

APPENDIX - 24(R)
UNIVERSITY OF MADRAS
M.A. DEGREE COURSE IN HUMAN RESOURCE
MANAGEMENT
CHOICE BASED CREDIT SYSTEM

REVISED REGULATIONS
(w.e.f. 2013-2014)

1. CONDITIONS FOR ADMISSION

Candidates shall be required to have passed a Bachelor's Degree of the University of Madras or any other University or a qualification accepted by the Syndicate of this University as equivalent thereto.

2. ELIGIBILITY FOR THE AWARD OF DEGREE

A candidate shall be eligible for the award of the degree only if he/she has undergone the prescribed course of study in a college affiliated to the University for a period of not less than two academic years, passed the examination of all the four semesters prescribed earning 91 credits and fulfilled such conditions as have been prescribed therefor

3. DURATION OF THE COURSE

Two years Course:

The course of the Degree of Master of Arts shall consist of 4 semesters in two academic years.

4. EXAMINATION

There shall be four semester examinations: first semester examinations at the middle of the first academic year and the second semester examination at the end of the first academic year. Similarly, the third and fourth semester examinations shall be held at the middle and the end of the second academic year, respectively. A candidate who does not pass the examination in any subject or subjects in one semester will be permitted to appear in such failed subject or subjects along with the papers of following semesters.

5. COURSE OF STUDY AND SCHEME OF EXAMINATION

The scheme of examinations for different semesters shall be as follows:

FIRST SEMESTER

S.NO	COURSE COMPONENTS	NAME OF COURSE	SEMESTER	INST. HOURS	CREDITS	EXAM DURATION	MAX MARKS	
							CIA	EXTERNAL
1.	CORE	PAPER 1 - Managerial Concepts and Business Ethics	I	6 HRS	4	3	25	75
2.	CORE	PAPER 2 - Organisational Behaviour	I	6 HRS	4	3	25	75
3.	CORE	PAPER 3 - Human Resource Management	I	6 HRS	4	3	25	75
4.	CORE	PAPER 4 – Legal Framework Governing Human Relations	I	5 HRS	4	3	25	75
5.	ELECTIVE	Elective - I Computer Languages for Management	I	5 HRS	3	3	25	75
6.	SOFT-SKILL	Soft Skill I	I	2HRS	2	3	25	75

SECOND SEMESTER

S.NO	COURSE COMPONENTS	NAME OF COURSE	SEMESTER	INST. HOURS	CREDITS	EXAM URATION	MAX MARKS	
							CIA	EXTERNAL
7.	CORE	PAPER - 5 Management Training and Development	II	5 HRS	4	3	25	75
8.	CORE	PAPER - 6 Industrial Relations	II	5 HRS	4	3	25	75
9.	CORE	PAPER – 7 Performance Management	II	5 HRS	4	3	25	75
10.	ELECTIVE	Elective - II Organizational Development	II	4 HRS	3	3	25	75
11.	ELECTIVE (Extra Disciplinary)	Extra-Disciplinary - I Accounting for Managers	II	5 HRS	3	3	25	75
12.	ELECTIVE	Elective – III Strategic Management	II	4 HRS	3	3	25	75
13.	SOFT-SKILL	Soft Skill II	II	2HRS	2	3	25	75

THIRD SEMESTER

COURSE COMPONENTS	NAME OF COURSE	SEMESTER	INST. HOURS	CREDITS	EXAM. HRS	MAX MARKS	
						CIA	EXTERNAL
CORE	PAPER 8 - Human Resources Development	III	5 HRS	4	3	25	75
CORE	PAPER 9 - Strategic Human Resource Management	III	5 HRS	4	3	25	75
CORE	PAPER 10 – Research Methods	III	5 HRS	4	3	25	75
CORE	PAPER 11 - Labour Welfare	III	5 HRS	4	3	25	75
ELECTIVE (Extra Disciplinary)	Extra-Disciplinary - II MIS for Human Resource Management	III	4 HRS	3	3	25	75
ELECTIVE	Elective – IV Innovation and Entrepreneurship	III	4 HRS	3	3	25	75
SOFT-SKILL	SOFT SKILL III	III	2HRS	2	3	25	75
SOFT-SKILL	INTERNSHIP	III	---	2	---	---	100

**** Internship will be carried out during the summer vacation of the first year and marks should be sent to the University by the College and the same will be included in the Third Semester Marks Statement.**

FOURTH SEMESTER

COURSE COMPONENTS	NAME OF COURSE	SEMESTER	INST. HOURS	CREDITS	EXAM DURATION HRS	MAX MARKS	
						CIA	EXTERNAL
CORE	PAPER 12 – Compensation Management	IV	6 HRS	4	3	25	75
CORE	PAPER 13 – International Human Resource Management	IV	5 HRS	4	3	25	75
ELECTIVE	Elective – V Total Quality Management	IV	5 HRS	3	3	25	75
CORE	PAPER 14 – PROJECT WORK & VIVA – VOCE	IV	---	8	---	---	200
SOFT-SKILL	SOFT SKILL IV	III	2HRS	2	3	25	75

The following procedure shall be followed for Internal Marks:

Theory Papers: Internal Marks 25
 Best 2 tests out of 3 15 marks
 Attendance 5 marks
 Assignment/Seminar 5 marks

Project:

Internal Marks Best 2 out of 3 presentations 20 marks
 Viva 20 marks
 Project Report 60 marks

6. REQUIREMENTS FOR PROCEEDING TO SUBSEQUENT SEMESTERS:

- (i) Candidates shall register their name for the First Semester Examination after the admission in the P.G. courses.
- (ii) Candidates shall be permitted to proceed from the First Semester up to Final Semester irrespective of their failure in any of the Semester examinations subject to the condition that the candidates should register for all the arrear subjects of earlier semesters along with current (subsequent) semester subjects.
- (iii) Candidates shall be eligible to go to subsequent semester, only if they earn, sufficient attendance as prescribed therefor by the Syndicate from time to time.

Provided in the case of candidate earning less than 50% of attendance in any one of the semesters due to any extraordinary circumstance such as medical grounds, such candidates who shall produce Medical Certificate issued by the Authorised Medical Attendant (AMA), duly certified by the Principal of the College, shall be permitted to proceed to the next semester and to complete the course of study. Such candidate shall have to repeat the missed semester by rejoining after completion of final semester of the course, after paying the fee for the break of study as prescribed by the University from time to time.

