

MADRAS SCHOOL OF SOCAIL WORK-EGMORE, CHENNAI-8
PG(Hons) Diploma in Personnel Management & Industrial Relations
(PG(HONS)DIP IN PM & IR)- (2018-2020)

I Year I Semester

1. PRINCIPLES OF MANAGEMENT:

UNIT-I

The Meaning of Management:

Administration, Organization & Management-definition& meaning-management process-need for management-Fayol's principle of management- the evolution of management-as an art, science, theory, practices & discipline- pioneers in management social responsibility and ethics of management process –planning-organizing-staffing-motivating, leading-controlling.

UNIT-II

Controlling Approaches to Management:

Management analysis-different schools of thoughts and approaches to management – empirical approach-behavioral-social-decision theory-system approach-mathematical approach-contingency-management process approach.

Planning:

Types of Management planning –steps in planning –objectives-planning strategies & policies-decision making.

UNIT-III

Organizing:

Types of Organizations-purpose of organizing-authority & span of control-basic departmentation -line/staff authority-organizational culture.

Staffing:

Staffing-system approach to human resources-roles and responsibilities-selection process, techniques-staff job enrichment and orientation.

UNIT-IV

Leading:

Leadership –styles-approaches to leadership-motivation-communication process.

Controlling:

Controlling process and system-control techniques-operations management-preventive control and overall surveillance –budgetary and non-budgetary control.

UNIT-V

Managing Various Organization:

Managing various business, non-business organization-departments & institutions.

Books Reference:

1. Principles of Management :Pagari & Dinakhar
2. The Management Process:Dr.Ruston.S.Davaretal
3. Principles of Management : Harold Koontz, Heinz Welhrich and Ramachandra Aryasir.

2.HUMAN RESOURCE MANAGEMENT

UNIT-I

Introduction to HRM: Definition – Concepts – History of HRM – Importance of HRM– Role of HR Executives-HRM Functions– Challenges of Human Resource Management– New Challenges for HR Executives– Structure and Organizational Chart of HR Department.

Human Resource Management at Work: Line Vs Staff Authority – Globalization and its impact on HR- IT Systems and HR

Job Analysis and Design: Concept of Job Analysis and Design –Methods of Job analysis - Job Description - Job Specification – Modern Management Techniques: Job rotation – job enlargement – Job enrichment,Competency mapping,

UNIT-II

Human Resource Planning (HRP): Definition – Need and Importance of HRP- Process of HRP– Levels and Types of HRP – Forecasting Demand for employees- Forecasting supply for employees-Balancing supply and demand considerations- HRP Model

Recruitment and Selection Process: Definition and concept of Recruitment - Factors Affecting Recruitment – Sources of recruitment– Information technology and HR recruiting on the net.- Methods and Techniques of recruitment - Recruitment Policies

Selection Process- Person Job Fit - Person Organization Fit –Elements of Selection Process - Steps in the Selection Procedure – Various types of Tests – Selection Interview: Methods and Process (including reference check and medical examination) - Placement and induction- Competency testing systems.

UNIT-III

Basic of Performance and Potential Appraisal: Concept - Objectives of Performance Appraisal - The Appraisal Process - Traditional Methods and Modern Methods of Appraisal (including MBO, 360 degree, Assessment Centre, Balance Scorecard, etc) – Appraisers: Manager/supervisor, Self, Subordinate, Peer, Team and Customer-Pitfalls in Performance Appraisal – Potential appraisal

Basic of Performance based Rewards and Incentives - Short-term Plans - Long-term Wage Incentive Plans - Requisite Guidelines for Effective Incentive Plans - Non-monetary Incentives - Employee Stock.

Employee learning and Management Development: Importance and objectives - Distinction between Training and Development – Types of training and development – Training need analysis - Systematic approach to Training and Development – Evaluation of Training

UNIT-IV

Managing Careers: Concept – Career stages -Career Anchors – Career Development Cycle – Benefits of career planning to individual as well as organization - Internal mobility: promotions, transfers, Separation and Succession planning.

UNIT-V

Compensation Management: Objectives - Methods of Job evaluation – Factors determining compensation and pay rates – Current trends in compensation- Pricing managerial and professional jobs.

3. ACCOUNTING FOR PLANING & CONTROL&BUSINESS FINANCE

ACCONUNTS FOR PLANNING CONTROL AND BUSINESS FINANCE

UNIT I Accounting Concepts, Principles, Bases and Policies

Accounting Concepts, Principles, Bases and Policies : Accounting Concepts, Principles, Policies and Standards, Types of accounting concepts -Accounting Principles - International Financial Reporting System

Double Entry Accounting: Meaning of double entry accounting, Classification of accounts under Traditional approach, Accounting Equation approach, Meaning and roles of debit and credit , Posting to Ledger accounts

Trial Balance: Meaning , Objectives of preparing a trial balance , Methods of preparing a trial balance, Adjustment Entries, Errors and their rectification,

Final Accounts: Adjustments before preparing final accounts , Depreciation , Bad Debts and accounting treatment of bad debts , Provision for doubtful debts , Reserves for Discount on Debtors , Reserve for Discount on Creditors , Closing Stock, Trading Account , Profit and Loss Account, Balance Sheet

Depreciation: Importance and Methods of Depreciation

UNIT 2 Financial Statement Analysis

Introduction to Management Accounting: Role of Management Accounting and Cost Accounting System Merits and Demerits of Management Accounting , Distinction between Management Accounting and Financial Accounting

Financial Statement Analysis – Ratio Analysis

Financial Statement Analysis: Tools and Techniques – Common size statement & comparative statements, Trend analysis.

