

**M.A. HRM
(HUMAN RESOURCE MANAGEMENT)
SYLLABUS - 2014**

**SCHOOLS OF EXCELLENCE
with
CHOICE BASED CREDIT SYSTEM (CBCS)**



**SCHOOL OF MANAGEMENT STUDIES
St. JOSEPH'S COLLEGE (Autonomous)**

Accredited at 'A' Grade (3rd Cycle) by NAAC
College with Potential for Excellence by UGC
TIRUCHIRAPPALLI - 620 002, INDIA

SCHOOLS OF EXCELLENCE WITH CHOICE BASED CREDIT SYSTEM (CBCS)

POST GRADUATE COURSES

St. Joseph's College (Autonomous), a pioneer in higher education in India, strives to work towards the academic excellence. In this regard, it has initiated the implementation of five "Schools of Excellence" from this academic year 2014 – 15, to standup to the challenges of the 21st century.

Each School integrates related disciplines under one roof. The school system allows the enhanced academic mobility and enriched employability of the students. At the same time this system preserves the identity, autonomy and uniqueness of every department and reinforces their efforts to be student centric in curriculum designing and skill imparting. These five schools will work concertedly to achieve and accomplish the following objectives.

- Optimal utilization of resources both human and material for the academic flexibility leading to excellence.
- Students experience or enjoy their choice of courses and credits for their horizontal mobility.
- The existing curricular structure as specified by TANSCHS and other higher educational institutions facilitate the Credit-Transfer Across the Disciplines (CTAD) - a uniqueness of the choice based credit system.
- Human excellence in specialized areas
- Thrust in internship and / or projects as a lead towards research and
- The **multi-discipline** nature of the newly evolved structure (School System) caters to the needs of stake-holders, especially the employers.

What is Credit system?

Weightage to a course is given in relation to the hours assigned for the course. Generally one hour per week has one credit. For viability and conformity to the guidelines credits are awarded irrespective of the teaching hours. The following Table shows the correlation between credits and hours. However, there could be some flexibility because of practical, field visits, tutorials and nature of project work.

For PG courses a student must earn a minimum of 110 credits. The total number of courses offered by a department is given above. However within their working hours few departments / School can offer extra credit courses.

SUMMARY OF HOURS AND CREDITS PG COURSES - HUMAN RESOURCE MANAGEMENT (HRM)

Part	Semester	Specification	No. of Courses	Hours	Credits	Total Credits
1	I-IV	Core Courses Theory Field Exposure & Internship	15	84	67	81
	II	Self Paced Learning	1	-	2	
	III	Common Core	1	6	5	
	IV	Comprehensive Examination	1	-	2	
	IV	Dissertation & Viva Voce	1	6	5	
2	III-IV	Core Electives	1	4	4	4
		Core Electives (WS)	2	8	8	8
3	I-III	IDC (WS)	1	4	4	12
		IDC (Common)	1	4	4	
		IDC (BS)	1	4	4	
4	I-IV	Additional Core Courses	-	-	-	
5	IV	SHEPHERD & Gender Studies	1	-	5	5
		TOTAL		120		110

IDC – Inter Departmental Courses

BS – Between School

WS – Within School

Total Hours : 120

Total Credits : 110

However, there could be some flexibility because of practicals, field visits, tutorials and nature of project work. For PG courses a student must earn a minimum of 110 credits. The total number of courses offered by a department is given above. However within their working hours few departments / School can offer extra credit courses.

Course Pattern

The Post Graduate degree course consists of five vital components. They are core courses, core electives, additional core courses, IDC's and SHEPHERD. Additional Core courses are purely optional on the part of the student. SHEPHERD, the extension components are mandatory.

CORE COURSE

A core course is the course offered by the parent department related to the major subjects, components like theories, practicals, self paced learning, common core, comprehensive examinations, dissertations & viva – voce, field visits, library record form part of the core courses.

CORE ELECTIVE

The core elective course is also offered by the parent department. The objective is to provide choice and flexibility within the School. There are three core electives. It is offered in different semester according to the choice of the school.

ADDITIONAL CORE COURSES (If any)

In order to facilitate the students gaining extra credit, the additional core courses are given. The students are encouraged to avail this option of enriching with the extra credits.

INTERDEPARTMENTAL COURSES (IDC)

IDC is an interdepartmental course offered by a department / School for the students belonging to other departments / school. The objective is to provide mobility and flexibility outside the parent department / School. This is introduced to make every course multi-disciplinary in nature. It is to be chosen from a list of courses offered by various departments.

There are three IDC's. Among three, one is the Soft-Skill course offered by the JASS in the II Semester for the students of all the Departments. The other one is offered "With-in the school" (WS) and the third one is offered "Between the school" (BS). The IDC's are of application oriented and inter disciplinary in nature.

Subject Code Fixation

The following code system (9 characters) is adopted for Post Graduate courses:

14	PXX	X	X	XX
↓	↓	↓	↓	↓
Year of Revision	PG Code of the Dept	Semester of the Part	Specification of Part	Running number in the part
14	PHR	1	1	01

For Example :

I M.A. HRM, first semester Dynamics of Human Resource Management
The code of the paper is 14PHR1101.

Thus, the subject code is fixed for other subjects.

Specification of the Part

1. Core Courses: (Theory, Practical, Self paced Learning, Common Core, Comprehensive Examination, Dissertation and Viva-voce)
2. Core Electives
3. Additional Core Courses (if any)
4. Inter Departmental Courses (WS, Soft Skill & BS)
5. SHEPHERD & Gender Studies

EXAMINATION

Continuous Internal Assessment (CIA):

PG - Distribution of CIA Marks	
Passing Minimum: 50 Marks	
Library Referencing	5
3 Components	35
Mid-Semester Test	30
End-Semester Test	30
CIA	100

MID-SEM & END-SEM TEST

Centralised – Conducted by the office of COE

1. Mid-Sem Test & End-Sem Test: (2 Hours each); will have Objective + Descriptive elements; with the existing question pattern PART-A; PART-B; and PART-C
2. CIA Component III for UG & PG will be of 15 marks and compulsorily objective multiple choice question type.
3. The CIA Component III must be conducted by the department / faculty concerned at a suitable computer centres.
4. The 10 marks of PART-A of Mid-Sem and End-Sem Tests will comprise only: OBJECTIVE MULTIPLE CHOICE QUESTIONS; TRUE / FALSE; and FILL-IN BLANKS.
5. The number of hours for the 5 marks allotted for Library Referencing/ work would be 30 hours per semester. The marks scored out of 5 will be given to all the courses (Courses) of the Semester.

SEMESTER EXAMINATION

Testing with Objective and Descriptive questions

Part-A: 30 Marks

Objective MCQs only

Answers are to be marked on OMR score-sheet. The OMR score-sheets will be supplied along with the Main Answer Book. 40 minutes after the start of the examination the OMR score-sheets will be collected

Part-B + C = 70 Marks

Descriptive

Part-B: 5 x 5 = 25 marks; inbuilt choice;

Part-C: 3 x 15 = 45 marks; 3 out of 5 questions, open choice.

The Accounts Paper of Commerce will have

Part-A: Objective = 25

Part-B: 25 x 3 = 75 marks.

Duration of Examination must be rational; proportional to teaching hours
90 minute-examination / 50 Marks for courses of 2/3 hours/week (all Part IV UG Courses) 3-hours examination for courses of 4-6 hours/week.

EVALUATION

Percentage Marks, Grades & Grade Points

UG (Passing minimum 40 Marks)

Qualitative Assessment	Grade Points	Grade	Mark Range (%)
Exemplary	10	S	90 & above
Outstanding	9	A+	85-89.99
Excellent	8	A	80-84.99
Very Good	7	B	70-79.99
Good	6	C	60-69.99
Pass (PG)	5	D	50-59.99
RA (PG)	0	RA	< 50

CGPA - Calculation

Grade Point Average for a semester is calculated as indicated here under:

$$\frac{\text{Sum total of weighted Grade Points}}{\text{Sum of Credits}}$$

Weighted Grade Points is *Grade point x Course Credits*. The final CGPA will only include: Core, Core Electives & IDCs.

A Pass in SHEPHERD will continue to be mandatory although the marks will not count for the calculation of the CGPA.

POSTGRADUATE		
CLASS	Mark Range (%)	
	ARTS	SCIENCES
Distinction	75 & above, first attempt	80 & above, first attempt
First	60 - 74.99	60 - 79.99
Second	50 - 59.99	50 - 59.99

Declaration of Result:

Mr./Ms. _____ has successfully completed the Post Graduate in _____ programme. The candidate's Cumulative Grade Point Average (CGPA) is _____ and the class secured _____ by completing the minimum of 110 credits.

The candidate has also acquired _____ (if any) additional credits from courses offered by the parent department.

M. A. Human Resource Management (HRM)
Course Pattern - 2014 Set

Sem	Paper Code	Title	Hrs	Crs
I	14PHR1101	Dynamics of Human Resource Management	7	5
	14PHR1102	Management Concepts and Functions	6	5
	14PHR1103	Organizational Behaviour	7	5
	14PHR1104	Managerial Economics	6	5
	14PHR1201 A	Knowledge Management (OR)	4	4
	14PHR1201 B	Human Resource Information System		
Total for Semester I			30	24
II	14PHR2105	Fundamentals of Labour Laws	6	5
	14PHR2106	Organizational Development	7	5
	14PHR2107	Field Exposure I	3	2
	14PMS2101	Common Core: Human Resource Management	6	5
	14PHR2202	Managerial Effectiveness	4	4
	14PCO2202	EXIM Policies & procedures		
	14PEC2202	Labour Economics		
	14PCC2202	Office Automation		
14PSS2401	IDC: Soft skills	4	4	
Total for Semester II			30	25
III	14PHR3108	Research Methodology	7	6
	14PHR3109	Industrial Relations and Collective Bargaining	6	5
	14PHR3110	Total Quality Management	7	5
	14PHR3111	Internship Training	2	2
	14PHR3203	(WS) : Compensation Management	4	4
	14PCO3203	Portfolio Management		
	14PEC3203	Indian Economy		
	14PCC3203	Information Technology for Business		
	14PHR3401	IDC: (BS) : Counseling and Guidance	4	4
	14PHR3112	Talent Management	-	2
Total for Semester III			30	28
IV	14PHR4113	Counseling and Guidance	6	5
	14PHR4114	Performance Management	7	5
	14PHR4115	Corporate Social Responsibility	7	5
	14PHR4402	IDC(WS) : Organisational Behaviour	4	4
	14PCO4402	Financial and Management Accounting		
	14PEC4402	International Business Environment		
	14PCC4402	Tally		
	14PHR4116	Project Dissertation and viva-voce Examination	6	5
	14PHR4117	Field Exposure II	-	2
14PHR4118	Comprehensive Examination	-	2	
Total for Semester IV			30	28
14PCW4501	SHEPHERD and Gender Studies		05	
Total for all Semesters			120	110

Sem. I
14PHR1101

Hours/Week: 7
Credits: 5

DYNAMICS OF HUMAN RESOURCE MANAGEMENT

Objectives

- To present a comprehensive framework of HRM in terms of concepts and theories.
- To understand the functions of HRM from a national and global perspective.