7. PASSING MINIMUM:

- a) There shall be no Passing Minimum for Internal.
- b) For External Examination, Passing Minimum shall be of 50%(Fifty Percentage) of the maximum marks prescribed for the paper.
- c) In the aggregate (External + Internal) the passing minimum shall be of 50% for each Paper/Practical/Project and Viva-voce.
- d) Grading shall be based on overall marks obtained (internal + external).

8. CLASSIFICATION OF SUCCESSFUL CANDIDATES:

Candidates who secured not less than 60% of aggregate marks (Internal + External) in the whole examination shall be declared to have passed the examination in the First Class.

All other successful candidates shall be declared to have passed in Second Class. Candidates who obtain 75% of the marks in the aggregate (Internal + External) shall be deemed to have passed the examination in First Class with Distinction, provided they pass all the examinations (theory papers, practicals, project and viva-voce) prescribed for the course in the First appearance.

9. GRADING SYSTEM:

The following table gives the marks, grade points, letter grades and classification to indicate the performance of the candidate.

Conversion of Marks to Grade Points and Letter Grade (Performance in a Paper /Course)

RANGE OF MARKS	GRADE POINTS	LETTER GRADE	DESCRIPTION
90-100	9.0-10.0	O	Outstanding
80-89	8.0-8.9	D+	Excellent
75-79	7.5-7.9	D	Distinction
70-74	7.0-7.4	A+	Very Good
60-69	6.0-6.9	A	Good
50-59	5.0-5.9	B	Average
00-49	0.0	U	Re-appear
ABSENT	0.0	AAA	ABSENT

C_i = Credits earned for course i in any semester.

G_i = Grade Point obtained for course i in any semester.

n refers to the semester in which such courses were credited.

For a Semester :

$$\text{GRADE POINT AVERAGE [GPA]} = \frac{\sum_i C_i G_i}{\sum_i C_i}$$

$$\text{GPA} = \frac{\text{Sum of the multiplication of grade points by the credits of the courses}}{\text{Sum of the credits of the courses in a semester}}$$

For the entire programme:

$$\text{CUMULATIVE GRADE POINT AVERAGE [CGPA]} = \frac{\sum_n \sum_i C_{ni} G_{ni}}{\sum_n \sum_i C_{ni}}$$

$$\text{CGPA} = \frac{\text{Sum of the multiplication of grade points by the credits of the entire programme}}{\text{Sum of the credits of the courses of the entire programme}}$$

CGPA	GRADE	CLASSIFICATION OF FINAL RESULT
9.5-10.0	O+	First Class - Exemplary *
9.0 and above but below 9.5	O	
8.5 and above but below 9.0	D++	First Class with Distinction *
8.0 and above but below 8.5	D+	
7.5 and above but below 8.0	D	
7.0 and above but below 7.5	A++	First Class
6.5 and above but below 7.0	A+	
6.0 and above but below 6.5	A	
5.5 and above but below 6.0	B+	Second Class
5.0 and above but below 5.5	B	
0.0 and above but below 5.0	U	Re-appear

* The candidates who have passed in the first appearance and within the prescribed semester of the PG Programme (Core, Elective, Non-major Electives and Extra-Disciplinary courses alone) are eligible.

10. RANKING:

Candidates who pass all the examinations prescribed for the course in the first appearance itself alone are eligible for Ranking / Distinction.

Provided in the case of candidates who pass all the examinations prescribed for the course with a break in the First Appearance due to the reasons as furnished in the Regulations under “Requirements for Proceeding to subsequent Semester” are only eligible for Classification.

11. PATTERN OF QUESTION PAPER:

PART –A (50 words):Answer 10 out of 12 Questions $10 \times 1 = 10$ marks

PART –B (200 words):Answer 5 out of 7 Questions $5 \times 5 = 25$ marks

PART –C (500 words):Answer 4 out of 6 Questions $4 \times 10 = 40$ marks

12. APPEARANCE FOR IMPROVEMENT:

Candidates who have passed in a theory paper / papers are allowed to appear again for theory paper / papers only once in order to improve his/her marks, by paying the fee prescribed from time to time. Such candidates are allowed to improve within a maximum period of 10 semesters counting from his/her first semester of his/her admission. If candidate improve his marks, then his improved marks will be taken into consideration for the award of Classification only. Such improved marks will not be counted for the award of Prizes / Medals, Rank and Distinction. If the candidate does not show improvement in the marks, his previous marks will be taken into consideration.

No candidate will be allowed to improve marks in the Practicals, Project, Viva-voce, Field work.

13. TRANSITORY PROVISION:

Candidates who have undergone the course of study prior to the academic year 2013-2014 will be permitted to appear for the examinations under those Regulations for a period of three years i.e., upto and inclusive of April/May 2017 Examinations. Thereafter, they will be permitted to appear for the examination only under the Regulations then in force.

APPENDIX - 24(S)
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M.A. DEGREE COURSE IN HUMAN RESOURCE
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REVISED SYLLABUS
(w.e.f. 2013-2014)

Paper - 1 MANAGERIAL CONCEPTS AND BUSINESS ETHICS

UNIT - I

Introduction: Nature of Management – the Evolution of Management Thought – Tasks of a Professional Manager – Manager and Environment – Systems Approach to Management – Levels in Management

UNIT - II

Planning & Decision Making: Steps in Planning Process – Scope and Limitations – Short Term and Long Term Planning – Flexibility in Planning – Characteristics of a Sound Plan – Management By Objectives (MBO). Decision Making Process and Techniques.

UNIT – III

Nature of Organizing: Organisation Structure and Design - Authority Relationships – Delegation of Authority and Decentralisation – Interdepartmental Coordinator – emerging Trends in corporate Structure, Strategy and Culture – Impact of Technology on Organisational design – Mechanistic vs. Adoptive Structures – Formal and Informal Organisation. Span of control – Pros and Cons of Narrow and Wide Spans of Control – Optimum Span.

UNIT – IV

Co-ordination: Need for Co-ordination – Techniques of Securing Co-ordination.