Ratio Analysis – interpretation – significance of Ratio Analysis – Limitations – classification of Ratios.

Cash flow statement and Funds Flow Statement: Comparison between funds flow and cash flow statements - preparation of cash flow statement (AS3 Standard)

UNIT 3 Capital Budgeting, Cost of Capital, Capital Structure

Principles and Application of capital budgeting – method of investment analysis – payback, APR, NPV, IRR discounted cash flow – risk and return decision – profitability index

Risk analysis in Capital Budgeting : Sensitivity Analysis - Scenario Analysis - Monte Carlo Simulation

Cost of capital – meaning – significance – classification of cost – determination – problems – computation of cost of specific sources of finance (cost of Debt, Equity & Preference shares , Retained earnings) – Computation of weighted average cost of capital, Marginal cost of capital.

Capital Structure and Leverage - forms – importance – optimal capital structure – theories – Factors determining capital structure – changes in capital structure – capital gearing Meaning – Types – Financial Leverage – Operational Leverage – Composite – Working Capital Leverage.

UNIT 4 Costing and its Application

Understanding Cost: Meaning of Cost, Objective of Costing, Methods of Costing, Technique of Costing, Classification of Cost, Elements of Cost, Statement of Cost Sheet,

Marginal Costing and Break Even Analysis: Concept of Marginal Costing , Characteristics of Marginal Costing , Difference between Absorption Costing and Marginal Costing , Marginal Cost, Contribution , Cost Volume Profit (CVP) Analysis , Break Even Point, Profit Volume ratio , Margin of Safety , Application of Marginal cost , Limitations of Marginal cost, Make or Buy Decisions,

Standard Costing: Definition of Standard Costing, Difference between Standard cost and Budgetary Control, Establishment of standards, Variance analysis, Material cost variance, Material price variance, Material usage variance , Material Mix variance, Material Yield variance, Direct labour variance, Labor Efficiency Variance, Labour Rate variance, Labour mix variance, Labour Yield Variance

UNIT 5 Budgetary Control

Budgetary Control: Meaning of a Budget , Budgetary control , Objectives of budgetary control , Essential features of Budgetary Control & merits , Steps in budgetary Control , Types of Budgets , Flexible Budget , Limitation of Budget Control

Text Books:

1. Kakani Ramachandran, (2011), Financial Accounting for Management, 3rd edition, McGraw Hill, India
2. Godwin, Alderman, Sanyal (2016), Financial ACCT - Financial Accounting (2016), Cengage Learning.
3. Sawyers, Jackson, Jenkins, Arora Jenkins, Arora (2016), Managerial ACCT - Managerial Accounting, Cengage Learning.
4. I.M.Pandey, (2015), Financial Management, 11th edition, Vikas Publishing, India.
5. James C. Van Horne, Sanjay Dhamija, (2011), Financial Management and Policy, 12th edition, Pearson Education.
6. Eugene F Brigham, Michael C. Ehrhardt, (2014), Financial Management Theory and Practice, 14th edition, Cengage Learning.

Reference Books:

1. Anthony A. Atkinson, Robert S. Kaplan, S. Mark Young, Ella Mae Matsumura, G. Arunkumar (2014), Management Accounting: Information for Decision Making and Strategy Execution, 6th edition, Pearson Education, India.
2. Horngren T. Charles, (2012), Cost Accounting: A Managerial Emphasis, 15th edition, Pearson Education, India.
3. Khatri, (2011), Financial Accounting, 1st edition, McGraw Hill, India.
4. Debarshi Bhattacharyya, (2010), Management Accounting, 1st edition, McGraw Hill, India
5. Khan M.Y, Jain P.K, (2009), Management Accounting, 5th edition, McGraw Hill, India
6. Colin Drury, (2012), Management and Cost Accounting, 8th Edition, Cengage Learning.
7. Khan M.Y, Jain P.K, (2014), Financial Management- Text, Problems and Cases, 7th edition, McGraw Hill.
8. Prasanna Chandra, (2011), Financial Management : Theory and Practice, 8th edition, McGraw Hill, India
9. William R Lasher, (2014), Financial Management: Principles and Practice, 7th edition, Cengage Learning, India.
10. [Richard Brealey](#), [Stewart Myers](#), [Franklin Allen](#), [Pitabas Mohanty](#), (2012), Fundamentals of Corporate Finance, 10th edition, Mcgraw Hill.
11. Stephen Ross, Randolph Westerfield, Bradford Jordan (2016), Corporate Finance, 11th edition, Mcgraw Hill.

