss Fill Kelly Pagb, Marketing, II edition, Asian edition

PAPER-30: INDUSTRY INSTITUTE INTERFACE - IV

Credits: 6

Core Paper

No. Of Days: 1 Month

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

Semester: IV

PAPER 31: Soft Skills IV

Credits: 2

Lecture Hours: 30 Hours

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

Stress Management: Causes of Stress and its impact, how to manage & distress, Circle of control, Stress Busters

Leadership Skills: Leadership, Levels of Leadership, Making of a leader, Types of leadership, Transactions Vs Transformational Leadership, VUCA Leaders, DART Leadership, Leadership Grid & leadership Formulation.

Emotional Intelligence: What is Emotional Intelligence, emotional quotient, why emotional intelligence matters? Emotion scales, managing emotions

SOFTSKILL PROGRAM SYLLABUS

Duration: 32 hrs per semester

ASSESSMENT PATTERN:

External: 50 Marks

1. Report submission
2. Conference based on Report

RECOMMENDED AREAS OF WORKSHOPS

- SPSS
- Training and Development
- Labour Legislation
- Performance Management System
- Workplace Counselling
- Compensation Management
- Financial Management and Accounting System

CERTIFICATE COURSES

Guidelines

1. The certificate programs will be only for course completion and will not be part of CGPA and classification.
2. A separate certificate will be issued by the department and the linked External Agency.
3. Each student is expected to compulsorily enroll and complete any TWO courses any time before 4th semester.
4. Students are free to enroll in more than two courses if it suits them.
5. Students are free to enroll in other Departments within the campus for any ONE of the courses that they choose to enroll.
6. Each course will be coordinated by one faculty member. In a given semester, a faculty member can coordinate only one course.
7. Each course will be worth 30 hours of instruction including evaluation and field visits. The following allocation can be adopted:

Actual Classroom inputs	: 20 hours
Field Visits* / Assignments	: 6 hours
Evaluation	: 4 hours

METHODOLOGY:

- Instructor led class room training
- Power point presentations
- Case studies
- Student assignments/presentations

EVALUATION:

Written Test & other assessment

COURSE REGULATIONS FOR THEORY AND PRACTICAL PAPERS

Theory papers:

All the theory paper in each semester is assessed for 100 marks which consist of Internal(50 marks) and External assessment (50 marks).

Attendance:

- Calculated paper-wise
- Minimum 75% required to be eligible to write each paper in the ESE
- If attendance percentage in any paper is:
 - 74% -65% => Condonation Fine @ Rs.250/- per paper
 - 64% -60% => Fine + Subject to Principal's permission (only on medical grounds)
 - 59% - 50% => Take up ESE during following Semester
 - Less than 50% => Red0 =>repeat the papers after the completion of the course.

Internal Continuous Assessment:

The internal assessment consists of the following components:

ICA components	Class tests (ICA 1 /ICA 2)	In-class test	Take home assignment	Total
	2 tests for 25 marks each – best of which will be taken into account	10 marks	15 marks	50 marks
Passing minimum	50% for each component of ICA and cumulatively			

Evaluation of ICA (Class Tests-25 marks)

For 25 marks each, one hour duration is given to conduct class tests.

- **Pattern I:**
25 questions carrying 1 mark each without choice.
- **Pattern II:**
Part – A: 15 questions carrying 1 mark each, without choice &
Part-B: Two out of three questions carrying 5 marks each to be written in 150 words.
- **Pattern III:**
Part – A: Five questions carrying 2 marks each, without choice &
Part –B: Three out of four questions carrying 5 marks each to be written in 150 words.
- No re-test is permissible.

In-Class Test (10 marks):

Format:

- Essay (1000-1200 words) or Group Discussion or Seminar presentation etc.
- Maximum time give to write the test is 1 hour.
- Should be analytical in nature and not mere presentation of facts.
- Students can bring hints/outline based on which assignment / presentation has to e developed.

Take Home Assignment (15 marks):

- Innovative, individual tasks
- Suggested Presentation methods/techniques:
 - Presenting a paper in a conference
 - case study

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 and 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

INDUSTRY INSTITUTE INTERFACE

Objectives:

- To provide hands on experience to the students
- To prepare them for the future practical learning
- To bridge the gap between academia and practicum
- To enable the students to interact with HR managers and thoroughly understanding the business environment

Attendance: 100 % is mandatory for attending internal conference and External Viva Voce

ASSESSMENT

Internal Mark: 50

The students will be assessed under the following criteria

1. Conference with respective faculty supervisors
2. Mid Review -Individual Presentations(Power Point)
3. Report submission ,Attendance, Regularity,

External Mark: 50

1. External Viva-voce
2. The Panel consists of the field experts and internal faculty members to conduct the viva-voce.

INDUSTRY INSTITUTE INTERFACE-CREDIT MATRIX

Semester	Nature of III	Minimum number of days	Credits
I	III Practicum	15 days`Block	6
II	III Practicum	25days Block	6
	Summer Placement*	One month	2
III	III Practicum cum Project	25 days Block	6
	Out Bound Training*	6 days	-
IV	III Practicum	25days Block	6
	Total	90 days	
Note: * Requirement for course completion			

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P.G. DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

**MINUTES OF THE MEETING OF THE BOARD OF STUDIES IN MANAGEMENT
HELD ON 31/01/2018**

Recommendations made by the Board:

1. INTRODUCTION OF NEW PAPER:

- The board suggested introducing a new paper titled “Human Rights” as an elective paper in the fourth semester.

I. INCLUSION OF CONTENT :

- The Board suggested inclusion of the concepts of Human Resource Management in the first semester paper.
 - Strategic Human Resource Management.
- The Board suggested inclusion of the concepts of Organizational design in the fourth semester paper
 - Organizational Development.

II. REMOVAL OF CONTENT :

- The Board suggested removal of the concepts of Learning in the first semester paper.
 - Organizational Behavior.

III. REVISION OF CONTENT:

- The Board suggested a revision of contents in the following Paper:
 - Research Methodology
 - Learning & development
 - Performance Management in the second semester
 - Compensation Management in the second semester
 - International Human Resource Management in the fourth semester
 - Entrepreneurial Development

IV. LOGICAL RE-DISTRIBUTION OF CONTENT:

- The Board suggested to rearrange the contents in the following paper:
 - Rearrangement of the existing contents from unit-1 to unit – 5 in the second semester paper “Learning & Development”.

V. REVIEW OF INTERNSHIP PROGRAMMES:

- Suggestions made to replace the term “Placement” in Summer Placement as “Internship” in the second semester.