Control: Concept of Control – Application of the Process of Control at Different Levels of Management (top, middle and first line). Performance Standards – Measurements of Performance – Remedial Action - An Integrated Control system in an Organisation – Management by Exception (MBE)

UNIT – V

Business Ethics: Importance of Business Ethics – Corporate Social Responsibility - Ethical Issues and Dilemmas in Business - Ethical Decision Making and Ethical Leadership – Ethics Audit – Environmental Ethics – Sustainable Business Practices.

Reference Books

1. Certo, S C. and Certo, T, Modern Management, 12th Edition, Prentice Hall, January 2011.
2. DeGeorge, R., Business Ethics, 7th Edition, Pearson, 2011.
3. Govindarajan M., and Natarajan S., Principles of Management, PHI Learning Pvt. Ltd., 2009.
4. Griffin, R. W., Management, 11th Edition, South-Western College Publication, January 2012.
5. Koontz, H. and Weihrich, H., Essentials of Management: An International Perspective, 8th Edition, Tata McGraw Hill Education Private Ltd., July 2009.
6. Mukherjee, K., Principles of Management, 2nd Edition, Tata McGraw Hill Education Pvt. Ltd., 2009.
7. Robbins, S and Coulter, M, 11th Edition, Management, Prentice Hall, January 2011.
8. Schmerhorn, J.R., Management, 11th Edition, Wiley, July 2012
9. Schmitz, D. and Willott, E., Environmental Ethics, Oxford University Press, 2011.

Paper – 2 ORGANISATIONAL BEHAVIOUR

UNIT - I

Introduction to Organisational Behaviour: Historical background of OB - Relevance of OB to management functions – Contributing disciplines - Challenges

Personality: Determinants – Assessment – Trait Theories – Psychoanalytical social learning – Personality-Job fit.

Perception: Process – Distortions – Factors influencing perception

UNIT - II

Learning: Classical, Operant and Social Cognitive Approaches – Managerial implications.

Emotions and Emotional Intelligence

Attitudes and Values: Attitude-Behaviour Relationship – Sources of Attitude – Work related Attitudes.

Motivation: Early Theories and Contemporary theories - Motivation at work - Designing Motivating Jobs

UNIT - III

Group Dynamics – Foundations of Group Behaviour – Group and Team - Stages of Group Development–Factors affecting Group and Team Performance - Group Decision making - Intergroup relations.

Interpersonal Communication – Communication Process – Barriers to Communication – Guidelines for Effective Communication

UNIT - IV

Leadership – Trait, Behavioural and Contingency theories

Power and Politics: Sources of Power – Political Behaviour in Organisations – Managing Politics.

Conflict and Negotiation: Sources and Types of Conflict – Negotiation Strategies – Negotiation Process

UNIT – V

Work Stress: Stressors in the Workplace – Individual Differences on Experiencing Stress - Managing Workplace Stress.

Organisational Culture and Climate: Concept – Creating and Sustaining Culture – Types of Organisational Culture

Organisational Change and Development: Managing Planned Change – Basic Organisational Development Model, OD Interventions, Organisational Learning.

ReferenceBooks

1. Blanchard, K.H., Hersey, P. and Johnson, D.E., Management of Organizational Behavior: Leading Human Resources, 9th Edition, PHI Learning, 2008.
2. Khanka, S.S., Organisational Behaviour, 4th Edition, S. Chand, 2010.
3. Luthans, F. Organizational Behavior, 12th Edition, Tata McGraw Hill Education, 2011.
4. McShane, S.L., Von Glinow, M.A., and Sharma, R.R., Organizational Behavior, 5th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2011.
5. Newstrom, J.W., Organizational Behavior, 12th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2010.
6. Robbins, S.P., Judge, T. and Vohra, Organizational Behavior, 14th Edition, Pearson, 2011.
7. Sharma, S., Organisational Behaviour, Tata McGraw-Hill Education, 2012.

Paper – 3 HUMAN RESOURCE MANAGEMENT

UNIT - I

Introduction of Human Resources Management: Definition, Importance of Human Resources, Objectives of Human Resources Management, Qualities of a good personnel manager – Evolution and growth of Personnel Management in India.

Human Resource Policies: Need, type and scope – Advantage for a written policy - Human Resources policies and work Culture.

UNIT – II

Human Resource Planning:

Human Resources Planning: Long and Short term planning, Job Analysis, Skills inventory, Job Description and Job Specification.

Recruitment and selection: Purposes, types and methods of recruitment and selection, Relative merits and demerits of the different methods; Personnel Search, Selection Instruments, Reduction of recruitment costs.

Functions of Human Resources Management from Procurement to Separation: Placement, Induction, Transfers, Promotions, Disciplinary actions, Termination of Services: Resignation, Dismissal, Retrenchment and Voluntary Retirement Schemes, Exit Interviews, Prevention of employee turnover.

UNIT - III

Performance Evaluation: Ranking, rating scales, critical incident method, Removing subjectivity from evaluation, MBO as a method of appraisal, Job evaluation, Criteria for Promotions and job enrichment.

UNIT - IV

Rewards Management: Wage and Salary Administration: Meanings, Calculation of Wage, Salary, Perquisites, Compensation Packages, Cost of Living Index and Calculation of Dearness Allowance, Rewards and Incentives: Financial and non-financial incentives, Productivity – linked Bonus, Compensation Criteria.

UNIT - V

HR Audit: Nature and Scope – Approaches to HR Audit

Management of Differences: Grievance Handling – Discipline and Domestic Enquiry – Handling of Sexual Harassment in the Work Place – Introduction to Industrial Relations – Current Trends and Issues in HRM and Case Studies.

Reference Books

1. Ashwathappa, K., Human Resource Management, 6th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2010.
2. DeCenzo, D.A. and Robbins, S.P., Human Resource Management, 10th Edition, Wiley India Pvt. Ltd., 2011.
3. Dessler, G., Human Resource Management, 12th Edition, Pearson, 2011.
4. Ivancevich, J.M., Human Resource Management, 10th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2010.
5. Mamoria, C.B. and Gaonkar, S.V., Personnel Management, Himalaya Publishing House, 2011.