4: MARKETING MANAGEMENT

UNIT-I. Introduction Management:

Core concepts of Marketing – Marketing Mix – Marketing strategy – Contrast between Marketing and Selling – Evolving role of Marketing function – Main actor /forces in a Modern Marketing System – Market segmentation.

UNIT-II. Marketing Research:

Definition-Scope of marketing Research-Stages in Marketing research with suitable marketing situation/problems- Research design-Samples and types-Method of data collection-Analyzing tools for data-Factors taken care for Report preparation and interpretation-Application of market research.

UNIT-III. Product:

Marketing process-Nature & content of marketing plan-SWOT Analysis

Definition-Product Differentiation and product positioning.

Types of Products-Total product Personality and its components.

Managing product through its life cycle-Product diversification.

New product development – Market test- Decision tree.

Price/Consumer Behaviour:

Factors controlling prices – Role of cost in pricing – pricing methods and policy.

UNIT-IV . Sales Admin. Promotion & Distribution

Sales forecasting –Preparation approaches & Methods Promotion Mix – Promotion tools – Factors affecting promotion mix-Merits and Demerits of each tool-Role personal selling – stages in personal selling- Sales promotion objectives and methods-Advertisement and its role.

Sales Administration:

Sales Policy – Structuring of sales force – Designing sales territories.

Distribution Policy:

Selecting appropriate channel – Criteria for evaluating of channel Members-Channel conflict – Physical distribution Task –Specific issues relating to Maintenance of stock (BOQ)

UNIT-V. Organisational & Personnel Problems in Marketing Management:

Principles in designing the organization –Typology – Personnel problems from various angles (Recruitment, selection tools, placement, manpower planning, sales force structuring, new product introduction, job satisfaction, compensation policy through product life etc.)

Role of personnel man in service marketing.

Advantage of Computerization-Scope of computers in Marketing function-Use of computers in developing subsystems.

BOOKS RECOMMENDED

Marketing Management: -	Britt, Steward Heuderson and Boyd.Harpet W.
How to succeed in selling: -	Tack, Alfred
Marketing Management: -	Kotler, Philip
Analysis, Planning & Control	
Marketing Management: -	Namakumari & Ramaswamy
Marketing Management: -	N.Rajan Nair.

1. Nature and Scope of Managerial Economics

- 1.1 Meaning, nature and scope of Business Economics – Introduction to economics.
- 1.2 Basic economic problems
- 1.3 Circular Flow of income and expenditure

2. Demand Analysis and Forecasting

- 2.1 Concept of Demand- Demand theory, consumer demand, determinants of demand
- 2.2 Elasticity of Demand and their types.
- 2.3 Revenue concepts - Total revenue, marginal revenue, average revenue and their relationship
- 2.4 Purposes and methods of Demand Forecasting

3. Production and Supply Analysis

- 3.1 Production Function
- 3.2 Concept and Law of Supply
- 3.3 Factors affecting supply

4 Cost Analysis

- 4.1 Accounting costs and economic costs
- 4.2 Short run cost analysis: fixed, variable and total cost curves, average and marginal costs

5. Long run cost analysis: economies and diseconomies of scale and long run average and marginal cost curves Market Analysis

- 5.1 Perfect Competition - Equilibrium of firm and industry under Perfect Competition
- 5.2 Monopoly - price determination under Monopoly
- 5.3 Monopolistic Competition - Price and output determination under Monopolistic Competition.
- 5.4 Oligopoly – Game Theory and competitive strategies.
- 5.5 Market Failure and Government intervention

6. Capital Management:

- 6.1 Capital Budgeting-cost of capital
- 6.2 Appraising of project- profitability and investments decisions.

7. Macro Economics and Business Decisions:

- 7.1 Understanding Economic role of Government and how it affects Business.
- 7.2 Business Cycles and business policies
- 7.3 Economic Indicators
- 7.4 Overview of risks – types of risks; Risk management

Reference Books and Resources: 1. Principles of

Microeconomics – N. Gregory Mankiv 2. Managerial Economics - R.L. Varshney & M.L. Mahaeswari

3. Managerial Economics- Theory & Application – Mithani DM

4. Managerial Economics: Economic Tools for Today's Decision Makers – Paul Keat, Philip Young & S Banerjee.

Online resources: Websites of prominent firms, news dailies & magazines, RBI, CSO. IMF, World Bank, and other useful links.

I YEAR II SEMESTER

1. PERFORMANCE AND REWARDS MANAGEMENT:

UNIT-I – Introduction to PMS:

Introduction to PMS, concern, scope -Thumb Rules of measurement system-Performance dimensions- Neglected dimensions in PMS- factors influencing PMS

UNIT-II : Individual, Organizational & Team Level PMS and Appraisals:

Setting up Organizational Performance (eight steps) - Vision, Mission, Strategy(Business Functional), Business Plan- application of Porter model-Evolving Performance Measures at Organization Level-Goals: meaning, Setting process.