UNIT 1: BASICS AND EVOLUTION OF HRM (14 hrs)

HRM: concepts, nature, objectives, policy. Versions: hard and soft. PM and HRM: similarities and dissimilarities. Evolution of HRM, contemporary HRM thoughts: Guest, Legge and Purcell. HRM critical appraisal: Reservations, contradictions, relevance and reactions. Current challenges of HRM and role of HRM in various sectors.

UNIT 2: ORGANISATION STRUCTURE AND FUNCTIONS OF HRM (14 hrs)

Organization structure: concepts, types: Pre-bureaucratic, bureaucratic, post-bureaucratic, functional, and virtual. HR department and HR Functions: (HRP, HRD, Compensation management, performance management, employee welfare, industrial relations, legal compliance and CSR).

UNIT 3: COMPETENCY BASED HRM (14 hrs)

Competency: Concept, Types, Uses for key success and its coverage. Competency frameworks: meaning, objectives, importance and development of its framework.

UNIT 4: STRATEGIC HRM & APPROACHES (14 hrs)

Concept: Strategic HRM; Aims Of Strategic HRM; Types of HR strategies, distinction between strategic HRM and HR strategies, Approaches to Strategic HRM, Methodology for strategy development; Role of HRM in strategy formulation, Implementation of Strategic HRM and Criteria for an effective HR strategy.

UNIT 5: INTERNATIONAL HRM CONCEPTS (14 hrs)

International HRM: concepts, features and issues. Types of employees: HCN, PCN, and TCN. Cultural dimension: Hofstede's classification. Approaches of staffing: Ethnocentric, Geocentric, Polycentric; Repatriation and its process. International Performance Management and International Compensation Management; case studies.

Text books

1. Pattanayak, Biswajeet, (2006), Human resource management, Prentice-hall of India Pvt Ltd. New Delhi
2. Prasad L.M, (1998), Human resource management, New Delhi, Sultan Chand and Sons, (Unit 1- Chapter 6) (Unit 2- Chapter 5 and 7) (Unit 3- Chapter 8,9 and 10) (Unit 4- Chapter 11,15 and 25)
3. Ghosh.P.K, (1996), Strategic planning and management, New Delhi, Sultan Chand and Sons, (Unit 1- Chapter 1) (Unit 5- Chapter 16 and 17)
4. Amstrong Michael, (2009) “A Hand book on Human Resource Management”, Kogan Page Limited, Oxford University Press. (Unit-III - Chapter-3) and Devanesan P.2009, Dynamics of Human Resource Management, PG and Research Department of HRM. Trichy.

Sem. I
14PHR1102

Hours/Week: 6
Credits: 5

MANAGEMENT CONCEPTS AND FUNCTIONS

Objectives

- To understand the basic concepts of management.
- To focus on managerial and operative functions.
- To utilize these concepts in various decisive functions of an organization.

UNIT 1: CONCEPTS OF MANAGEMENT, EVOLUTION & APPROACHES (12 hrs)

Management-definition, nature, process, functions, roles and skills; Evolution of Management thoughts; Scientific Management and Administrative Management, Approaches- Human Relation, Social System, Human Behaviour and contingency; Distinction between Management and Administration.

UNIT 2: PLANNING & ORGANIZING (12 hrs)

Planning: Meaning, purpose, steps, types and importance; Decision Making: concept, process, models and decision trees. Organizing: Organizational structure, line and staff relationships, departmentalization, span of management, centralization and decentralization, delegation, managerial communication: process, types, barriers to effective communication.

UNIT 3: DIRECTING & COORDINATING (12 hrs)

Direction: meaning, principles and techniques. Supervision: definition, functions, importance and effectiveness. Coordination: concept, types, techniques, and essentials. Conflicts-meaning, causes, classification and its management.

UNIT 4: LEADING (12 hrs)

Leadership: meaning, characteristics, theories, models and qualities of an effective leader. Understanding individual and group: individual behaviour, group dynamics, features and causes.

UNIT 5: CONTROLLING (12 hrs)

Control: meaning, steps, areas, resistance. Effective managerial control system; techniques of control: benchmarking, budgetary, quality, inventory, management audit and human resource accounting.

Text Book

1. Prasad, L.M (2012), Principles and Practice of Management, New Delhi, Sultan Chand and Sons. (Unit - I: chapter 1 and 3; Unit -II: chapter 4, 11, 12 and 26; Unit-III: chapter 22 and 16; Unit-IV: chapter 24 and 25; Unit-V: chapter 27 and 28)

Reference Books

1. Stoner & Freeman (2002), Management, New Delhi, PHI.

Sem. I
14PHR1103

Hours/Week: 7
Credits: 5

ORGANISATIONAL BEHAVIOUR

Objectives

- To grasp the organizational theories that would enlighten the understanding of human behavior at work.
- To understand team/group processes and be able to address issues arising from individual and collective organizational behavior.

UNIT 1: INTRODUCTION AND EVOLUTION (14 hrs)

Organisational Behaviour - Concept, meaning, objectives, approaches, S-O-B-C Models, Models of OB. Historical development of OB - Hawthorne Experiments. Organisational Climate - Meaning, importance, determinants, and measurements.

UNIT 2: BEHAVIOUR DETERMINANTS (14 hrs)

Personality - concept, meaning, determinants. Perception - meaning, factors, process, Difference between perception and sensation, Learning - meaning, Difference between Learning and Maturation. Motivational Theories: Content, Contextual and Contemporary theories. Job Satisfaction - Meaning and Determinants.

UNIT 3: BEHAVIOUR MODIFICATION (14 hrs)

B.M: Concept, meaning, application and importance. Stress: Sources and Causes, Stress Management. Fatigue: Sources, Causes and management. Work place emotions, Values, Attitudes. Conflict: meaning, types, models and resolution strategy.

UNIT 4: ORGANISATIONAL TEAM DYNAMICS (14 hrs)

Team: Types, designs, development, norms, roles and cohesiveness. Team building: Process, types, managing team process. Team resource, Roles and Responsibilities. Self Identity Team skills, Group working Process, Management influencing skills.

UNIT 5: ORGANISATIONAL CHANGE (14 Hrs)

Challenges of change - Pressures for change, types of change, approaches. Resistance to change - individual, group and organizational. Overcoming Resistance. Promoting change - interpersonal, team and organizational methods.

Text Books

1. Davis & Newstrom, (1985) Organisational Behaviour, New Delhi, McGraw Hill Publishers, (Unit 2) Chapter - 2.
2. Fred Luthans (1985). Organisational Behaviour, New Delhi. McGraw Hill Publishers, (Unit 3) Chapter - 3,4,5
3. Prasad L.M. (2000) Organisational Behaviour, New Delhi, Sultan Chand & Sons, (Unit 1 & 5) Chapter- 1, 10, 11
4. Stephen Robins (1988). Organisational Behaviour, New Delhi, Prentice hall of India, (Unit 4) Chapter - 5,7,94.
5. Steven L Mcshane, Mary Ann Von Glinow, Radha R Sharma, Organisational Behaviour: Emerging Knowledge and Practice for the Real World, TMH. (Unit V)

Reference Book

1. Uma Sekaran (1986), Organisational Behaviour, New Delhi, Tata McGraw hill.

**Sem. I
14PHR1104**

**Hours/Week: 6
Credits: 5**

MANAGERIAL ECONOMICS

Objectives

- To know the economic background against which business organisations have to operate today.
- To understand the dynamics of the basic economic factors towards effective decision making and managerial functioning.

UNIT 1: INTRODUCTION & BASIC CONCEPTS (12 hrs)

Meaning and scope of Managerial Economics - Fundamental Concepts - Scarcity, Marginalism, Opportunity Cost - Discounting - Risk and Uncertainty - Profits - Optimization.

UNIT 2: DEMAND CONCEPTS (12 hrs)

Demand and Supply Demand Decisions - Demand concepts - Demand Analysis - Demand Elasticity and Demand Estimates and Demand Forecasting.

UNIT 3: INPUT AND OUTPUT FUNCTIONS (12 hrs)

Input and Output Decisions - Law of Variable Proportion - ISO quants - Optimal Product Mix - Cost and Revenue Functions - BEP and its applications.

UNIT 4: PRICING (12 hrs)

Price and Output Decisions - Market Environment - Price and Output Determination - Pricing Under Perfect and Imperfect Competition - Pricing Strategies and Tactics.

UNIT 5: RECENT ECONOMIC POLICIES AND INDIAN ECONOMY (12 hrs)

The recent economic policy of 1991- The concepts of Liberalisation, Globalisation and Privatization - GATT - intellectual property.

Text Book

1. Varshney and Maheswari, 1999, Managerial Economics, New Delhi: Sultan Chand and sons, [Unit - I: chapter 1,2,25 & 32] [Unit -II : chapter 4, 5, 6 & 7] [Unit - III: chapter 8, 9, 28, 30 & 36] [Unit - IV: chapter 14,16,19,20,21,22,23 & 24]
2. Unit -V - any general book

References

1. Webb, S.C., (1976), Managerial Economics, Houghton Mifflin,
2. Varshney and Maheswari, (1999), Managerial Economics, New Delhi: Sultan Chand and Sons.
3. Habib-Ur-Rehman, (1988), Managerial Economics, New Delhi: Himalaya Publishing House.
4. Dutt and Sundaram, (2004), Indian Economy, New Delhi: Sultan Chand Co.

Sem. I
14PHR1201A

Hours/Week: 4
Credits: 4

KNOWLEDGE MANAGEMENT

Objectives

- To present a conceptual framework of knowledge as a human and organizational resource.
- To understand knowledge management processes for personal and organizational effectiveness.