6. Mathis, R.L., Jackson, J. and Johnson, R., Human Resource Management, 10th Edition, South Western, 2010.
7. Noe, R.A., Hollenbeck, Gerhart and Wright, Fundamentals of Human Resource Management, 3rd Edition, McGrawHill Education Ltd., 2012.
8. Rao, V.S.P., Human Resource Management, 3rd Edition, Excel Books, 2010.
9. Vance, C.M. and Paik, Y., Managing a Global Workforce: Challenges and Opportunities in International Human Resource Management, PHI Learning, 2009.

Paper – 4 LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS

UNIT I

Introduction: Emergence and Objectives of Labour Laws and their Socio-Economic Environment, Relations Law, Laws Relating to Industrial Disputes.

UNIT II

Trade Unions and Standing Orders - Laws Relating to Discharge, Misconduct, Domestic Enquiry, Disciplinary Action, Social Security Laws.

UNIT III

Laws Relating to Workmen Compensation, Employees State Insurance, Provident Fund, Gratuity and Maternity Relief.

UNIT IV

Wages and Bonus Laws, the Law of Minimum Wages, Payment of Wages, Payment of Bonus.

UNIT V

Laws Relating Working Conditions, the Laws Relating to Factories, Establishment, and Contract Labour, Interpretations of Labour Laws, their Working and Implications for Management, Union, Workmen, the Economy and the Industry.

Reference Books

1. Kumar, H.L., Laws relating to Dismissal, Discharge and Retrenchment, Universal Law Publishers, 2012.
2. Monappa, A., Nambudiri, R. and Selvaraj, P., Industrial Relations and Labour Laws, 2nd Edition, Tata McGraw-Hill Education, 2012.
3. Padhi, P.K., Labour and Industrial Laws, 2nd Edition, PHI, 2012.

4. Srivastava, S.C., Industrial Relations and Labour Laws, 6th Edition, Vikas Publishing House, 2012.
5. Taxmann, Labour Laws, Taxmann's Publication, 2013.
6. Tiwari, G., Labour Law, Oxford University Press, 2012.

ELECTIVE - I COMPUTER LANGUAGES FOR MANAGEMENT

UNIT I

Introduction to Programming Language: Generation of Computers and Computer Languages – Program Development Life Cycle – Flow Charting – Disk Operating System and Windows OS.

UNIT II

PC Software Packages: Text Processing Software – Text Manipulations – Usage of Spot Check – Text Formatting – Picture Insertion and Alignment – Creation of Document Using Templates – Mail Merge Concept.

UNIT III

MS-Excel: Worksheet Preparation – Constructing Excel Formulae – Using Excel's Built-in Functions – Creating and Modifying Charts.

UNIT IV

Network: What is Network – Advantages of Network – Types of Network – Requirement for Network.

Internet: What is Internet – Internet Providers – Use of Internet – Web Basics: Browsers – Servers – Web Pages.

UNIT V

HTML Basics: Understanding Tags – Tags for Doc Structure (Head, Body and Tag) – Block level text element – Headings, Paragraph (<p> tag), font style element (bold, italic, u, big, small, strike and font), Lists: Types of list – other tags, marquee, HR, BR-using Images – Hyperlink – Tables: Table Elements, Caption – Table and Cell Alignment – Row Span – Column Span – Cell-padding Frames: Frameset – Targeted Links – No Frame – Forms (Input, Text Area, Select Option).

Reference Books

1. Frye, C., Lambert, J. and Cox, J., Microsoft Office 2010: Step by Step, Microsoft 2010.

2. Johnson, S., Microsoft Office 2010 on Demand, Pearson Education, 2011.
3. Lawson, B. and Sharp, R., Introducing HTML 5, 2nd Edition, Pearson, 2012.
4. Walkenbach, J., Tyson, H., Groh, M., Wempesen, F. and Bucki, L.A., Microsoft Office 2010 Bible, Wiley India Pvt. Ltd., 2011.
5. Willard, W., HTML: A Beginner's Guide, 4th Edition, Tata McGraw-Hill Education, 2009.

Paper - 5 MANAGEMENT TRAINING AND DEVELOPMENT

UNIT I

Training and Development: An Overview -Learning Process

UNIT II

Trainers Role- Need Analysis- Designing a Training Program

UNIT III

Training Techniques: the Lecture Method - Conference Leadership - the Case Method
- Role Plays- Games and Simulations

UNIT IV

Evaluation of Training and Development

UNIT V

Marketing of Training Function

Reference Books

1. Lynton, R. and Pareek, U., Training for Development, 3rd Edition, Sage Publications India Pvt. Ltd., 2011.
2. Nakkiran, S., Training Techniques for Management Development, Deep & Deep Publication, 2007.
3. Noe, R. and Kodwani, A.D., Employee Training and Development, 5th Edition, Tata McGraw-Hill Education, 2012.
4. Rishipal, Training and Development Methods, S.Chand, 2011.
5. Saks, A.M. and Haccoun, R.R., Performance Management through Training and Development, Nelson Canada, 2010.
6. Vohra, M., Management Training and Development, Anmol Publications, 2006.

Paper - 6 INDUSTRIAL RELATIONS

UNIT I

Industrial Relations: the Changing Concepts of Industrial Relations, Factors Affecting Employee Stability. Application on Psychology to Industrial Relations.

UNIT II

Industrial Harmony and Conflict: Harmonious Relations in Industry, Importance and Means; Cause of Industrial Disputes, Machinery For Settling of Disputes, Negotiation, Conciliation, Mediation, Arbitration and Adjudication, Strikes, Lock-Outs, Layoff and Retrenchment Codes of Discipline, Grievance Procedure, Labour Management Co-Operation; Worker's Participation in Management.

UNIT III

Industrial Relations in Government Level: Role of State in Regulating I.R, Government Labour Policy. Bipartite Approaches to Industrial Relations, Workers, Participation in Management, Meaning, Work Committees, Joint Management Councils, Industrial Democracy, Indian Labour Conference, Industrial Committees. Industrial Disputes, Concepts, Causes, Dynamics, Forms, Prevention, Settlement, Prevention and Settlement Machinery in India, Industrial Disputes Act.

