

Madras School of Social Work
(Autonomous)
32, Casa Major Road, Egmore, Chennai 600 008.

**MINUTES OF THE MEETING OF THE BOARD OF STUDIES IN MANAGEMENT HELD ON
15/02/2017**

MEMBERS PRESENT

SIGNATURE

Chairperson of the Board

Dr.Jayanthi Peter - HOD & Asst.Prof, P.G. Department of HRM

Vice Chancellor Nominee

Dr.Anita Rajendran - HOD & Associate Professor, Department of HRM,
Women's Christian College, Chennai.

Subject Experts

Dr.G.Revathi - Dean-Academics, Professor of Human Resources,
Loyola Institute of Business Administration (LIBA),
Chennai.

Dr.D.Gomathy - HOD – Dept. of Management Studies, Ethiraj College,
Chennai.

Industry Experts

Mr.S.Vasanth - Divisional Manager-HR, TAFE

Dr.C.Jayakumar - General Manager & Head – Human Resources, Divisional
Corporate, L&T Construction, Larsen & Toubro Limited.

Illustrious Alumnus

Mr.Craig Gonsolvez - Manager-L&D, TCS-BPS

Mr.Sudheev Divakaran - Associate Lead HR, Infosys.

Ms.S.L.Balasandhya - Placement Coordinator, MSSW.

Faculty –P.G. Dept of HRM

Ms.P. Mohana	-	Asst.Prof, P.G. Department of HRM
Mr.M.Hemakumar	-	Asst.Prof, P.G. Department of HRM
Ms.Sanila	-	Asst.Prof, P.G. Department of HRM
Mr.Prabakaran	-	Asst.Prof. P.G. Department of HRM

Faculty –P.G. Dept of HR & OD

Ms. S.Sivaranjani	-	HOD & Asst.Prof, P.G. Department of HR & OD
Dr.L.Janaki	-	Asst.Prof, P.G. Department of HR & OD
Dr.Domnic Savio	-	Asst.Prof, P.G. Department of HR & OD
Mr.Joseph Eric Dunston	-	Asst.Prof, P.G. Department of HR & OD
Mr.Venkatesh	-	Asst.Prof, P.G. Department of HR & OD

Leave of Absence

Mr.Sudheev Divakaran	-	Associate Lead HR, Infosys.
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Place: Chennai


Dr. Jayanthi Peter

Chairperson-BOS (Management)

AGENDA FOR THE MEETING

1. Welcome and Introduction of the new members
2. Submission of curriculum and Syllabus changes for the consideration of the Board.
 - MAHRM
 - MAHR & OD

- By Dr.Jayanthi Peter-Chairperson, BOS in Management

3. Introduction of New Academic Course

4. Vote of thanks

Proceedings:

1. Welcome & Introduction of the new members:

As per the agenda the Chairperson, welcomed the members of Board of Studies in Management for the Academic year 2017-2018.

The Chairperson reiterated that the curriculum design and the draft syllabus of the academic programmes coming under the Board of Management have been prepared with the following general objectives:

- To develop in students the power of self belief, resilience, interpersonal skills, system thinking, quality and change adaptability.
- To harness the potential of students to actively contribute to the HR and business fraternity.
- To create professionals who meet specific industry need.
- To foster professionalism that is best suited for the new age corporate ethos.
- Imparting knowledge from various functional areas in order to equip students to appreciate HR's role as a strategic business partner.

2. Submission of curriculum & Syllabus changes for the consideration of the Board

- Overall suggestions and recommendations made by the Board of Studies in Management:

The board expressed overall satisfaction with the quality and the contents of the course regulations. The members gave appropriate comments and suggestions with respect to the following areas:

- Introducing new papers to meet industry requirements
- Modification in the title and content of the papers
 - Logical redistribution and balancing of topics among the different units
 - Inclusion of some of the current and latest topics.
- Removal of paper in the Curriculum.
- Increasing the availability of latest management books
 - References books, suggested books, journals, magazines and Web sources adopting the international referencing format.

- Introducing new certificate programmes to meet industry requirements.

3. Introduction of New Academic Course:

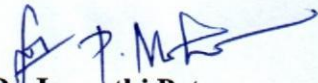
- Introducing new academic course-M.A.Social Entrepreneurship to meet industry requirements.

To conclude the Chairperson expressed her thanks to members of the Board of Studies in Management for their participation in the meeting and for their valuable suggestions and recommendations. She also said that the minutes of the meeting will be circulated to all the members.

Following that Ms.Mohana, Faculty of the Department rendered the formal vote of thanks. With that the meeting came to an end.

Place: Chennai

Date: 15/02/17



Dr. Jayanthi Peter

Chairperson –BOS in Management

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P.G. DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

**MINUTES OF THE MEETING OF THE BOARD OF STUDIES IN MANAGEMENT
HELD ON 15/02/2017**

Recommendations made by the Board:

I. INTRODUCTION OF NEW PAPERS:

- The Board suggested the introduction of the following papers in the curriculum.
 - Marketing Management in the third semester
 - HR Analytics in the Fourth Semester

II. CHANGE OF TITLE WITH MODIFICATION IN THE CONTENT OF THE PAPER:

- The Board suggested to change the title and to change the content of the following paper in the first semester
 - Human Resource Management is changed to Strategic Human Resource Management.
 - Training and Development is changed to Learning and Development.