Usage of Standard PMS tools- MBO, Balanced score card, Police deployment, Designed PMS- Merit & Demerits of Each Tool.

Approaches to measure individual performance ; Determinates of Individual Performance.

Methods of measuring team performance- Role analysis in Team-

Performance appraisals (Traditional Methods & Modern Methods)-pitfalls in appraisals:

Appraisal Interviews

UNIT-III

Nature of Purpose: Theories of Wages; Wage Policy- Nature and Scope of Salary Administration.

Determination of Wage Fixation-Job Evaluation. Methods of Payments of Wages.

Differential and Incremental Time Scales. Dearness Allowances- Principles of Fixation.

Cost of Living & Consumer Price Index.

UNIT-IV

Characteristics of good incentive plans; Designing Balance Score Card for Managerial Incentives –Outline of standard incentives plans (Halsey/Rowan etc.,) for Workmen- Group/Individual incentive plans.

UNIT-V

Paying for Performance: Contingency Pay(Performance Linked, Competence Linked, Skill Linked) Executive Incentive & Bonus Scheme(Team Rewards, Gainsharing, Profit related Pay, Board of Directors Pay structures: ESOP) Executive Pay structure: Graded Pay, Board banding, Job Family Modeling, Employee Benefits, Pensions, Tax Considerations

Books Recommended.

1. Appraising & Developing Managerial Performance-.T. V. Rao, Excel Books

2. 360 degree feedback & assessment & development Centres, Volume I, II and III, TV Rao,et all, Excel Books

3. Performance Management, Dixit Varsha, 1st edition, Vrinda Publications Ltd.

4. Performance Management, Michael Armstrong and Angela Baran, Jaico Publication

5. A handbook of Remuneration Strategy and practices - Michael Armstrong, Hallen Muntis, Kogan Page .

ORGANIZATIONAL BEHAVIOUR:

Introduction:

UNIT-I

The field of organizational behavior-its development: influence of Behavioral sciences- levels of Behavioral science –levels of Organizational analysis – the contingency orientation of organizational behavior.

Understanding behavior in organizations –the nature of individuals: views and models of the man-human characteristics and their implication behavior in organization.

The nature of organizations- Different points of view - organizations as social systems- characteristics of organizations and their implications for behavior in organization.

Leadership-Types, Approaches & Decision Making.

UNIT-II

INDIVIDUAL BEHAVIOUR: LEARNING

Individual Difference in Behavior:

Factors associated with differences in behavior –Importance's of individual differences in job.

Individual Behaviour: Learning:

Theories of learning –principles of learning –organizational setting and learning of behavior of in organization –behavior modification and management of behavior in organization.

PERSONALITY: Theories and Approaches-Development of Personality Major Influences on Behaviour of an Organization- Behaviour Modification and Management of Behaviour in Organization.

PERCEPTION: Nature, characteristics and Role of Perception in Behavior –Social Perception and Interpersonal Relationship.

ATTITUDES: Formation of attitudes – Changing attitudes.

MOTIVATION:

Motivation process: Basic consideration- theories of motivation
And their implications for management – motivating employees.

STRESS MANAGEMENT:

Group Dynamics and Interpersonal Influence in Organization:

Basic Attitudes of groups-types of group in organizations groups and individual behavior.

UNIT-III

Group and Intergroup Dynamics:

Concepts and models-interaction patterns in groups- group norms and cohesiveness – intergroup relations.

Group Development and Creative work Group Design:

Stages of group development –influencing norms and cohesiveness – team building – creative work group design – group effectiveness

Power And Politics.

Sources of power – organizational politics – implications for Management.

UNIT-IV

Conflict Management: Levels of Conflicts: Ordinary

Intra – personal; Inter-personal and inter –group conflicts-stages of conflict – conflict management strategies and approaches.

UNIT-V

Organizational Behaviour: Organizational Change and Development:

Communication, Organizational Culture & Climate, Organizational Citizenship Behaviour, Whistle blowing Behaviour

Books Recommended

1. Organizational Behavior (6th Ed.) : Fred Luthahs, McGraw Hill International Book Co. International Student Edition.
2. Human Behaviour at Work :Keith Davis: Tata McGraw Hill Publishing Co. Ltd., New Delhi.
3. Behavior in Organizations :Lyman W.Porter, Edward E.Haweler & J.Richard Hackman: McGraw Hill International Book Co. International Student Edition.
4. Industrial Sociology :Schneider E.V.
5. Psychology of Industrial Behavior: Henry Clay Smith, McGraw Hill Book Co.Inc.
6. Organizational Behaviour :Abraham K.Korman, , Prentice Hall of India Ltd.1978.

3. RESEARCH METHODOLOGY:

UNIT-I. Research Meaning, Purpose-Types of Research-Significant of Research in Social and Business Sciences.

Steps in Research: Identification, Selection and Formulation of Research Problem, Research question- Research Design- Formulation of Hypothesis- Review of Literature.