UNIT IV

Trade Unions: Trade Unions and Their Growth, Economic, Social and Political Conditions Leading to the Development of Trade Unionism, Theories of Trade Unionism, Aim and Objectives of Trade Unions, Structure and Governing of Trade Unions.

Problems and Role of Indian Trade Unions: Recognition and Leadership, Finances and Membership, Compulsory Versus Free Membership, Political Activities, Welfare, Legislation, Majority and Minority Unions, Social Responsibilities, Positive Role in Economic and Social Development.

UNIT V

Collective Bargaining: Meaning, Scope, Subject Matter and Parties, Methods and Tactics, Administrations of Collective Bargaining Agreements; Fair and Unfair Labour Practice.

Tripartite Machinery: At the Center and in the States; I.L.O. – Its Functions and Role in Labour Movement – Industrial Health and Safety; Industrial Legislations.

Reference Books

1. Bray, M. and Walsh, J., Industrial Relations: A Contemporary Approach, Tata McGraw Hill Education, 2011.
2. Monappa, Nambudri and Selvaraj, Industrial Relations and Labour Laws, 2nd Edition, Tata McGraw-Hill, 2012.
3. Sen, R., Industrial Relations: Text and Cases, 2nd Edition, Macmillan Publishers India, 2009.
4. Sinha, S.I. and Sankar, P., Industrial Relations, Trade Unions and Labour Legislation, Pearson, 2003.
5. Sivarethnamohan, Industrial Relations and Labour Welfare, PHI Learning, 2010.
6. VenkataRatnam, C. S., Industrial Relations, Oxford University Press, 2006.

Paper – 7 PERFORMANCE MANAGEMENT

UNIT I

Introduction: Definition of Performance Management – History of Performance Management - Dimensions of Performance Management – Role of Performance Management Systems in Organisations – Characteristics of an ideal Performance Management Systems – Dangers of a Poorly Implemented Performance Management System.

UNIT II

Performance Management Process: Defining Performance – Determinants of Performance – Approaches to Measuring Performance – Performance in Performance Management – Process of Performance Management – Performance Management and Human Resource Management

UNIT III

Performance Planning: Theories of Goal-setting – Setting Performance Criteria – Components of Performance Planning - Objectives of Performance Analysis – Performance Analysis Process.

UNIT IV

Performing Review and Discussion: Significance of Performance Review in Performance Management – Process of Performance Review. Performance Ratings: Factors affecting Appraisals – Methods and Errors – Reducing Rater Biases. Performance Review Discussions: Objectives – Process – Role of Mentoring and Coaching in Performance Review.

UNIT V

Managing Team Performance: Types of teams and Implications for Performance

Management – Purpose and Challenge of Team Performance Management – Rewarding Team Performance

Implementing Performance Management System: Factors affecting Implementation – Pitfalls of Implementation – Traditional Practices in the Industry.

Reference Books

1. Aguinis, H., Performance Management, 2nd Edition, Pearson, 2008.
2. Armstrong, M., Armstrong's Handbook of Performance Management, 4th Edition, Kogan Page, 2012.
3. Bacal, R., Performance Management, 2nd Edition, Tata McGraw-Hill, 2012.
4. Cokins, G., Performance Management: Integrating Strategy Evaluation, Methodologies, Risk and Analytics, John Wiley and Sons, 2009
5. Daniels, A. and Daniels, J.E., Performance Management: Changing Behavior that Drives Organizational Effectiveness, 4th Edition, Performance Management Publications, 2004.
6. Kohli A. S. and Deb, T., Performance Management, Oxford University Press, 2008.
7. Rao T. V., Performance Management and Appraisal Systems, Response Books, 2004.

ELECTIVE - II ORGANISATIONAL DEVELOPMENT

UNIT I

Approaches to Understanding Organisations: Key Organisational Designs - Procedures - Differentiation & Integration - Basic Design - Dimensions
Determination of Structure - Forces Reshaping Organisation – Life Cycles in Organisation

UNIT II

Organisational culture – Key Role of Organisational Culture - Functions & Effects of Organisational Culture - Leaders role in shaping and reinforcing culture, Developing a Global Organisational Culture

UNIT III

Work Groups & Teams - Preparing for the world of work Group Behaviour
Emerging issues of Work Organisation and Quality of Working life – Career stage model – Moving up the career ladder

UNIT IV

Stress and Well Being at Work: Four approaches to stress - Sources of stress at work, consequences of stress - Prevalent Stress Management - Managerial implications

UNIT V

Organisational Development and Change: Organisational Development

Alternative Interventions - Change Agents : Skills - Resistance to change- Managerial the resistance - Levin's change model - Organisational reality

Reference Books

1. Anderson, D., Organization Development: the Process of Leading Organizational Change, Sage Publication 2009.
2. Brown, D. and Harvey, D., An Experiential Approach to Organization Development, 7th Edition, Pearson, 2006.
3. Cheung-Judge, M. and Holbeche, L., Organization Development: A Practitioner's Guide for OD and HR, Kogan Page, 2011.
4. Cummings, T., Theory of Organization Development and Change, 9th Edition, South-Western, 2011.
5. French, W., Bell, C. and Vohra, Organization Development: Behavioral Science Interventions for Organization Improvement, 6th Edition, Pearson Higher Education, 2006.
6. Ramanarayan, S. and Rao, T.V., Organization Development: Accelerating Learning and Transformation, 2nd Edition, Sage India, 2011.

EXTRA – DISCIPLINARY-I ACCOUNTING FOR MANAGERS

UNIT - I

Introduction

Management Accounting – Meaning and purpose

Financial Accounting: Accounting Principles – Preparation of Journal, Ledger and Trial Balance - Preparation of Income statement and Balance Sheet – Interpretation and Use of these Statements by Management.

Nature and Scope of Financial Management

UNIT – II

Ratio Analysis: Uses and Limitations – Classification of Ratios: Profitability, Liquidity, Financial and Turnover Ratio.

Fund flow Statement – Statement of Changes in Working Capital – Computation of Fund from Operations – Working for Computation of various sources and uses – Preparation of Fund Flow Statement - Cash Flow Statement Analysis – Distinction between Fund Flow and Cash Flow Statement.