UNIT 1: INTRODUCTION TO KM (8 hrs)

Knowledge Management: meaning, concept, objectives, need, importance and scope. Knowledge as human resource - The paradigm shift: Knowledge Worker, Knowledge Society, Knowledge enabled organization Building blocks of knowledge: Data, Information, Knowledge, Wisdom. KM: Distinction from Information Management, Knowledge Mapping, Intellectual Capital.

UNIT 2: KM ARCHITECTURE (8 Hrs)

KM architecture: Meaning, complexity, purpose - Ways of understanding Knowledge (types) Technical and Cognitive aspects - The Ontological and Epistemological modes. Knowledge conversation / conversion / creation: The S-E-C-I modes - Knowledge Spiral Developing, securing, distributing and combining knowledge - Current KM deficits in business organizations.

UNIT 3: STRATEGIC KM (8 Hrs)

Defining strategy: Meaning, need - Organizational strategy: Internal and external environmental factors - strategic KM, the two thrusts of strategic KM. Knowledge Leadership: Views of Peter Senge and Peter Drucker. Creating successful knowledge strategies on organizations. KM in practice.

UNIT 4:

KNOWLEDGE SHARING (12 Hrs)

Knowledge sharing: Meaning, need, importance - An interactive system: Context, structure, roles, processes, culture - Guidance for knowledge sharing - Knowledge sharing practices - Barriers to knowledge sharing - Knowledge sharing skills.

UNIT 5:

KNOWLEDGE COMPETENT ORGANISATION (8 Hrs)

Major areas of organizational competence - Knowledge as the primary source of organizational effectiveness - Knowledge functions of organization - KM processes in organizations - Conditions for organizational knowledge creation - The Five Phase Model of organizational knowledge - Challenges in organizational KM - Learning Organizations.

Case studies

Text Books

1. Devanesan, P. (2009) Knowledge Management, Department of HRM Publication, St. Joseph's College, Tiruchirappalli [Units: 1 to 5]
2. Pattanayak, B. (2005) Human Resource Management, Prentice-Hall of India, New Delhi (Chapter 20 Knowledge Creation and Management) [Units 2 & 5]

Reference Books

1. Amrit, Tiwana (2001) The Essential Guide to Knowledge Management, Pearson Education
2. Amrit, Tiwana (2000) The Knowledge Management Tool Kit, Pearson Education
3. Dixon, N. M. (2000). Common knowledge: How companies thrive by sharing what they know, Boston, Mass: Harvard Business School Press.

Sem. I
14PHR1201B

Hours/Week: 4
Credits: 4

HUMAN RESOURCE INFORMATION SYSTEM

Objectives

- To understand the nature of and the need for IT enabled managerial practices.
- To integrate and strike a balance between the human and technical aspects of effective HRM practices.

UNIT 1: INTRODUCTION TO INFORMATION SYSTEM (8 Hrs)

Introduction to information system - Establishing the framework - Business models - Information system architecture - Evolution of information system - Modern Information System - System Development Life cycle - Structured Methodologies - Designing computer based methods, procedure, control - Designing structured programmes.

UNIT 2: PROJECT MANAGEMENT (8 Hrs)

Modern Project Management - Organisation Strategy - Project Selection - Defining the project - Managing risks - Leadership - Overview of International projects.

UNIT 3 HUMAN CAPITAL ACCOUNTING (8 Hrs)

Human capital Accounting: Measuring human resource strength - Skills measurement - Matching project requirements - Measuring cost - Accounting, Flexi hours - Flexi office employment, Compensation accounting.

UNIT 4: SYSTEM UTILITY (8 Hrs)

Systems: Systems for Leave Accounting, Payroll, LTC, Incentives, Welfare Measures, Career growth monitoring, Performance Appraisal and Statuary requirements.

UNIT 5: CHANGING HR SYSTEMS (8 Hrs)

Changing world of HR, Integration of HR System, Paperless office and Outsourcing of HR.

Text books

1. Kenneth C. Laudon and Jane Price Laidon, (2002) "Management Information Systems - Managing the Digital Firm", New Delhi, Pearson Education, Asia, (Unit I).
2. Clifford F. Gray and Erik W. Larson, "Project Management - The Managerial Process", New Delhi McGraw Hill International Edition.

Sem. II
14PHR2105

Hours/Week: 6
Credits: 5

FUNDAMENTALS OF LABOUR LAWS

Objectives

- To understand the basic concepts of industrial legislations.
- To focus on health, safety, welfare, social security and protective laws.
- To have insight on state legislations.

UNIT 1: BASIC CONCEPTS (12 Hr)

Labour Law: history, nature, scope, special features, classifications; Common Law: importance, features, differences and similarities between common law and civil law; Labour Welfare: meaning, definition, features, scope, importance, types and principles; Indian Constitution: objectives and values; Fundamental Rights and Duties.; social assistance, social insurance and worker's education.

UNIT 2: LAWS RELATED TO HEALTH, SAFETY & WELFARE (12 Hr)

The Factories Act, 1948- health, safety and welfare; working hours of adult; employment of young persons and women; annual leave with wages; safety officer and welfare officer- inspection; penalties and procedure; Indian Mines Act, 1952 - working conditions; health, safety, working hours and leave; Motor Transport Workers Act, 1961 -health, welfare, working hours, working conditions, employment of young persons and leave.

UNIT 3: LAWS RELATED TO SOCIAL SECURITY & LIABILITY (12 Hr)

The Employment Provident fund Act, 1952- provident fund schemes, pension schemes, insurance schemes and administrations; The Employee State Insurance Act, 1948- administrations, contribution and governing rules, benefits and machinery to recover arrears; The Workmen's Compensation Act, 1923- compensation; out of employment, in the course of employment and commissions and mode of distribution; The Maternity benefit Act, 1961- right to benefit, forfeiture of benefit, medical bonus, leave and nursing breaks.

UNIT 4: LAWS RELATED TO WAGES AND BONUS (12 Hr)

The Payment of wages Act, 1936- rules for wage payment and standard deductions and enforcement; The Minimum wages Act, 1948- fixation and revision of minimum rate of wages, living wages and fair wages; The Payment of Bonus Act, 1965- eligibility, minimum and maximum bonus, allocable surplus, set on and set off; The Payment of Gratuity Act, 1972- eligibility, forfeiture of gratuity, nomination and recovery of gratuity; Payment of

Subsistence Allowance Act, 1988-payment, due recovery from the employer, savings of certain rights, and protective action on good faith.

UNIT 5: TN STATE LAWS AND RECENT LAWS (12 Hrs)

The Tamil Nadu Catering Establishment Act, 1955- registration procedure, hours of work, spread over, holidays, leave, rules regarding discharge and dismissal; The Tamil Nadu Shops and Establishment Act, 1947- opening and closing hours, hours of work and holidays and permissible deduction; The Contract Labour Act, 1970 (regulation and abolition)- scope and coverage, prohibition of contract labour, licensing of contractor, welfare and health of contract labour; The Right to Information Act, 2005- objective, application, information fee and time period; Sexual Harassment Bill 2006- importance, features and committees.

Text Books

1. Shrivastava S C (2002), Industrial Relations & Labour laws, Mumbai, Vikas Publications
2. Kapoor.N.D (2003) Hand book of Industrial law, New Delhi, Sultan Chand and Sons,
Unit-I - chapter: 6 and 7 (Shrivastava, Industrial Relations & Labour laws, Vikas, 2002.), Unit- II: industrial laws:-part 1, Unit -III: industrial laws:-part 2, Unit - IV: industrial laws:-part 3 and 6, Unit - V: industrial laws: -part 2 (Kapoor.N.D, hand book of Industrial law, Sultan Chand and sons, New Delhi, 2003.), Unit - V: Contract Labour; Tamil Nadu Shops and Establishments Act 1947; TN Catering Establishment Act: (Volume 2, 3 and 4 of Subramanian. V & S. Vaithianathan, Factory laws applicable in Tamil Nadu, Madras Book Agency.2001.)

Reference Books

1. Malik, P.L. (1995), Handbook of Industrial Law, Luck now, Eastern Book House.
2. Sinha, P.R.N. (2009), Labour Legislation. New Delhi, Pearson Education.

**Sem. II
14PHR2106**

**Hours/Week: 7
Credits: 5**

ORGANISATIONAL DEVELOPMENT

Objectives

- To enable the students to know the dynamics of organizational change
- To offer them theoretical foundations and practical exposure on change management.

UNIT 1: INTRODUCTION (14 hrs)

Concept, characteristics, scope and historical perspectives of OD. Underlying Assumptions and Values of OD. Organizations as systems' Planned Change.

UNIT 2: OPERATIONAL COMPONENTS (14 hrs)

Diagnostic Component, Action Component, Process Maintenance Component and Action Research.

UNIT 3: OD INTERVENTIONS (14 hrs)

Team Interventions, Inter -group Interventions, Personal, Interpersonal, group process interventions and Comprehensive Interventions.

UNIT 4: IMPLEMENTATION AND ASSESSMENT (14 hrs)

Structural Interventions - Implementation, conditions for failure and success in OD efforts, Assessment of OD and change in organizational performance. The impact of OD: Mechanistic and Organic systems and the Contingency Approach.

UNIT 5: SOME KEY CONSIDERATIONS AND ISSUES IN OD (14 hrs)

Issues in Consultancy - Client relationships; The Future of OD; Some Indian Experiences in OD.

Text Books

1. Wendell L. French and Cecil H. Bell, Jr, (2006) Organization Development, PHI, 3rd, 4th, 6th edition, (1989), 2000 [Unit 4, 5] - Chapter 7 and 8.
2. French, Bell and Zawacki, Organization Development Theory, Practice and Research, Universal Book Stall, Third edition.

Reference

1. Luthans, Fred, (1995), Organisational Behaviour, New Delhi; Tata McGraw Hill Publishers.

Sem. II
14PMS2101

Hours/Week: 6
Credits: 5

HUMAN RESOURCE MANAGEMENT

Objectives

- To understand the principles, policies and practices related to Human Resource Planning and Human Resource Development.
- To develop and assess one's own competencies towards a career in HRM.

UNIT 1: INTRODUCTION TO HUMAN RESOURCE MANAGEMENT (10 hr)

HRM - Meaning, Nature, Objectives, Scope and Functions. Line and Staff views of HRM, HRM as a profession, Future role of HRM, Department structure of HRM.

UNIT 2: HUMAN RESOURCE PLANNING AND RECRUITMENT (15 hr)

HR planning - Job Analysis - Job Specification and Job description. Induction Programme. Recruitment - Sources, characteristics and types. Selection process. Types of tests and interviews. Promotion and Transfers, Demotions and Separations.