UNIT-II. Sampling Techniques: Sampling Theory- Types of Sampling- Steps in Sampling- Sampling and Non-Sampling Error-Sample Size-Advantages and Limitation of Sampling.

UNIT-III. Data for Research: Primary Data, Meaning – Collection methods observation- Interview- Questionnaire-Schedule- Pretest- Pilot Study-Experimental and =Case Studies- Secondary Data- Meaning – Relevance, Limitation and Cautions.

Processing Data: Checking –Meaning and Methods- Quantitative and Qualitative Analysis.

UNIT-IV. Structuring the Report: Chapter Format-Pagination –Identification using Quotations-Presenting Footnotes-abbreviations-Presentation-of Tables and Figures-referencing –documentation-use and format of appendices.

UNIT-V. Research Report: Types of Reports-Contents-Styles of Reporting Steps in Drafting reports-Editing the Final draft-evaluating the Final draft.

Books Reference:

1. Research Methods in Behavioral Science: Festinger, land Katz.
2. Methods in Social Research : Good.W.J and Hatt, PK
3. Business Research Methods : Emory Willam.C.

4: LABOUR LAWS:

UNIT-I. Laws relating to Establishment

Constitutional Provision for Labour Laws—Directive Principles of State Policy,Fundamental Rights. Principles of Natural Justice

Factories Act 1948

TN Shops & Establishment Act.

UNIT-II. Laws relating to Employee Relations:

The Trade Union Act, 1926

The Industrial Employment (Standing Order) Act, 1946

The Industrial Disputes Act 1947.

UNIT-3. Laws Relating to Wages:

The Payment of Wages Act, 1936

The Minimum Wages Act, 1948

The Payment of Bonus Act, 1965

Books Recommended:

As under Labour Laws - I and Industrial Relations & Labou Laws: By S.C.Srivatsva

Industrial Laws : P.L.Mallick

Industrial Legislation : N.D.Kapoor

Labour Legislation & : Abhyankar

Social Security in India.

Bare Acts.

5.BUSINESS COMMUNICATION

The thrust is to develop oral communication skills among students.

UNIT I.

(a) Discussions on contemporary Management topics

- (b) Language Enrichment and Neutralization
- (c) Accent Training
- (d) Management Games
- (e) Business Quiz , Management Quiz
- (f) Role-plays, Extempore and Prepared Talks
- (g) Student Presentations.
- (h) Panel Discussions and Symposia.

UNIT II.

- (i) Essays on contemporary management topics.
- (j) Business Letter Writing: Sales Letter / Complaint Letter / Sales Promotion Letter / Recruitment or Appointment Offer Letters etc.,
- (k) Conduct of Meetings – Agenda, Minutes of the Meeting
- (l) Goal Setting Statements: Preparation and Writing
- (m) Reports relating to Functional areas like Sales report, Audit Report, etc.,
- (n) Preparation of Annual report for a company
- (o) Press Report Preparation on Business Issues
- (p) Project Report and Feasibility Reports
- (q) Mock AGM
- (r) Mock Interview.

UNIT III.

Students to participate in various sessions organized for Personality Development & soft Skills Training.

- a. Confidence Building
- b. Coming out of Shyness/Fear/Inhibitions
- c. Identifying Strengths & Weaknesses
- d. Developing Inter-personal Relationship
- e. Presentation Skills
- f. GD & Interview skills

Suggested Readings

1. Lesikar & Flatley, Basic Business Communication, New Delhi: Tata McGraw Hill

II YEAR III SEMESTER

1. ORGANISATIONAL CHANGE AND ORGANISATIONAL DEVELOPMENT

UNIT I

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 II

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

UNIT III

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 IV

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

UNIT V

Dynamics of organizational Development: Organizational climate – factors affecting organizational climate – importance. 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. Organizational effectiveness – perspective – effectiveness Vs efficiency – approaches – the time dimension – achieving organizational effectiveness.-Organisational design-

Teaching Methods:

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

Books Recommended.

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, TMH
6. Organizational, Design, and Change-Gareth R. Jones, 5th Edition, Pearson Education

5.SOCIAL SECURITY & MISCELLANIOUS LABOUR LEGISLATIONS:

UNIT-I

Social Security Act.

The Employee's State Insurance Act, 1948

The Employee's Provident Fund Act, 1952

The Maternity Benefit Act, 1961

The Payment of Gratuity Act, 1972

The Employees Compensation Act, 1923

TN Catering and other Establishment Act.
Building and Other Construction Act

Books Reference:

Industrial Law : P.L.Mallick

Industrial Legislation : N.D.Kapoor

Labour Legislation & Social Security in India : Bare Act.

3.EMPLOYEE RELATIONS:

UNIT I: Industrial Relations

Concept, Stake holders; Characteristics of a model IR system.

Emerging trends in IR; Employee relations across organizations in different sectors; Impact of globalization and liberalization on IR

UNIT II: I.R. Climate

Industrial Conflict; Meaning, causes, consequences, manifestations, interventions (statutory and non- statutory machinery for preventions and settlement of disputes). Industrial Peace.