UNIT - III

Capital Expenditure Evaluation – Capital Budgeting concept – Methods – Limitations – Capital Expenditure control.

Budgetary Control – Nature and Objective of Budgetary Control – Limitations.

UNIT – IV

Cost Accounting – Elements of cost – Cost of goods manufactured – Pricing of elements – Basis of allocation – Standard costing and variance analysis – Job and process costing.

UNIT - V

Marginal Costing – Cost volume – Profit relationship – Break – Even Analysis – Direct costing vs Absorption costing. Target Costing and ABC Costing

Reporting to Management – Uses of Accounting information in Managerial decision-making.

ReferenceBooks

1. Atkinson, A., Kaplan, R.S., Young, M., Matsumura, E.M., and Arunkumar G., Management Accounting, Pearson, 2009.
2. Gupta, A., Financial Accounting for Management: An Analytical Perspective, 4th Edition, Pearson, 2012.
3. Horngren, C.T., Sundem, G.L., Stratton, W.O., Burgstahler, D. and Schatzberg, J., 14th Edition, Pearson, 2008.
4. Khan, M.Y. and Jain, P.K., Management Accounting: Text , Problems and Cases, 5th Edition, Tata McGraw Hill Education Pvt. Ltd., 2009.
5. Noreen, E., Brewer, P. and Garrison, R., Managerial Accounting for Managers, 13th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2009.
6. Rustagi, R. P., Management Accounting, 2nd Edition, Taxmann Allied Services Pvt. Ltd, 2011.

ELECTIVE – III STRATEGIC MANAGEMENT

UNIT I

Introduction: Strategy – Strategic Management Process – Developing a Strategic Vision - Setting Objectives – Crafting Strategy – Strategies and Tactics – Importance of Corporate Strategy – the 7-S Framework – Board of Directors: Role and Functions – Board Functioning – Top Management: Role and Skills

UNIT II

Society and Business: Social Responsibility of Business – Corporate Governance and Ethical Responsibility

Corporate Policy: Importance – Characteristics – Objectives - Policy Formulation and Development – Types of Business Policies - Implementation of Policies.

UNIT III

Environmental Analysis: Environmental Scanning – Industry Analysis - The Synthesis of External Factors - Internal Scanning – Value Chain Analysis – SWOT Audit – Stakeholders' Expectations – Scenario planning

UNIT IV

Strategy Formulation and Analysis: Strategy Formulation – Strategic Factors Analysis Summary Matrix – Business Strategy – Corporate Strategy – Functional Strategy – Strategic Choice – Generic, Competitive Strategies

UNIT V

Strategy Implementation: Strategy Implementation - Corporate Culture – Matching Organisation Structure to Strategy – Strategic Leadership

Strategic Control: Strategic Control Process – Du Pont's Control Model – Balanced Score Card – Michael Porter's Framework for Strategic Management – Future of Strategic Management – Strategic Information System

Reference Books

1. David, F.R., Strategic Management – Concepts and Cases, 13th Edition, Prentice-Hall, 2008.
2. Dess, G., Lumpkin, G.T. and Eisner, A., Strategic Management, 3rd Edition, Tata McGraw-Hill, 2009.
3. Hill, C.W.L. and Jones, G.R., Strategic Management: An Integrated Approach, 9th Edition, Cengage Learning, 2012.
4. Hitt, Ireland, Hoskisson and Manikuttu, Strategic Management, 9th Edition, Cengage Learning, 2012.
5. Kazmi, A., Strategic Management and Business Policy, 3rd Edition, Tata McGraw-Hill Education, 2008.
6. Pearce II, J., Robinson, R.B. and Mittal, A., Strategic Management: Formulation, Implementation and Control, 12th Edition, McGraw-Hill, 2012.

7. Pitts, R. and Lei, D., Strategic Management: Building and Sustaining Competitive Advantage, 4th Edition, Cengage Learning, 2006.
8. Srinivasan, R., Strategic Management – The Indian Context, 3rd Edition, PHI Learning, 2008.
9. Wheelen, T.L. and Hunger, D., Strategic Management and Business Policy, 12th Edition, Pearson, 2010.

Paper - 8 HUMAN RESOURCES DEVELOPMENT

UNIT I

HRD: Definition, Evolution of HRD from Personnel management, Developmental Perspective of HRD, HRD at macro and micro levels: Outcomes of HRD in the national and organisational contexts. Qualities and Competencies required in a HRD professional. Importance of HRD in the present context. Development of HRD Movement in India.

Theory and Practice of HRD: HRD concepts, Subsystems of HRD: Human Resource Planning, Potential, Potential Appraisal, Assessment Center, Performance appraisal including 360 degree – Human Resource Accounting

Organisational Culture and Climate: Meaning and type of Organisational culture and climate; Role of HRD in promoting a development oriented Culture and climate in the Organisations.

UNIT II

Development Human Capacity: Aptitude, Knowledge, Values, Skills of Human Relations, Responsiveness, Loyalty and Commitment, Transparency, Leadership development.

Training and Development: Meaning and Scope of training, education and development; Training need analysis, Types of training Internal and external, Outbound Training, Attitudinal training, Training effectiveness.

Learning Organisation: Organisational Learning, Importance of Experiential Learning, Learning Organisation, Knowledge Management, Achieving Organisational Effectiveness and Excellence

UNIT III

Evaluating HRD: Human Resource Accounting, HR Audit and Bench marking, Impact-assessment of HRD initiatives on the bottom-line of an organisation.

UNIT IV

Employee Engagement: Definition – Engagement vs. Satisfaction – Engagement Drivers and Models – Work Engagement, Job Engagement and Organisational Engagement – Gender Issues in Engagement – Creating and Executing an Engagement Campaign – Burnout and Disengagement - Engagement and Attrition.

UNIT V

Recent Trends in HRD: Training for trainers and HRD professionals, Promoting Research in HRD. Impacts of developments in the other fields such as Psychology, Business Management, Communication and Information Technology, Training and Development, Career Planning & Succession Planning.