UNIT 3: STRATEGIC HRM AND PERFORMANCE APPRAISAL (15 hr)

Role of HRM in Corporate Goal Setting, Levels and Models of Strategic HRM, Applications of Strategic HRM. Performance Appraisal - Purpose, Methods, Factors, Problems. Distinguish between Performance Appraisal and Potential Appraisal. Performance Management Systems.

UNIT 4: TRAINING AND DEVELOPMENT (15 hr)

Training - Need, Importance, Steps, Methods. Training needs assessment. Management Development Programme - Significance and methods. Stages of Career Planning and Development, Career counseling.

UNIT 5: COMPENSATION ADMINISTRATION (10 hr)

Compensation plan - Incentives - individual and group. Benefits - Bonus and Fringe. Developing a sound compensation plan, wage policy, Executive compensation - Factors and issues. HRM in Virtual Organisations.

Text book

1. Pravin Durai, (2010), Human Resource Management, Pearson Education Books, New Delhi.

Reference Books

1. VSP Rao (2002), Human Resource Management: Text & Cases, Excel Books, New Delhi.
2. Edwin Flippo (1984), Personnel Management, Tata McGraw Hill, New Delhi.

Sem. II
14PHR2202

Hours/Week: 4
Credits: 4

MANAGERIAL EFFECTIVENESS

Objectives

- To understand the meaning of and the need for being a successful manager.
- To equip the students with the right attitudes and skills towards achieving greater levels of managerial effectiveness.

UNIT I: PRIVATE VICTORY (8 Hrs)

Concept: Manager, Effectiveness, Managerial effectiveness. Managerial Be proactive: Personal vision, Social mirror, Stimulus-Response, Proactive language, Circle of influence. Begin with end in mind: The power of creation, Be a creator, Personal mission statement, Principle centered person, Right brain vs. Left brain. Put first things first: Quadrant I, II, III and IV types of personalities. Short term and long term goals, the power of delegation.

UNIT II: PUBLIC VICTORY (8 Hrs)

Think Win/Win: Six paradigm of human interaction Seek first to understand then to be understood: Empathetic listening - diagnosing - understand and perception. Synergize: Synergy in class room, business synergy and communication, Force field analysis.

UNIT III: CONTINUOUS RENEWAL (8 Hrs)

Sharpen the Saw: Four dimensions of renewal, balance in renewal synergy, renewal upward spiral, Case discussions, Role play and Exercises.

UNIT IV: CORRESPONDENCE SKILLS (6 Hrs)

What is an effective Business letter, the language of a business letter and the lay-out of a business letter. Circular letters: Situations that need circular letters. Banking Correspondence, Insurance Correspondence, Import and Export Correspondence.

UNIT V: JOB CAREER SKILLS (10 Hrs)

Application letters, Interview letters, References, Testimonials, Letters of Appointment, Confirmation, Promotion, Retrenchment and Resignation. How to run a meeting: Meetings and Meeting of minds, making disagreement productive, Instructions for observers, How to be an effective participant, How to be an effective discussion leader and how to write and read minutes. How to write a memo.

Text Books

1. Korlahalli & Rajendra Pal, Essentials of Business Communication, Sultan Chand & Sons. (Unit 1,2) - Section 2
2. E.H. McGrath S.J. Basic Managerial skills for all, Prentice - Hall of India Private Ltd., (Unit 2) - Chapter 2,6

- Covey R. Stephens, (2000), The Seven Habits of Highly Effective People, London, Simon & Schuster Publications (Unit - 3, 4, 5) Chapter 2, 4-7.

Reference book

- Luthans, Fred, (1995), Organisational Behaviour , New Delhi, Tata McGraw Hill Publishers.

Sem. II **Hours/Week: 4**
14PCO2202 **Credits: 4**

EXIM POLICIES AND PROCEDURES

Objectives

- To make the students know and apply the documentation formalities related to export - import.
- To acquaint students with the procedures of export - import transactions.

Unit I **(12 hours)**

Documentation Framework: Export import controls and policy; Types and characteristics of documents; Export contract; Processing of an export order - Export Financing Methods and Terms of Payment: Negotiations of export bills; Methods of payment in international trade; Documentary Credit and collection; UCP 500; Pre-Post shipment export credits, Bank guarantees; foreign exchange regulations and procedures.

Unit II **(12 hours)**

Cargo, Credit and Exchange Risks: Marine insurance - need, types and procedure; ECGC schemes for risk coverage, and procedure for filling claims - Quality control and Pre-shipment Inspection Schemes: Process and Procedures; Excise and customs clearance - Regulations, Procedures and documentations.

Unit III **(12 hours)**

Planning and Methods of Procurement for Exports: Procedure for procurement through imports; Import financing; Customs clearance of import cargo; Managing risks involved in importing -transit risk, Credit risk and exchange risk.

Unit IV **(12 hours)**

Export incentives: Overview of export incentives - EPCG, duty drawbacks, duty exemption schemes, tax incentives; Procedures and documentation.

Unit V **(12 hours)**

Trading Houses: Export and trading houses Schemes -Criteria, Procedures and documentation; Policy and Procedures for EOU/FTZ/EPZ/SEZ units.

Text Book

- Mahajan, M.I Exports - Do it yourself - Snow White Publications, Mumbai.

Books for references

- Customs and Excise Law times: Various Issues.
- Export - Import Policy: Ministry of Commerce, Government of India.
- Hand book of Export Import Procedures: Ministry of Commerce, Government of India Vols. I&II.
- Ram, Paras, Exports: What, Where and How? Anupam Publications, New Delhi.
- Jain. K.S (2012), Export Import Procedures & Documentation, Margham Publication, Chennai.

Sem. II **Hours/Week: 4**
14PEC2202 **Credits: 4**

LABOUR ECONOMICS

Objective

- This paper exposes the students to theoretical as well as empirical issues of labour agriculture labour and industrial labour with special reference to India. In the process it covers issues pertaining the wage theories, employment policies, trade unions and collective bargaining to the globalised economy and social security measures.

UNIT-I: LABOUR ECONOMICS AND LABOUR PROBLEMS

Meaning and concepts of labour - Definition, nature, scope and importance of Labour economics- Nature of labour problems - labour market segmentation - Labour in the unorganized sector- Child Labour - Industrial Labour Organization (ILO). (18HRS)

UNIT-II: INDUSTRIAL LABOUR IN INDIA

Meaning and characteristics of Industrial Labour in India- Employment in organized sector- Meaning and objectives of Trade Unions- trade Union movement in India- Problems and draw backs of the movement in India - Measures to strengthen the Trade Union Movement in India - Industrial disputes: meaning and causes and effects of industrial disputes - prevention of Industrial disputes and the machinery of setting the Industrial Disputes in India - Labour Legislation in India- Indian Labour Laws and practice in relation to international standards. (18HRS)

UNIT-III: AGRICULTURAL LABOUR IN INDIA

Meaning and characteristics of agricultural labour in India casual labour and attached labour and bonded labour - The problems of agricultural labour in India - Government measures to improve the conditions of agricultural labour-Employment in agricultural sector - marginalization minimum wages, NREGP. (18HRS)

UNIT-IV: WAGES

Wage determination- classical, neo classical and bargaining theories of wage determination- wage differentials in India- Asymmetric information and efficiency of labour markets in wage determination - productivity and wage relationship- non wage component of labour remuneration- types of wages in India - the need for State Regulation of wages- National Wage Policy and wage Board in India. (18HRS)

UNIT-V: SOCIAL SECURITY MEASURES OF LABOUR IN INDIA

The meaning and the need for social security measures in India- present status of social security in India- social assistance and social insurance- review and appraisal of states policies with respect to social security and labour welfare in India- Social Security Legislations in India : Workmen's Compensation Act, 1923, Employees' State Insurance Scheme Act, 1948, Maternity Benefits Act, 1961 and the Provident Fund Act, 1952- Labour Welfare Funds - Unemployment insurance - Second National Commission on Labour (1999) Dr.Arjun Sengupta Committee report. (18HRS)

TEXTBOOK

1. Dr. B.P Thyagi (2009), Economics of Labour and Social Welfare- Revised Edition- Sage Publication, New Delhi.

BOOKS FOR REFERENCE

1. Dutt, G. (1966) Bargaining power, wages and Employment: An Analysis of Agricultural Labour Markets in India, Sage Publication, New Delhi.
2. Lester, R.A. (1964) Labour Restructuring in India: A Critique of the new Economics of Labour Macmillan, New Delhi.
3. Venkata Rathnam, C.S. (2001) Globalization and Labour Management Relations, Dynamics of change-Sage Publication, New Delhi.
4. Memoria, C.B. (1996) Labour Problems and Social Welfare in India - Kitab Mahal, Allahabad.

Sem. II
14PCC2202

Hours/Week: 4
Credits: 4

OFFICE AUTOMATION

Objectives

* To impart the knowledge about the office automation and the features of MS-Office.

Unit - I (12 Hrs)

MS-Word: Creating and Saving a Word document - Applying basic formatting - working with styles - working with tables - mail merge - spelling and Grammar.

Unit - II (12 Hrs)

MS-Excel: Creating and Saving an Excel work book - adding and formatting data in cells - working with tables and chart - Formulas and functions. Salary bills preparation - TDS.

Unit - III (12 hrs)

MS-PowerPoint: Creating and Saving Presentation - Basics of presentation - running and setting up a presentation - Enhancing PowerPoint presentations - Custom animations.

Unit - IV (12 hrs)

MS-Outlook: Configuring an Outlook account - Outlook user interface - arranging items in contents pane - composing and sending messages - reading messages - forwarding messages - managing contacts.

Unit - V (12 hrs)

MS Access: Introduction to Access - Creating a Simple Database and Tables - Entering and Editing Data - Finding, Sorting and Displaying Data.

TEXT BOOKS

1. Sanjay Saxena: MS-Office 2007 in a Nutshell, Vikas Publishing House Pvt Ltd., 2011.

BOOKS FOR REFERENCE

1. Kogent Solutions Inc.: Office 2007 in simple steps, Dreamtech publishing, 2009.

Sem. II
14PSS2401

Hours/Week: 4
Credits: 4

IDC-1: **SOFT SKILLS**

Objectives

Introducing learners to the relevant soft skills at the territory level in order to make them gain competitive advantage both professionally and personally.