UNIT III: Proactive & Reactive IR.

Collective bargaining; Meaning, objectives, process, skills;

Grievance redressal - meaning and process;

Employee discipline - meaning & disciplinary procedure,Domestic Enquiry, Hotstove rule.

Employee empowerment- meaning & mechanisms

UNIT IV: Social Security

Concept, need types and schemes for the organized sector in India.

Books Recommended.

1. Dr. C.B. Mammoria, Dynamics of Industrial Relations, Himalaya Publishing House
2. N.G.Nair and Lata Nair, Personnel Management of Industrial Relation, Chand and Co. 2001
3. Publishing House(P) Ltd., New Del hi. 1995.
4. Pylee. M.V. and Simon George, Industrial Relations, S Chand and Co.2001
5. Roberts, B C, Industrial Relations - Contemporary Problems and Perspectives, Asia Publishing House
6. Scott, Bill, The Skill of Negotiating, Mumbai Jayco Publishing House
7. Sharma, A M, Industrial Relations: Conceptual and Legal Framework, Himalay Publishing house
8. Sinha, G P, and Sinha P R L, Industrial Relations and Labour Legislation, Oxford and IBH Company
9. TANDON, S K, Collection Bargaining and the Indian Scene, S Chand Publications
10. Venkata Ratnam C.S, Globalisation and Labour Management Relations, Response Books, 2001.

4 Quantitative Techniques (Advance Research Methodology)

UNIT-I

Types of Data: Nominal, Ordinal and Interval Data; Statistical tests applicable to types of data (Parametric & Non-parametric tests)

Introduction to SPSS; Using SPSS for data entry; Coding and other functions in SPSS; Analyzing using SPSS.

Presentation of Data: Formation of frequency distribution (Tabular), diagrammatic and graphical, Distribution Models.

UNIT-II

Measures of Central Tendency: Mean Median and Mode – Definitions, advantage, disadvantages and uses.

UNIT-III

Measures of Dispersion: Range, quartile deviation, mean deviation & standard Deviation, Absolute and relative measures.

Correlation: Meaning, Uses and types of correlation; methods of studying Correlation.

Association of Attributes: Consistency of data, independence and association of attributes, methods of studying association, difference between correlation and association.

UNIT-IV

Regression: Uses of Regression analysis, difference between correlation & Regression lines and equation.

UNIT-V

Testing of Hypothesis: Procedure in Testing of Hypothesis – Chi Square Test, t-test, F-test, Anova.

Non Parametric Test: Usage and application in Personnel Function. Brief on other software available for Quantitative Methods.

Books Recommended

1. Statistics-Theory, Methods, Application : D.C. Sancheti and V.K.Kapoor.
2. Elements of Statistics : Bowely A.L.
3. Fundamentals of Statistics : Ethance D.N
4. Statistical Methods : Gupta .S.P.

5.SAFETY HYGINE & ENVIRONMENT:

UNIT-I

Introduction of Safety at Work Place –Significance and need for Safety at Work place- Definitions of Safety, Accident, Hazard, At –Risk Etc- Accident causation Theory- Unsafe Acts and Unsafe Conditions-Cost of Accident Prevention Techniques.

UNIT-II

Safety System and Procedures- Safe Place and Safe Person Strategies-Safety Committee- Duties and Responsibilities of Safety Mangers and Supervisor-Motivation for Safety.

UNIT-III

Safety and Hygiene management-Hazard Identification& Techniques-HAZOP, Event Tree analysis-Job Safety Analysis(JSA) –Personal Protective Equipments(PPEs)- Type, use Selection and maintenance of PPEs-Occupational Health & Hygiene Management Approaches-Occupational Diseases and Control-Duties of Medical Officer as Per Factories Act- Safety Health Provisions as per Factories Act and other Acts- Employees, Managers and Employer’s role in Management of Safety.

UNIT-IV

Safety Planning –Emergency Planning-onsite and off site emergency planning –Accident information system-Accident analysis, Investigation and reporting-Ergonomics-concept and principles-Stress at work place-Personality and Stress for Women Employees at Work Behaviour based Safety approach(BBS)- Safety attitude and Safety Behaviour. Behaviour modification- Safety requirements for industries (Chemical Safety)

UNIT-V

Environmental Management System(EMS): Types of environment-environ issues for management-Safety areas- Individual Contribution to environment(Protection) act 1986- Various provisions.ISO:14001 & OHSAS 18000 and its applications.

II YEAR IV SEMESTER

1. International Human Resource Management

UNIT-I: Globalization and International Business.

Global business environment- Globalism & Globalization, Drivers of Globalization. International regulation of Trade- WTO, GATT, IMF and World Bank. Managing in the global market place. Globalization, Labor policies and the Environment; Globalization and National Sovereignty; Globalization and World power. Trends in Globalization process.