III. REVISION OF CONTENT :

- The Board suggested a revision of contents in the following Paper:
 - Labour Legislation-I
 - Training & Development
 - Labour Legislation-II
 - Performance Management
 - Employee Relations & Welfare
 - Operations Management
 - Entrepreneurial Development

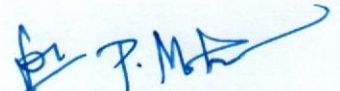
III. REMOVAL OF THE PAPER:

- The Board suggested to remove the following paper in the curriculum.
 - Management Information System in the fourth Semester.
 - Human Rights & Relations in the fourth Semester.

IV. INTRODUCTION OF CERTIFICATE PROGRAMMES:

- The course topics for the certificate programme were placed in the board and the board approved the same.
 - Organizational Development
 - Learning and Development
 - Financial Management

- Behavioral Economics
- Taxation



Dr. Jayanthi Peter
Chairperson –BOS in Management

**P.G. DEPARTMENT OF HUMAN RESOURCE MANAGEMENT
SEMESTER- I**

PAPER 3: STRATEGIC HUMAN RESOURCE MANAGEMENT (SHRM)

Credits: 3

Core Paper

Teaching Hours: 45

(Course Code.....)

OBJECTIVES:

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

Unit-1:

Introduction to HRM, Evolution, Nature, Scope, Functions and Objectives, Talent Planning and Developing Values, Promoting Ethical Behavior, Talent Planning, Objectives of Talent Planning, Steps in Strategic Talent Planning, Career Planning, Succession Planning Program, Innovative talent planning, Current Industry Practices for Strategic Talent Planning, Job Analysis Job design/Job Redesign,, Competency Modeling, Competency based HRM – Competency, Competency –Based HR Functions, Competency Models can enhance HRM Systems.

Unit-2:

Talent Acquisition & Development - Introduction to Talent Acquisition, Recruiting Process, Strategic Trends in Talent Acquisition, Talent acquisition management solutions, Talent Engagement, Best Practices for Talent Engagement, Induction and Placement, Learning & Development, Introduction to T&D, Learning Principles, Training Models, Methods of Training, Evaluation of Training,.

Unit-3:

Performance Management and Job Evaluation, Compensation-Principles of Compensation Plans, Employee Benefits -Defining the Elements of Total Rewards, Integrated Rewards Philosophy,

Designing Integrated Rewards, Strategic Compensation plan for Talent Engagement, Employee Separations, and Employee Retention -Improving Employee Retention.

Unit-4:

Strategic Human Resource Management - Scope , Factors influencing the strategy, Strategic HRM Models, SHRM & Human Resource Planning, SHRM & Recruitment & Selection, SHRM & Performance Appraisal and Management, SHRM & Training & Development, SHRM & Compensation, Role of SHRM in Business. Competencies of HR Professional in a SHRM Scenario, Evaluating the Effectiveness of SHRM

Unit-5:

Contemporary Issues in HRM:

Human Resource Accounting, Mentoring & Coaching, HR Audit, HR in Mergers & Acquisitions, Employee Empowerment, Quality of Work life, Work life Balance

Text Books:

1. Ashwatappa, Human Resource Management.
2. C.B.Mammoria, Personnel Management - Himalayan Publishing co, New Delhi.

Reference Books

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

**P.G. DEPARTMENT OF HUMAN RESOURCE MANAGEMENT
Semester IV**

PAPER 28: HR ANALYTICS

Credits: 3

CORE PAPER

Teaching Hours: 45

(Course Code.....)

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

1. 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 Modelling & Presentation on MS Power Point

UNIT 5: HR Analytics- Hands on Training

Hands on Training on the application of 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 Books

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

P.G. DEPARTMENT OF HUMAN RESOURCE MANAGEMENT
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

REFERENCES

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

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**P.G. DEPARTMENT OF HUMAN RESOURCES&ORGANISATION
DEVELOPMENT**

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HELD ON 15/02/2017**

Recommendations made by the Board:

I. CHANGE OF TITLE WITH MODIFICATION IN THE CONTENT OF THE PAPER:

The Board suggested to change the title and to modify the content of the following paper in the first semester

- Labour Legislations
- Fundamentals of Accounting & Financial Management

II. CHANGE OF TITLE OF THE PAPER:

The Board suggested to change the title of the following paper in the second semester

- Learning & Development

III. REVISION OF CONTENT :

The Board suggested a revision of contents in the following Paper:

1. Organisational behaviour
2. Organizational Development I

III. INTRODUCTION OF CERTIFICATE PROGRAMMES:

The course topics for the certificate programme were placed in the board and the board approved the same.

- OD Practitioner
- Marketing Management
- Master Trainer
- Supply chain Management
- Transaction Analysis



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M.A. SOCIAL ENTREPRENEURSHIP:

The Course curriculum of the course M.A.Social Entrepreneurship was placed before the board for the approval.



Dr. Anitha Rajendran
VC Nominee



Dr. Jayanthi Peter
Chairperson –BOS in Management