Module 1: Basics of communication and Effective communication

Basics of communication: Definition of communication, Process of Communication, Barriers of Communication, Non-verbal Communication. Effective communication: Johari Window, The Art of Listening, Kinesthetic, Production of Speech, Organization of Speech, Modes of delivery, Conversation Techniques, Dialogue, Good manners and Etiquettes.

Module II: Resume writing and Interview skills

Resume Writing: What is Resume? Types of Resume? Chronological, Functional and Mixed Resume, Steps in preparation of Resume. Interview Skills: Common interview questions, Attitude, Body Language, The mock interviews, Phone interviews, Behavioral interviews.

Module III: Group discussion and team building

Group Discussion: Group Discussion Basics, GD Topics for Practice, Points for GD Topics, Case-Based and Article based Group Discussions, Points for Case Studies, and Notes on Current Issues for GDS. Team Building: Team Vs Group - synergy, Stages of Team Formation, the Dabbawala. Leadership - Styles, Work ethics. Personal Effectiveness: Personal Effectiveness: Self Discovery, Self Esteem, and Goal setting. Conflict and Stress Management.

Module IV: Numerical Ability

Average, Percentage, Profit and Loss, Simple Interest, Compound Interest, Time and Work, Pipes and Cisterns, Time and Distance, Problems on Trains, Boats and Streams Calendar, Rations and Proportions.

Module V: Test of reasoning

Verbal Reasoning: Series Completion, Analogy, Data Sufficiency, Assertion and Reasoning, Logical Deduction. Non-Verbal Reasoning: Series, Classification

References

1. Aggarwal, R.S. 2010 Quantitative Aptitude, S.Chand & Sons
2. Aggarwal, R.S. 2010. A Modern Approach to Verbal and Non Verbal Reasoning. S.Chand
3. Covey, Stephen. 2004. 7 Habits of Highly effective people, Free Press.
4. Egan, Gerard. 1994. The Skilled Helper (5th Ed). Pacific Grove, Brooks/ Cole.
5. Khera, Shiv 2003. You Can Win. Macmillan Books , Revised Edition
6. Murphy, Raymond. 1998. Essential English Grammar. 2nd ed., Cambridge Univ. Press.
7. Prasad, L. M. 2000. Organizational Behaviour, S.Chand
8. Sankaran, K., & Kumar, M. 2010 Group Discussion and Public Speaking. M.I. Pub, Agra, Adams Media.
9. Schuller, Robert. (2010). Positive Attitudes. Jaico Books.
10. Trishna's (2006). How to do well in GDs & Interviews, Trishna Knowledge Systems.
11. Yate, Martin. (2005). Hiring the Best: A Manager's Guide to Effective Interviewing and Recruiting.

Sem. III**14PHR3108****Hours/Week: 7****Credits: 6****RESEARCH METHODOLOGY****Objectives**

- To equip with the basic understanding of the research methodology
- To gain an insight into the analytical tools and techniques for the purpose of management decision making.

UNIT 1: BASIC CONCEPTS AND TYPES OF RESEARCH (12 Hrs)

Research- meaning, nature, scope, process and relevance/needs; qualities of a researcher; Types of research, selecting a topic of research, Research Problem- selection, and formulation; review of literature; pilot study; variables and hypothesis: Meaning, types and sources

UNIT 2: RESEARCH DESIGN AND DATA COLLECTION (12 Hrs)

Research Design- meaning, types and interdependence of designs; Data collection- Primary methods: observation, interview, questionnaire and survey (meaning, steps, advantages and disadvantages), Secondary methods: Books, documents (published and unpublished) survey reports, biographies.

UNIT 3: SAMPLING TECHNIQUES AND SCALING (14 Hrs)

Sampling techniques- population, universe; sampling- meaning, need, basis, advantage, disadvantage, types: probability sampling- simple random, stratified, systematic, cluster; non probability sampling- quota, convenience, purposive, judgment; sampling frame, sample units and sample size, sampling errors; Scaling techniques-Importance, reliability, validity and construction; attitude scales-meaning, importance and types (Likert scale and Semantic differential scale).

UNIT 4: DATA PROCESSING AND ANALYSIS (20 Hrs)

Data processing- editing, classification and tabulation, difference between classification and tabulation; Data analysis- Frequency distribution; Measure of central tendency- mean, median and mode; Measure of dispersions- qualities, mean and standard deviations; Measure of association- Correlation, Rank Correlation and regression analysis; Test of Hypothesis- parametric tests: student's 't' test and analysis of variance (one way classification) and non-parametric test (chi-square test), diagrammatic & graphic presentations- significance and types (bar-charts and pie-diagrams).

UNIT 5: DATA INTERPRETATION AND REPORT WRITING (12 Hrs)

Interpretation of data - meaning, importance and interpretation; Report writing- outline of a research report, content of research report, types of research

report and guide lines for writing a standard research report and oral report presentation.

Text Book

1. Kothari. C.R., (2000), Research Methodology, Mumbai, Viswa Prakashan.

Reference Books

1. Ahuja, Ram, (2003), Research Methods, Jaipur, Rawat publication.
2. Dooley, David, (1997), Social Research Methods, Delhi, Prentice Hall.
3. Raj Kumar, (2002), Methodology & Social Science Research, Jaipur, Book Enclave.
4. Young, Pauline V. (2002), Scientific Social Surveys and Research, New Delhi, Macmillan Publication.

Sem. III
14PHR3109

Hours/Week: 6
Credits: 5

INDUSTRIAL RELATIONS AND COLLECTIVE BARGAINING

Objectives

- To understand the basic concepts and nuances of industrial relations.
- To focus on Trade Unions and collective bargaining in the post-globalised business scenario.

UNIT 1: INDUSTRIAL RELATIONS (12 Hrs)

IR: meaning and Concept. Industrial disputes: meaning & causes. Industrial Dispute Act 1947: settlement machineries, Awards and settlements, Strike and lockout, Lay - off and retrenchment. Directive principles of State policy, creating and adopting labour policy. Role of ILO in Industrial Relations.

UNIT 2: TRADE UNIONS IN INDIA (12 Hrs)

History and growth of trade Union: purpose and functions. Trade Unions and Economic Developments. Pitfalls and suggestions to improve Trade union activities. The Trade Unions Act, 1926. Trade Unions Movement in India.

UNIT 3: COLLECTIVE BARGAINING (12 Hrs)

Collective Bargaining - Meaning, types, Process and importance. Status of Collective Bargaining in India. Suggestions to improve Collective Bargaining. Negotiations - Types of Negotiations, Problem solving attitude, Negotiation skills. Exit policy: Voluntary retirements and Golden Handshake. Impact of Globalization on CB.

UNIT 4: DISCIPLINE AND GRIEVANCE HANDLING (12 Hrs)

Discipline: Causes of Indiscipline - Maintenance of discipline. Domestic enquiry: concept and practice, Principles of Natural Justice, Some important industrial pronouncements, Principles of Hot stove rule. Grievance handling: - Meaning of Grievance, Sources of grievance, benefits, Grievance Redressal machinery, Constitution of Grievance committee. The Industrial Establishment (Standing Orders) Act, 1946.

UNIT 5: WORKERS' PARTICIPATION IN MANAGEMENT (12 Hrs)

WPM Concept and Practices in India: Works committees, Joint management councils, Shop councils. The voluntary scheme of workers' participation, Quality circle, Suggestions scheme for Improvement. WPM in other countries.

Text Books

1. Mamoria, C.B., Industrial Labour and Industrial Relations in India, Kitab Mahal, (2001). [Unit 2] - Chapter 3, 4.
2. Bhatia, S.K., Constructive Industrial Relations and Labour Laws. Deep and Deep. New Delhi, (2003). [Unit 3 & 4] - Chapter 5, 6
3. Maonoppa, A., Industrial Relations, TMH, (1999), New Delhi. [Unit 1] - Chapter 1, 2
4. Yoder, Dale and others, Personnel Management and Industrial Relations, New Delhi, Prentice Hall, (1999). [Unit 5] - Chapter 8.

Reference

1. Bhagoliwal, (1995), Personnel Management and Industrial Relations, New Delhi, Kitab Mahal Publishers.

Sem. III
14PHR3110

Hours/Week: 7
Credits: 5

TOTAL QUALITY MANAGEMENT

Objectives

- To understand the concept and principles of TQM in today's context.
- To learn to apply these concepts and principles in developing the human resources for organistaional effectiveness.

UNIT 1: INTRODUCTION TO TQM (14 Hrs)

Definition of Quality, Dimensions of Quality, Quality planning, Quality cost, Analytical techniques for Quality cost. TQM: meaning, definition and fundamental concepts. Historical review: W.Edwards Deming, Joseph .M. Juran and Philip.B. Crossby.

UNIT 2: TQM PRINCIPLES (14 Hrs)

Customer satisfaction, Customer perception, customer complaints, service quality, customer retention, employee involvement- motivation, empowerment, teams, recognitions and rewards, performance appraisal and supplier partnership. Continuous process improvements- Juran Trilogy, PDSA cycle and 5S Kaizen.

UNIT 3: MODELS OF TQM (14 Hrs)

Fuji Xerox model, Norman Rickad model, Eicher group model, Basic frame model, Operational model, Diamond model, Umbrella model, Accelerated Business improvement model, Kano’s basics of TQM model, Westinghouse model, Itoh model, Peratech model, Kehoe’s integrated model, Eight components model, Building block model and Dhruv model.

UNIT 4: STATISTICAL PROCESS CONTROL (SPC) AND TQM TOOLS (14 Hrs)

Seven basic QC tools-Check sheets, Cause and Effect diagram, Pareto analysis, Scatter diagram, Histogram, Control charts and Flow diagram. Concept of Six sigma, Bench marking, Brainstorming and Quality circle.

UNIT: 5 QUALITY SYSTEMS (14 Hrs)

Quality audit, Quality awards - Malcolm Baldrye National Quality Award (United States), Deming Prize (Japan), European Quality Award, Golden Peacock National Quality Award and Australian Quality Award. ISO 9000, 2000 and 14000; Case studies.

Text Book

1. Sharma. D.D., (2005), TQM- Principles , Practices and Cases, Delhi, Sultan Chand Publications, [Unit I -chapter 2, 3, 4 & 6] [Unit II- chapter 14,16,4 & 8] [Unit III- chapter 3] [Unit IV- chapter 7,10,31,15 & 9] [Unit V - chapter 25 & 32]

Reference

1. Krishnan. K, Karmegam. G and Somasundaram. R, TQM, Coimbatore, R.K.Publishers.

**Sem. III
14PHR3111**

**Hours/Week: 2
Credits: 2**

**INTERNSHIP TRAINING
(Summer Placement)**

Objectives

- To have practical exposure on the different functions of Human Resource.
- To equip the students with practical knowledge and to motivate them to learn the implementation of the Labour Laws as per the government regulations.