Regional Trading Blocs- The TRIAD; Strategies, choices for firms to enter international environment- International, Multi domestic, Multinational, Global, Transnational; Social responsibility, ethics & code of conduct of MNCs.

UNIT-II: International / Global Human Resource Management

Concept, meaning and definition of International Human Resource Management (IHRM) - Difference between Domestic Human Resource Management and International Human Resource Management.

Types of employees of an international firm. Reasons for emergence of IHRM. Importance for learning about IHRM. Strategic role of IHRM. Management of International HR cycle.

UNIT-III: Staffing, Training and Performance management for Global operations

Staffing philosophies for global operations- Ethnocentric approach, Polycentric approach, Global staffing / Geocentric approach, Regiocentric approach; Global selection-Expatriate selection, Factors influencing foreign posting; Problems with expatriation & International personnel problems.

Aligning Training and Development with Business strategies; Training and Development for Global work / Multinational organizations- Cultural shock, sub-culture, Cross-cultural training, Language training, Practical training, Diversity training; Training techniques; Repatriation of Expatriates.

Expatriate Performance Appraisal- issues and guidelines. Expatriate Performance Management- strategic importance, scope and practices. Criteria for effective Performance Management.

UNIT-IV: International Compensation.

Significance of International compensation. Cost and Benefit / Balance sheet approach to International compensation. National differences in compensation.

Components of an expatriate compensation package, Compensating host country nationals. Executive pay policies for global managers.

UNIT-V: Contemporary Issues in IHRM.

The concern of organized labor / Trade unions and international firm. The strategy of organized labor. Approaches to labor relations. Employers Associations and international firm. Collective Bargaining, Grievance, Discipline, Termination and Industrial conflict. Motivation and leading: The meaning of work- Need hierarchy in international context- Reward system- Role of culture in motivation- Leading. Women in international management

Suggested Readings

1. Charles W.L. Hill, "International Business," Tata McGraw Hill Publishing Co, New Delhi.
2. Helen Deresky, " International Management- Managing Across Borders and Cultures," Prentice Hall of India Pvt. Ltd.,
3. Janet Morrison, "The International Business Environment: Global and Local Market Places in a Changing World," Palgrave MacMillan, New York, 2006.
4. Hugh Scullion and Margaret Lineham, " International Human Resource Management- A critical Text," Palgrave MacMillan, New York

2. MANUFACTURING MANAGEMENT

Unit 1:

Objectives of an enterprise – PQCDMS – Production Function – Types of production and their choice – Concept of Productivity – Need for Continuous growth and productivity.

Productivity computations

Unit 2:

Scope of Industrial Engineering in the field of Productivity related Sciences – Past and Present – Definition of Work Study, Method Study and Time Study.

Definition and Objective of Method Study – Recording and its techniques – String diagram – Flow Process chart – Man-Machine chart, Multiple Activity chart etc – Non Value added activities.

Work Measurement Techniques – Work sampling – Time study – Concept of rating – Observed Time – Allowances – Standard Time – Production Standards – Use of PTS standards – Clerical Work Measurement Techniques (CWMT)

Unit 3:

Job Evaluation – Objectives – Methods of Job Evaluation – Ranking, Classification, Factor comparison, Point rating – Job grading – Fitment – Multi skill, Multi task and skill based schemes.

Unit 4:

Incentive schemes – Advantages and disadvantages – Outline of different plans – Group vs Individual schemes – Value added schemes.

Unit 5:

Planning and Control of Projects – Selection of Plant location – Principles of Motion Economy – Work place Layout – Material Handling – Effect of Mechanization

Product Design – New Product Development (NPD) – Job Design (Ergonomics) – Process Planning – Production Planning and Control – Priority Rules – Johnson's Model – Hungarian Assignment Model

Unit 6:

Materials management – Purchase, Stores and Inventory Control – Economical Ordering Quantity (EOQ) without a price discount – Economical Ordering Quantity (EOQ) with a price discount – Economical Batch Size (EBS)

Unit 7:

Quality control – Approaches to Quality Management – Use of Sample techniques – Zero defects – Concept of Parts per Million (PPM) – Total Quality Management (TQM) – ISO concept / system / certification and the various standards.

Books Recommended

1. Production / Operation Management - By WILLIAM.J.STEVENSON.
2. Work Study - ILO.

3. National Productivity Council Publications.
4. Materials Management - An Integrated Approach - By P.GOPALAKRISHNAN & M.SUDHARSHAN.
5. Production and Operation Management - By MAYER.
6. Basic Production Management - By BUFFER ELWOOD.S.
7. Work study : RM Currie
8. Method Study : O.P.Khanna
9. Work Organisation & Management : S.K.Basu & M.M.Datta
10. Hand book of Industrial Engineering : G.Salvendy
11. Industrial Engineering and Management by Dr.Ravi Shankar
12. Industrial Engineering and Production Management by Telsang Martand

ENTREPRENEURSHIP DEVELOPEMNT:

UNIT-I

The entrepreneur-definition-Characteristic of successful entrepreneur.