Reference Books

1. Albrecht, S., Handbook of Employee Engagement: Perspectives, Issues, Research and Practice, Edward Elgar Publishing Ltd., 2010.
2. Carbonnara, S., Manager's Guide to Employee Engagement, McGraw-Hill, 2012.
3. Cook, S., The Essential Guide to Employee Engagement, Kogan Page Ltd., 2009.
4. Federman, B., Employee Engagment: A Roadmap for Creating Profits, Optimizing Performance and Increasing Loyalty, Pfeiffer and Company, 2009.
5. Gibb, S., Human Resource Development: Foundations, Process, Context, 3rd Edition, Palgrave Macmillan, 2011.
6. Haldar, U.K., Human Resource Development, Oxford University Press India, 2009.
7. Macey, W.H., Schneider, B., Barbera, K.M. and Young, S.A., Employee Engagement: Tools for Analysis, Practice and Competitive Advantage, John Wiley and Sons, 2009.
8. Mankin, D., Human Resource Development, Oxford University Press USA, 2009.
9. McGuire, D. and Jorgensen, K., Human Resource Development, Sage South Asia, 2011.
10. Mone, E and London, M., Employee Engagement Through Effective Performance Management, Tata McGraw-Hill Education Pvt. Ltd., 2009.
11. Noe, R. and Deo, A., Employee Training and Development, 5th Edition, Tata McGraw-Hill Education, 2012.
12. Ramadoss, S. and Sengupta, D., Employee Engagement, Dreamtech Press, 2011.
13. Rishipal, Training and Development Methods, S.Chand, 2011.

14. Saks, A., Performance Management through Training and Development, Cengage Learning, 2010.
15. Sheikh, A. M., Human Resources Development and Management, 3rd Edition, S.Chand, 2007.
16. Werner, J.M. and DeSimone, R.L., Human Resource Development, 5th Edition, Cengage Learning, 2012.

Paper - 9 STRATEGIC HUMAN RESOURCE MANAGEMENT

UNIT I

Introduction: Human Resources Implications of Organisational Strategies – Importance of Strategic Human Resources Planning – Characteristics of an Effective HR Strategy – Environmental Influences on Human Resource Management – Environmental Scanning

UNIT II

Job Analysis: Role of Job Analysis – Methods and Time Standards – Problems Associated with Job Analysis – Job Analysis Process – Competency Modeling.

HR Forecasting: Transaction-based Forecasting – Event-based Forecasting – Process-based Forecasting – Forecast Outcomes – Models and Techniques of Manpower Supply and Demand Forecasting – HR Deficit – HR Surplus – Hiring Freeze.

UNIT III

Succession Management: Evolution of Succession Management – Succession Management Process – Approaches to Identifying Managerial Talent – Management Development Methods – Limitations of Succession Management.

Downsizing and Restructuring: Complexity of Downsizing Decision – Ethical Issues and Consequences of Downsizing – Importance of Human Resource Management in Managing the Downsizing Process – Psychological Contract

UNIT IV

Mergers and Acquisitions: Types of Mergers and Acquisitions – Reasons for Merging – Methods used for Mergers – Financial and Human Impact of Mergers – Issues in Blending Cultures – Impact of Mergers on Human Resource Planning, Selection, Compensation, Performance Appraisal, Training and Development and Labour Relations.

UNIT V

Outsourcing: Reasons for Outsourcing – Advantages – Risks and Limitations – Criteria for Effective Management of Outsourcing Relationship

Evaluation of HR Programmes and Policies: Importance of Measuring Effectiveness of Human Resource Management Activities – 5C Model for Measuring Effectiveness – Methods of Measurement: Cost-Benefit Analysis – Utility Analysis – Auditing Techniques – Challenges in Measuring HR Activities.

Reference Books

1. Belcourt, M. and McBey, K., Strategic Human Resource Planning, 2nd Edition, Cengage Learning, 2006.
2. Das, P., Strategic Human Resource Management, Cengage Learning, 2011.
3. Greer, R., Strategic Human Resource Management: A General Management Approach, 2nd Edition, Pearson, 2002.
4. Phillips, J.M. and Gully, S.M., Staffing Forecasting and Planning, Society for Human Resource Management, 2010.
5. Rothwell, W.J. and Kazanas, H.C., Planning and Managing Human Resources, Jaico Publishing House, 2005.
6. Truss, K., Mankin, D. and Kelliher, K., Strategic Human Resource Management, Oxford University Press, 2012.

Paper – 10 RESEARCH METHODS

UNIT I

Introduction: Research Meaning, Scope and Objectives – Types of Research and Research Design - Exploratory, Descriptive, Experimental, Case Study Research - Problem Definition, - Operationalising the Research Problem. - Relevance of Research For Decision Making in Various Functional Areas of Management.

UNIT II

Methods of Data Collection - Questionnaire Design, Interview, Scheduling – Scaling Techniques – Nominal, Ordinal, Ratio, Interval - Sampling Techniques and Sample Size Determination For Survey Research Formulation of Hypothesis – Hypothesis Testing

UNIT III

Data analysis- Editing and Coding of Data- Univariate, Bivariate - Chi-Square Test – Correlation and Regression Analysis – Single and Two Factor Analysis of Variance-

Application and Statistical Tests – Parametric and Non Parametric and Interpretation of Test Results. (No Need of Theory and Computational Techniques).

UNIT IV

Multivariate Analysis - Elementary Concepts of Factor Analysis, Multiple Regression Analysis, Discriminant Analysis and Cluster Analysis

UNIT V

Presentation of Research Results: Tabulation – Need, Nature and Guidelines – Ungrouped and Grouped Frequency Tables, Charts and Diagram Organizing a Research Report: Use of Executive Summary, Appendix and Bibliography

Reference Books

1. Black, K., Business Statistics for Contemporary Decision Making, 5th Edition, Wiley India Pvt. Ltd., 2009.
2. Bryman, A and Bell, E., Business Research Methods, Oxford University Press, 3rd Edition, 2011.
3. Cooper, D.R., Schindler, P. and Sharma, J.K., Business Research Methods, 11th Edition, Tata-McGraw Hill, 2012.
4. Hair, J., Black, B., and Babin, B., Multivariate Data Analysis, 6th Edition, Pearson, 2007.
5. Johnson, R.A., and Wichern, D.W., Applied Multivariate Statistical Analysis, 6th Edition, PHI Learning Pvt. Ltd., 2012.
6. Kothari, C.R., Research Methodology: Methods and Techniques, 2nd Revised Edition, New Age International, 2004.
7. Kumar, R., Research Methodology: a Step-by-Step guide for Beginners, Sage South Asia, 2011.
8. Levin, R. I. and Rubin, D.S., Statistics for Management, 7th Edition, Pearson, 2011.
9. Srivastava, T.N. and Rego, S., Statistics for Management, 2nd Edition, Tata McGraw Hill, 2012.