UNIT-I (10 Hours)

Orientation about the Organisation - Recruitment and Selection Procedure - Welfare Facilities - Social Security Enactments - Communication Systems - Leadership & Motivational Programmes - Worker’s Participation Management - Total Quality Management.

UNIT-II (10 Hours)

Wage and Salary Administration - Grievance Handling - Industrial Disputes Act / Applications - Performance Appraisal - Training & Development - Trade Union - Corporate Social Responsibility.

**Sem. III
14PHR3203**

**Hours/Week: 4
Credits: 4**

COMPENSATION MANAGEMENT

Objectives

- To understand issues related to the compensation or rewarding human resources in various forms of organizations
- To develop skills in designing, analysing and restructuring reward management systems, policies and strategies.

UNIT 1: BASIC CONCEPTS (8 Hours)

Compensation - definition and meaning; Wage and Salary- concept, meaning, purpose, factors, components and differences; types of wages- minimum wage, fair wage, living wage, statutory minimum wage and need based minimum wage; wage and salary administration - principles, objectives, factors and problems; wage fixation- principles and time frame; Authorized deductions and imposition of fines on employees.

UNIT 2: THEORIES OF WAGES (8 Hours)

Wage Theories - Ricardo’s subsistence theory of wages (Iron Law of Wages), Adam Smith’s wage fund theory, Surplus value theory of Karl Marx, Profit maximization theory; wages policy- concept, importance, ILO on wage policy.

UNIT 3: METHODS OF WAGE FIXATION (8 Hours)

Computation of wage and salary - wage and salary structure; Wage differentials- characteristics, Payment by- time rate, over time, piece rate, performance and employee benefit schemes (Merit pay /skill based pay); payment of wages with productivity / efficiency; dearness allowance-basis for calculation and fringe benefits.

UNIT 4: MACHINERIES OF WAGE FIXATION (8 Hours)

Machineries of wage fixation- wage boards, pay commissions, conciliation, adjudication and arbitration; procedure for wage fixation- job evaluation, its process and methods; Team Compensation- Profit sharing and bonus.

UNIT 5: INCENTIVE SYSTEMS (8 Hours)

Compensation Strategy- Monetary & Non-Monetary Rewards, Intrinsic Rewards and Cafeteria Style Compensation, internal and external equity in reward management; profit sharing - purpose. Gain sharing - features.

TEXT BOOKS

1. Sharma.A.M , (1999), Understanding wage system, Bombay, Himalaya publishers (unit 2,4 and 5: chapter 3,4 and 6)
2. Jain S.P. & Narang. K.L., (1995), Cost Accounting, New Delhi, Sulthan Chand & Sons, (unit 3: chapter 2)
3. Dipak Kumar Bhattacharya, (2009), Compensation, New Delhi, Oxford university Press, (unit 1 and 3: chapter 1 and5).

REFERENCE BOOKS

1. Prasad. N.K., (1990), Principles & Practice of accounting, New Delhi, Sulthan Chand & Sons.
2. Gupta. A., (2000), Wage & Salary Administration in India, New Delhi, Anmoe Publications Private Limited.

**Sem. III
14PCO3203**

**Hours/Week: 4
Credits: 4**

PORTFOLIO MANAGEMENT

Objectives

- To provide knowledge on the various investment avenues that benefits the individual and nation.
- To introduce the students to the application of various tools and techniques of financial risks and investments management.

Unit I

Introduction: Investment- Features of Investment Program- Risk of Investment- Spectrum of Investment- Equity Shares- Fixed Income

Securities- Mutual Fund Scheme- Deposits- Tax sheltered Savings Scheme- Life Insurance-Real Estate- Precious objects.

Unit II

Sources of Financial Risk: Credit vs. market, default risk, foreign exchange risk interest rate risk purchasing power risk etc.; Systematic and non-systematic risk.

Unit III

Fundamental analysis- Influence of the economy- Economy Vs Industry and Company- Industry analysis- Company analysis- Guidelines for Investment-How to pick up growth Shares-NSE, BSE, Dow Jones Index and OTCEI. Technical analysis of the market- Basic tenets- Dow theory- Major trends- Principles of technical analysis.

Unit IV

Options: types of options; option trading; option markets-exchange traded options, over-the-counter options, quotes, trading, margins, clearing, regulation and taxation; Warrants and convertibles. Future: Hedgers and speculators; Future contracts; Future markers-clearing house, margins trading future positions and taxation; Future prices and spot prices; Forward prices vs. Future prices; Future vs. options.

Unit V

Portfolio Management - Portfolio Theory Portfolio Criteria -Efficient Set-Portfolio Selection and Diversification -The Shape and the Risk Function (including CAPM Model Technical Analysis, Random Walk and Martingale Model) -Portfolio Objective -Size of Portfolio-Selection Basis and Readjustment Timings of Disinvestment.

Text Book

1. V.K. Bhalla (2005), Investment Management (Security analysis and Portfolio Management) S. Chand & Company Ltd, New Delhi,

Books for references

1. V. Aavadhani (1999)- Investment & Securities markets in India, Himalaya Publishing House, New Delhi.
2. Donald E Fischer & Ronald J Jordan, Security analysis and Portfolio Management, Prentice Hall of India Pvt limited, New Delhi, 2001.
3. P. Jhabak (2012), Security analysis and portfolio management, Himalaya publication house Pvt. Ltd., New Delhi.
4. Dr L Natarajan 2013-14, Portfolio Management, Margham publications, Chennai.

Sem. III
14PEC3203

Hours/Week: 4
Credits: 4

INDIAN ECONOMY

Objective

* To give a basic knowledge and an opportunity to analyze issues of Economic Development in India.

UNIT-I: STRUCTURE OF INDIAN ECONOMY (12 HRS)

Back ground of the Indian economy - Basic features of Indian Economy: - Natural Resources- Land, Water, Forest: Demography- size, growth, and sex composition of the population - National Income- GDP,GNP, NDP Public Expenditure and Public Revenue.

UNIT-II: PROBLEMS IN INDIAN ECONOMY (12 HRS)

Poverty and inequality: Nature, causes and measures to eradicate Poverty - Unemployment: nature causes and Employment policy - NREGP - Population pressure: Causes, Effect and Measures to control.

UNIT - III: INFLATION AND REGIONAL DISPARITIES (12 HRS)

Inflation: - Types and causes- Food inflation- External debt: - Causes measures: Regional Disparities: Nature and Causes.

UNIT-IV: PLANNING IN INDIA (12 HRS)

Planning in India: objectives and strategies- The Role of planning commission in India - 11th Five Year Plan- Objectives, allocation and targets.

UNIT-V: MACRO ECONOMIC POLICY

Macro Economic Policy-Fiscal Policy, Monetary Policy, Industrial Policy and Agricultural Policy, Trade Policy. (12 HRS)

TEXT BOOK

1. Dutt and K.P.M. Sundaram (2012) - Indian Economy, Sultan Chand & Sons, New Delhi.

BOOKS FOR REFERENCE

1. Ishwar.C. Dingra (2012) - The Indian Economy, Twenty First Edition, Sultan Chand and Sons, New Delhi.
2. GM Meier, (1995) Leading Issues in Economic Development, 6th Edition, Oxford University Press, New Delhi.

Sem. III
14PCC3203

Hours/Week: 4
Credits: 4

INFORMATION TECHNOLOGY FOR BUSINESS

Objectives

- To understand the potential of the Internet for business.
- To provide a basic understanding about e-commerce.

Unit - I (18 Hrs)

Spreadsheet: Features of spreadsheet-MS Excel - Features of MS Excel; Functions in Excel: Financial functions: NPV, IRR, PMT, IPMT. Statistical functions: AVERAGE, MEAN, MEDIAN, AVEDEV, CORREL, STDEV, RANK, Database functions: DAVERAGE, DMAX, DMIN, DSUM; Graphics in Excel.

Unit - II (18 Hrs)

Business applications of Excel: Managerial decision - making with Excel; Model development with Excel; Financial analysis using Excel; Break-even analysis, budgeting and ratio analysis with Excel; Inventory management with Excel, Investment appraisal with Excel. Goal seek, pivot table and scenario management for decision - making.

Unit - III (18 Hrs)

Internet - Features of the Internet; WWW: Email, Telnet, FTP, News groups, search engines, portals, Business applications of the Internet.

Unit - IV (18 Hrs)

E-Commerce: introduction to e-commerce, Models of e-commerce: B2C, B2B, B2G and C2C. Electronic payment systems: e-cash, e-cheque, credit cards, debit cards. EDI and e-commerce. EDI standards. Setting up and promotion of a website for e-commerce.

Unit - V (18 Hrs)

Security issues in E-commerce: security risks in e-commerce, security tools and risk management. IT Act 2000 - digital signature, digital signature certificates, e-governance, electronic records, certifying authorities, network appellate tribunal, penalties.

Text Book

1. Edward C. Willet, MS Office, Wiley Publishing Co. New Delhi.

Books for References

1. Efraim Turban, Jae Lee, David King and Michael Chung: Electronic Commerce, Pearson Education Asia, Delhi.2007
2. Ravi Kalkotta and Andrew B. Whinston: Frontiers of Electronic Commerce, Addison - Wesley, Delhi.
3. Heary Chan et al.: E-Commerce, John Wiley & Sons.

Sem. III
14PHR3401

Hours/Week: 4
Credits: 4

IDC (BS): **COUNSELLING AND GUIDANCE**

OBJECTIVES

- To Provide an overview of the counselling processes and techniques.
- To Create a forum for practising the basic counselling skills.
- To provide a theoretical background for supplementing the understanding of psychological assessment.

UNIT1: BASIC CONCEPTS, EMERGENCE AND GROWTH OF COUNSELLING PSYCHOLOGY (8Hr)

Meaning of the terms counselling, counsellor, counsellee. Counselling - Objectives, principles and need for professional counselling. Process of counselling - the emergence of counselling. Barefoot Counselling, Assertiveness and Interpersonal Skills for Counsellors, Counselling Relationship.