Entrepreneurial scene in India. Analysis of Entrepreneurial growth in different communities-Case Histories of successful entrepreneurs. Identification of potential entrepreneurs.

UNIT-II

Development and Training of entrepreneurs-cultural and Social Environment in promoting entrepreneurship-entrepreneurial environment and business executive personal administration and management development.

UNIT-III

Small Scale Industries –Definition-Classification of small industries –the significance in the Indian Economy-Problems and possibilities of ancillary Industries-Sickness in small- Scale industries-cause and remedies.

Capital Structure and working capital: finally appraisal of new project, role of bankers- Credits appraisal by Banks, Institutional Finance to small Industries-Incentives- Institutional arrangement and arrangement and encouragement of entrepreneurship business plan

Books Reference:

1. Problems and Prospects of small scale: Vasant Desia, Industries in India, Himalayas Publishing House, Bombay.
2. Management of Small Scale Industries: Khan, Sultan Chand Publication.
3. Entrepreneurship and Venture Management: Clifford and Joseph.P. Mancuso, Taraprowala & Co.
4. How to Finance small Business Enterprise : J M Menon
5. Environment.

3. LEARNING & DEVELOPMENT

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, Competency Mapping, 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.

Books Recommended.

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, 2nd 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, 3rd ed. London IPM 1992.
Serge P. The Fifth Discipline: The Art and Practice of Learning Organization, London Century, 1992
6. Nick Blanchard, James W. Thacker, Effective Training Systems, Strategies and Practices.

4.EMPLOYEE WELFARE

UNIT-I:

Definition of Employee Welfare –Growth-concepts-Scope- Roles of Welfare officers- principles-Approaches-agencies, Theories of Employee Welfare. Intramural and Extra mural Welfare facilities,Employee Engagement Programme to promote employee relations-

UNIT-II:

Tamil Nadu Welfare officers Act and Rules

Prohibition of Sexual Harassment to women at Work Place Act 2013

Tamil Nadu Labour Welfare fund Act 1972

The Conferment of permanent status on work man Act, 1981

The Payment of subsistence Act 1981

The Tamil Nadu National and Festival Holidays Act 1969

Books Reference:

1. The Bare foot Counsellor- Currie, Joe
2. Aspects of Labour Welfare and Social Security- A.M. Sarma.
3. Labour Welfare in India - Vaid.K.N
4. Report of the committee of Labour Welfare- Govt of India Publication

HR ANALYTICS

UNIT I

Basic Foundations

Definition of HR analytics: Why HR analytics, Stages of HR Analytics, What should be measured, Comparison HR Reporting & Analytics with HR "Predictive" Analysis HR data as seen prior to the invasion of Analytics The current evolving state of HR analytics,

Unit II Application of HR Analytics

Application of HR Analytics in the areas of Recruitment, Performance Management, Compensation management, Competency Building, Learning and Development, Employee Motivation, Employee Attrition

UNIT III

Analytics, Methods Tools and Frame work

Frame work of HR measurement, How decision science influences HR measurements, connecting measures and organizational effectiveness, LAMP framework, HR measurement approaches, HR measurement Traditional vs. contemporary.

Analytical methods, Analytical tools and Application, Types of Business Analytics, Descriptive Analysis, Predictive Analysis Prescriptive Analysis

Text Books

Jac Fitz-Enz & John R. Mattoz Predictive Analysis for Human Resources
Moore, McCabe, Dusckworth, and Alwan .The Practics of Business Statistics using Data For Decsions ,Second Edition, New York W.H. Freeman 2008
Investing in People: Financial Impact of HR Intiatives Cascio ,W & Boudreau, J. FT Press
2nd Edition(2011)

IV SEMESTER – RESEARCH PROJECT

The IV Semester, II PMIR Research Project Viva Voce Examination will be held in the end of the semester. Students are required to submit the report (duly approved by research supervisor / guide) in the prescribed format and also make a power point presentation for evaluation by the examiners in the viva voce examination.

Report Format

- Methodology
- Validation of tool of data collection
- Data Analysis and Interpretation
- Major findings & Suggestion
- Summary and Conclusion
- Appendices
- Final report and thesis

Presentation

The Research presentation should be done by the students as a Power point presentation (maximum of 10 slides) of their research work as per the following format.

- Title of the Study
- Need and significance of the study
- Objectives of the study
- Hypothesis

- Methodology – field of study, sampling design, research design, tool for data collection
- Data Analysis, Statistical tools used to test the Hypothesis.
- Major Findings
- Summary & Conclusion
- Suggestions and recommendations

Viva Voce Criteria

Examiners will evaluate the report and the presentation by the students for 50 marks. The criterion is as follows.

S.No	Criteria	Marks
1	Research Chapters (III,IV,V&VI)	20
2	Methodology, Data Analysis & presentation etc.,	20
3	Response to Questions	10
Total		50

Internal Marks For Research Project

Research Supervisor/guide will evaluate the candidates for maximum 50 marks based on the regularity, attendance in research conference, progress of the research work and the quality of work done during the semester.