UNIT2: DEVELOPMENT OF COUNSELLING SKILL (8Hr)

Introduction to the Important Schools of Counselling, Psychoanalytic Foundations, Transactional Analysis, Gestalt Therapy, Rational Emotive Therapy, Person-Centred Approach to Counselling, An Integrated Model, Essentials of Skills, Nonverbal Clues.

UNIT3: COUNSELLING INTERVENTIONS IN ORGANISATIONS(8Hr)

Empathy, Listening and Responding, Effective Feedback, Performance Counselling, Counselling in Problem Situations, Interpersonal Conflicts.

UNIT4: THEORY AND ISSUES IN PSYCHOLOGICAL TESTING (8Hr)

Theory and Issues in Psychological Testing, Intelligence Testing- Theoretical Background, Aptitude Testing.

UNIT 5: ETHICAL STANDARDS AND PROFESSIONAL PREPARATION & TRAINING (8Hr)

Ethical standards / principles - responsibility, counseling in different settings; educational, family, and industries. Status of guidance and counseling movement in India.

Text Books

1. Narayana Rao., (2003) Counseling and Guidance, New Delhi, Tata McGraw-Hill, 2003 [Unit I - Chapter 1] [Unit II - Chapters 3 & 4] [Unit III - Chapters 5 - 7] [Unit IV - Chapter 8] [Unit V - Chapters 13 -15]
2. Charles J. Gelso, Bruce R.Fretz,(1995) Counseling Psychology, Bangalore, PRISM Books pvt ltd, [Unit I - Chapters 1 - 2] [Unit III - Chapter 9] [Unit IV - Chapter 6] [Unit V - Chapters 3 & 8].

Reference Books

1. Antony D.John, (1994), Dynamics of Counseling, Nagercoil, Anugraha Publications, 1994
2. Diane E. Papallia, Sally Wendkos Old, Ruth Duskin Feldman.,(1999), Human Development Eggert A. Max, Perfect Counseling, UK, Random House Business Books.
3. Christine Lister - Ford (2007), A short introduction to Psychotherapy, New Delhi, Sage Publications.
4. Gary Groth - Marnat (2006), The handbook of Psychological Assessment, John Wiley & Sons, E-book.
5. Susana Urbina (2004), Essentials of Psychological testing, John Wiley & Sons. Inc, E-book.

Sem. III
14PHR3112

Credits: 2

TALENT MANAGEMENT

Objective

- To understand talent management as a pivotal managerial practice in the highly competitive business environment of today.
- To motivate the students towards the identification and development of their own talents so as to cope with the challenging demands of securing and sustaining suitable placements.

Unit-I: (4 Hrs)

Introductions, overview of talent management and the employment life cycle, Talent:- engine of new economy, difference between talents and knowledge workers, leveraging talent, the talent value chain, elements of talent friendly organizations.

Unit-II: (4 Hrs)
Talent Management System - elements and benefits of Talent Management System; creating TMS, challenges of TMS; building blocks of talents management: competencies - performance management, evaluating employee potential, Workforce analysis; talent management strategy aligned with business strategy.

Unit-III: (4 Hrs)
Talent Planning - succession management process; cross functional capabilities and fusion of talents; talent development budget, value driven cost structure; contingency plan for talent; building a reservoir of talent, leadership coaching

Unit-IV: (4 Hrs)
Return on talent; ROT measurements; optimizing investment in talent; integrating compensation with talent management; developing talent management information system Competencies; Talent Acquisition.

UNIT-V: (4 Hrs)
Talent Acquisition; Onboarding Talent Review Sessions; Talent and Acceleration Pools Retention and Engagement Career Management / Development Planning Measuring effectiveness; technology

Reference

1. Berger, Lance A and Dorothy Berger (Eds.) The Talent Management Handbook, Tata McGraw Hill, New Delhi
2. Chowdhary, Subir, The Talent Era, Financial Times/Prentice Hall International
3. Chowdhary, Subir, Organization 2IC, Pearson Education, New Delhi
4. Sanghi, Seema, The Handbook of Competency Mapping, Response Books, New Delhi.

Sem. IV Hours/Week: 6
14PHR4113 Credits: 5

COUNSELLING AND GUIDANCE

OBJECTIVES

- To Provide an overview of the counselling processes and techniques.
- To Create a forum for practising the basic counselling skills.
- To provide a theoretical background for supplementing the understanding of psychological assessment.

UNIT 1:

BASIC CONCEPTS, EMERGENCE AND GROWTH OF COUNSELLING PSYCHOLOGY (12 Hrs)

Meaning of the terms counselling, counsellor, counsellee. Counselling - Objectives, principles and need for professional counselling. Process of counselling - individual & group counselling - the emergence of counselling. Barefoot Counselling, Assertiveness and Interpersonal Skills for Counsellors, Counselling Relationship.

UNIT 2:

DEVELOPMENT OF COUNSELLING SKILL (12 Hrs)

Introduction to the Important Schools of Counselling, Psychoanalytic Foundations, Transactional Analysis, Gestalt Therapy, Rational Emotive Therapy, Person-Centred Approach to Counselling, An Integrated Model, Essentials of Skills, Nonverbal Clues.

UNIT 3:

COUNSELLING INTERVENTIONS IN ORGANISATIONS (12 Hrs)

Empathy, Listening and Responding, Effective Feedback, Performance Counselling, Counselling in Problem Situations, Interpersonal Conflicts, Midlife Blues, Integration and Action Plan.

UNIT 4:

THEORY AND ISSUES IN PSYCHOLOGICAL TESTING (12 Hrs)

Theory and Issues in Psychological Testing, Intelligence Testing- Theoretical Background, Aptitude Testing - The D.A.T., Personality Assessment - Theoretical Background, Self-Report Inventories- The M.M.P.I., Multi-factor Personality Tests- The 16 P.F., Typological Tests - The M.B.T.I., Projective Techniques - The T.A.T., Assessment Centres, Integration of Profiles.

UNIT 5: ETHICAL STANDARDS AND PROFESSIONAL PREPARATION AND TRAINING (12 Hrs)

Ethical standards / principles - responsibility, counseling in different settings; educational, family, clinical, career & guidance and industries. Status of guidance and counseling movement in India.

Text Books

1. Narayana Rao.,(2003), Counseling and Guidance, New Delhi, Tata McGraw-Hill, [Unit I - Chapter 1] [Unit II - Chapters 3 & 4] [Unit III - Chapters 5 - 7] [Unit IV - Chapter 8] [Unit V - Chapters 13 -15]
2. Charles J. Gelso, Bruce R.Fretz,(1995) Counseling Psychology, Bangalore, PRISM Books pvt ltd, 1995 [Unit I - Chapters 1 - 2] [Unit III - Chapter 9] [Unit IV - Chapter 6] [Unit V - Chapters 3 & 8].

Reference Books

1. Antony D.John, (1994) Dynamics of Counseling, Nagercoil, Anugraha Publications.
2. Diane E. Papallia, Sally Wendkos Old, Ruth Duskin Feldman.,(1999) Human Development Eggert A. Max, Perfect Counseling, UK, Random House Business Books.
3. Christine Lister - Ford (2007), A short introduction to Psychotherapy, New Delhi, Sage Publications.
4. Gary Groth - Marnat (2006), The handbook of Psychological Assessment, John Wiley & Sons, E-book.
5. Susana Urbina (2004), Essentials of Psychological testing, John Wiley & Sons.Inc, E-book.

**Sem. IV
14PHR4114**

**Hours/Week: 7
Credits: 5**

PERFORMANCE MANAGEMENT

Objectives

- To gain Comprehensive knowledge and practical skills to improve their ability for performance appraisal in their organizations.
- To set SMART targets to enhance performance through performance management.
- To identify barriers to effective performance and resolving those barriers through constant monitoring, coaching and development interventions

UNIT 1: BASIC CONCEPTS (14 Hrs)

Performance- meaning, factors, goals and work standards; performance appraisal- definition, objectives and benefits; performance management- scope, purpose, concern ,benefits and comparison and distinction between performance appraisal and performance management; performance cycle- features and stages.

UNIT 2: PERFORMANCE APPRAISAL PROCESS (14 Hrs)

Performance appraisal- stages, over all approach, negotiated approach and holistic approach- context, culture, functionality, job design and OD; how to conduct a performance appraisal- where, how and who to be covered; PA- project team, strategic HRM role in PA; performance appraisal system- operation, training, monitoring, steps and Implementation; Agreements between Objective, Performance Standards and Effective Goal Setting.

UNIT 3: PERFORMANCE MEASUREMENTS (14 Hrs)

Performance Measurements- purpose, principles, issues and classifications; Traditional methods- ranking, paired comparison, grading, forced distribution, check list, critical incident, graphical rating scale, essay, field review, confidential report; Modern methods- MBO, BARS, HR accounting, 360 degree appraisal, balanced score card; Recent trends-computerized appraisal process, electronic performance monitoring, assessment centers and merging methods; rational performance management and documentation.

UNIT 4: PERFORMANCE MANAGEMENT ISSUES (14 Hrs)

Performance Management issues- problems with rating scales, problems in performance management, Likierman's five common pitfalls; measures to-

avoid pitfalls, to handle defensive employee and to provide constructive criticism; legal and ethical issues for written warning; effective performance reviews.

UNIT 5: PERFORMANCE DEVELOPMENT (14 Hrs)

Performance development framework-Performance development cycle, performance development planning, performance development review, performance development training; Appraisal Interview-types, skills, guidelines and process; Performance and development review- coaching and counseling; Managing under-performers; Performance management - training, principle criteria, evaluation and methods; effective performance evaluation system.

Text Books

1. Arm Strong, Michael and Baron, Angela,(2007), Performance Management, Mumbai, Jaico Publishing House.(unit 1: chapter 1-4; unit 3: chapter 15 and 18; unit 5: chapter 12, 19, 20 and 21)
2. Pattanayak, B, (2009), Human Resource Management, New Delhi, Prentice Hall of India private limited.(unit: chapter 8 and 9; unit 2: chapter 8; unit 3 : chapter 8 and 11; unit 4: chapter 8; unit 5 : chapter 8)
3. Dessler, Garry and Varkkey, Biju. (2009), Human Resource Management, Delhi, Pearson Education Inc, Dorling Kindersley (India) Pvt.Ltd. (unit 1 to 5: chapter 9)

Reference Books

1. Cardy, R. (2004), Performance Management, New Delhi, Prentice Hall of India, private limited.
2. Jyothi, P and Venkatesh, D.N. (2008), Human Resource Management, New Delhi, OUP.
3. Neale, Francis. (2002), Hand Book of Performance Management, Mumbai, Jaico Publishing House.

**Sem. IV
14PHR4115**

**Hours/Week: 7
Credits: 5**

CORPORATE SOCIAL RESPONSIBILITY

Objectives

- To understand the concept of CSR and the need for CSR as applicable to the business corporations and corporate executives.
- To sensitize the students on the value orientations and ethical concerns that should drive business today.

UNIT 1: CSR - INTRODUCTION (12 Hrs)

Meaning, General principles, Evolution and history, CSR debate, Need for CSR and the Forces pressuring social responsiveness, Limitations of CSR, Contemporary view of CSR, MNC's and Indian Companies with CSR activities

UNIT 2: CSR - INTERNATIONAL CONTEXT (12 Hrs)

Meaning and features of corporation, models/dimensions/strategies of corporations: Carroll's four-part model and Five-dimensional model, The outcomes of CSR - social policies, social programmes and social impacts, globalisation and its relevance,

UNIT 3: CSR IN TERMS OF BUSINESS ETHICS (12 Hrs)

Meaning, sources and the need for business ethics, ethical theories: consequentialist & non-consequentialist, techniques of business ethics management: components, mission statements, standards of ethical behaviour, codes of ethics, social accounting, sustainability a key goal for business ethics - Triple-bottom line, Ethical issues in Firm-employee relationships.

UNIT 4: CIVIL SOCIETY AND BUSINESS ETHICS (12 Hrs)

Meaning of civil society, civil society organisations as stakeholders, ethical issues and CSOs Corporate Citizenship and civil society; Community development projects, Business-CSO collaboration. Civil society, business and sustainability.

**UNIT 5: GOVERNMENT, REGULATION AND BUSINESS ETHICS
GOVERNMENT AS STAKEHOLDER (12 Hrs)**

Ethical issues in the relation to business and government, Globalisation and business- government relations, Corporate citizenship and regulation Governments, business, and sustainability

Text Book

1. Crane, Andrew and Matten, Dirk.(2010), Business Ethics. Oxford University Press: New Delhi. [Unit 1-Chapter 1,3] [Unit 5-Chapter 6] [Unit 3-Chapter 8,9] [Unit 4- Chapter 10] [Unit - Chapter 11]

Reference Book

1. Agarwal. K. Sanjay. (2010), Corporate Social Responsibility in India. Response Books: New Delhi.
2. K.Aswathappa (2010), International Business, Tata McGraw Hill Education Pvt. Ltd., New Delhi.

Sem. IV
14PHR4402

Hours/Week: 4
Credits: 4

IDC:
ORGANISATIONAL BEHAVIOUR

Objectives

- To grasp the organizational theories that would enlighten the understanding of human behavior at work.
- To understand team/group processes and to be able to address issues arising from individual and collective organizational behavior.

UNIT 1: BASIC BEHAVIOURAL CONCEPTS (8 Hrs)

Organisational Behaviour - Concept, meaning, objectives, approaches, S-O-B-C Models, Models of OB. Historical development of OB - Hawthorne Experiments. Organisational Climate - Meaning, importance, determinants, and measurements.

UNIT 2: BEHAVIOUR DETERMINANTS (8 Hrs)

Personality - concept, meaning, determinants. Perception - meaning, factors, process, Difference between perception and sensation. Motivational Theories: Content, Contextual and Contemporary theories.

UNIT 3: BEHAVIOUR MODIFICATION (8 Hrs)

B.M: Concept, meaning, application and importance. Stress: Sources and Causes, Stress Management. Work place emotions, Conflict: meaning, types, Models and Resolution Strategy.

UNIT 4: ORGANISATIONAL TEAM DYNAMICS (8 Hrs)

Team: Types, designs, development, norms, roles and cohesiveness.
Team building: Process, types, managing team process.
Self Identity Team skills.

UNIT 5: ORGANISATIONAL CHANGE (8 Hrs)

Challenges of change - Pressures for change, types of change, approaches. Resistance to change - individual, group and organizational. Overcoming Resistance. Promoting change - interpersonal, team and organizational methods.

Text Books

1. Davis & Newstrom, (1985), Organisational Behaviour, New Delhi, McGraw Hill Publishers, (Unit Chapter - 2.
2. Fred Luthans, (1985), Organisational Behaviour, New Delhi, McGraw Hill Publishers, (Unit 3) Chapter - 3,4,5
3. Prasad L.M. (2000), Organisational Behaviour, New Delhi, Sultan Chand & Sons, (Unit 1 & 5) Chapter- 1, 10, 11
4. Steven L Mcshane, Mary Ann Von Glinow, Radha R Sharma, Organisational Behaviour: Emerging Knowledge and Practice for the Real World, TMH. (Unit - 5).

Sem. IV
14PCO4403

Hours/Week: 4
Credits: 4

**FINANCIAL AND MANAGEMENT
ACCOUNTING**

Objectives:

- To acquaint students with the accounting Principles and practices.
- To make the students to be familiar with basics of cost accounting and Management accounting.

Unit I (5 hours)

Introduction to Accounting: Objectives, Nature, Concepts and Conventions and Scope of Financial Accounting, Cost Accounting and Management Accounting; Management Accounting and Managerial Decisions; Management Accountants Position, Role and Responsibilities.

Unit II (10 hours)

Journal - Meaning - Recording of transaction in Journal - Ledger - Meaning - Posting into the Ledger - Balancing the Accounts- Preparation of Trail Balance.

Unit III (20 hours)

Financial Statements - Meaning - Definition - Preparation of Trading, Profit and Loss Account and Balance Sheet (Problems with Simple adjustments).

Unit IV (12 hours)
Costs - Meaning - Definition - Types - Cost Accounting -Elements of Cost - Preparation of Cost Sheet.

Unit V (13 hours)
Marginal Costing - Meaning - Break Even Analysis -Margin of safety- desirable profit- Marginal Costing in Decision making.

Text Books

1. Grewal T.S. (1997), Double Entry Book Keeping, Published by Sultan Chand & Sons, New Delhi. (Unit - 1 to 3)
2. Jain & Narang (2009), Cost Accounting Principles and Practice, Kalyani Publishers, New Delhi. (Unit - 4)
3. Maheshwari S.N, (1998), Management Accounting, Published by Sultan Chand & Sons, New Delhi. (Unit - 5)

Books for References

1. Man Mohan and Goyal G.N, (1986), Principles of Management Accounting, Sahitya Bhawan, Agra.
 2. Khan and Jain, (1997), Financial Management, Tata McGrawHill, New Delhi.
 3. Shukla M.C and Grewal, (2000), Advanced Accounting, Sultan Chand & Sons, New Delhi.
 4. Maheshwari S.N & Maheshwari S.K, (2005), Introduction to Accountancy, Vikas House Pvt Ltd, New Delhi.
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Sem. IV Hours/Week: 4
14PEC4402 Credits: 4

IDC (WS):

INTERNATIONAL BUSINESS ENVIRONMENT

Objective

- * The purpose of this paper is to enable the students learn nature, scope and structure of International Business, and understand the influence of various environmental factors on international business operations.

Unit I: Introduction to International Business

Importance nature and scope of International business; modes of entry into International Business internationalization process and managerial implications.

Unit II: Environmental Context of International Business

Framework for analyzing international business environment - Domestic, foreign and global environments and their impact on international business decisions.

Unit III: Global Trading Environment

World trade in goods and services - Major trends and developments; World trade and protectionism - Tariff and non-tariff barriers; Counter trade.

Unit IV: International Financial Environment

Foreign investments - Pattern, Structure and effects; Movements in foreign exchange and interest rates and then impact on trade and investment flows.

Unit V: International Economic Institutions and Agreements

WTO, IMF and World Bank, - MNCs. Regional Economic Groupings in Practice: Regionalism vs. multilateralism, Structure and functioning of European Common Market; Regional economic cooperation.

Books for Reference

1. Bennet, Roger, International Business, Financial Times, Pitman Publishing, London, 1999.
 2. Bhattacharya, B., Going International: Response Strategies of the Indian Sector, Wheeler Publishing, New Delhi, 1996.
 3. Czinkota, Michael R., et al., International Business, the Dryden Press, Fortworth, 1999.
 4. Danoes, John D. and Radebaugh, Lee H., International Business: Environment and Operations, 8th ed., Addison Wesley, Readings, 1998.
 5. Griffin, Ricky W. and Pustay, Michael W, International Business: A Managerial Perspective, Addison Wesley, Readings, 1999.
 6. Hill, Charles W. L., International Business, McGraw Hill, New York, 2000.
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Sem. IV
14PCC4402

Hours/Week: 4
Credits: 4

IDC-III: TALLY

Objectives

- To enable students to learn basic concepts and applications of accounting software.
- To help students to acquire skills of operating Accounting software effectively.

Unit-I (12 Hrs)

Introduction to Accounting Software - Features of Computerized Accounting - Introduction to Tally - Features of Tally - Creation- alteration and Deletion of Company - Company details - Accounting Features (F11) - Accounting groups - Predefined groups - User defined groups (creation, alteration and deletion) - Ledgers (Creation, alteration and deletion) - Preparation of Final accounts with adjustments and Balance sheet using ledger balances.

Unit-II (12 Hrs)

Accounting Vouchers - various types of accounting Vouchers and their short cut keys - Voucher entries in Double and single entry mode - Day book - Cost Centre - Cost categories - cost centre class - Bill wise details - Interest calculation.

Unit-III (12 Hrs)

Budgets creation and alteration - Variance analysis - pay roll preparation - Statutory Features (F11) - Voucher entries using TDS, TCS & VAT.

Unit-IV (12 Hrs)

Inventory Masters: Creation, alteration and deletion of Stock groups, Stock categories, Units of Measures, Godowns and Stock items- Batch wise details - Bill of materials-Purchase and sales order processing - Pure Inventory Vouchers - Entries in Accounting and Inventory vouchers using stock items.

Unit-V (12 Hrs)

F12 - Configurations - Accounting and Inventory books - Statements of Accounts and Inventory - Group Company - Security control - Tally Audit - BRS - Extraction of Ratios, Cash flow and fund flow statement.

TEXTBOOK

1. AK Nadhani, (2008), Simple Tally 9, BPB Publications, Chennai.

BOOK(S) FOR REFERENCE

1. Vishnu P. Singh, "Tally. Erp 9", Computech Publications Ltd, NewDelhi.
2. Srinivasa Vallaban, (2006), Computer Applications in Business, Sultan Chand and sons, Chennai.