Paper - 11 LABOUR WELFARE

UNIT I

Labour Welfare: Concept, Scope, Objectives, Functions, Responsibilities For Providing Labour Welfare, Labour Welfare Measures, Labour Welfare Officer, Appointment, Functions, Role and Powers.

Labour Welfare in India:Historical Development, Welfare Legislations, Welfare Provisions Under The Factories Act 1948, Mines Act 1952, Motor Transport Workers Act 1961, Plantation Labour Act 1951.

UNIT II

Social Security:Concept, Scope, Objectives, Social Insurance versus Social Assistance, Social Security Measures, Origins and Growth of Social Security in India. Agencies of Social Security, A Brief Study of Social Security Legislation in India.

Social Problems Affecting Industrial Labour:Role's and Duties of a Professional Social Worker in the Industry in Dealing with Victims of Alcoholism, Absenteeism, Indebtedness, Sexual Harassment and Other Maladaptive Behaviour of Employees.

UNIT III

Corporate Social Responsibilities:Community Work by the Industry, Purposes, Concept of Community, Community Development, NGO Corporate Partnership in Development Activism, Advocacy and Social Change.

UNIT IV

Problems Facing Labour Welfare Activities in Indian Industries: Deep Rooted Cultural Values, Beliefs and Superstitions, Social Stratification, The Concepts of Karma and Dharma, Poverty, Migration, Population Explosion, Child Labour Etc.- the Status of a Social Worker.

UNIT V

Counseling: Need For Counseling, Techniques and Skills of Counseling, Preventive Counseling, the Knowledge Base of Counseling and Social Work, Human Service Delivery Systems. Skills of a Labour Welfare Officer: Simulator, Supporter, Guide, Interpreter, Ameliorator.

Reference Books

1. Chauhan, S.S., Labour Welfare Administration in India, Kanishka Publishers, 1993.
2. Joshi, J., Labour Welfare Administration: Tools and Techniques, Rajat Publications, 2010.
3. Kumar, H.L., Labour Problems and Remedies, Universal Law Publishers, 2012.
4. Mariappan, K., Employment Policy and Labour Welfare in India, New Century Publications, 2011.

5. Sivarethinamohan, Industrial Relations and Labour Welfare, PHI Learning, 2010.
6. Welfel, E.R. and Pattinson, L., The Counseling Process, 6th Edition, Cengage Learning, 2005.

EXTRA – DISCIPLINARY – II

MIS FOR HUMAN RESOURCE MANAGEMENT

UNIT I

System: Meaning - Nature and Types of Systems - Systems Approach to Management.

Introduction to MIS: Types of Information and Information Systems – Information System Resources -

Human Resource Information System (HRIS): Need – Types of Human Resource Information Systems – System Development Process for an HRIS

UNIT II

Database Concepts: Data, Information and Knowledge – Types of Databases - Database Management Systems – Data Warehouses and Data Mining

Telecommunication Networks: Intranets – Extranets – Types of Telecommunication Networks – Network Architecture and Protocols

UNIT III

Determining Human Resource Information System Needs – System Development Life Cycle – Long-Range and Short-Range Planning – Human Resource Metrics and Workforce Analytics – HRIS Cost-Benefit Analysis.

Implementation of Human Resource Information System: Reason for System Failure – Organisational and Individual Issues in HRIS Implementation

UNIT IV

HRIS Applications: Talent Management – Recruitment and Selection – Training and Development – Performance Management – Compensation Management – International Human Resource Management

UNIT V

Protecting MIS: Storage, Backup and Safeguarding of Information - Accessibility and Confidentiality - Training and Awareness Creation on MIS

Future Trends in Human Resource Information Systems

Reference Books

1. Azam, M., Management Information System, McGrawHill Education, 2012.
2. Badgi, S., Practical Guide to Human Resource Information System, PHI, 2012.
3. Balagurusamy, E., Object Oriented Programming with C++, 5th Edition, Tata McGraw-Hill Education, 2011.
4. Groh, M., Microsoft Access 2010 Bible, Wiley India Pvt. Ltd., 2011.
5. Kamthane, A., Programming in C, 2nd Edition, Pearson, 2011.
6. Kavanagh, M.J., Thite, M. and Johnson, R., Human Resource Information System, 2nd Edition, Sage South Asia, 2011.
7. Kendall, K. and Kendall, J., Systems Analysis and Design, 7th Edition, PHI Learning, 2009.
8. Laudon, K., Laudon, J. and Dass, R., Management Information Systems – Managing the Digital Firm, 11th Edition, Pearson, 2010.
9. Mohapatra, S., Cases in Management Information Systems, PHI Learning, 2008.
10. Murdick, R.G., Ross, J.E. and Claggett, J.R., Information Systems for Modern Management, 3rd Edition, PHI, 2011.
11. O'Brien, J.A., Morakas, G.M. and Behl, R., Management Information Systems, 9th Edition, Tata McGraw-Hill Education, 2009.
12. Saunders, C.S. and Pearson, K.E., Managing and Using Information Systems, 3rd Edition, Wiley India Pvt. Ltd., 2009.
13. Stair, R. and Reynolds, G., Information Systems, 10th Edition, Cengage Learning, 2012.
14. Willis, T. and Newsome, B., Beginning Microsoft Visual Basic 2010, Wiley India Pvt. Ltd., 2012.

ELECTIVE – IV INNOVATION AND ENTREPRENEURSHIP

UNIT I

Introduction: the Entrepreneur – Definition – Characteristics of Successful entrepreneur. Entrepreneurial scene in India: Analysis of entrepreneurial growth in different communities – Case histories of successful entrepreneurs. Similarities and Distinguish between Entrepreneur and Intrapreneur.

UNIT II

Innovation in Business: Types of Innovation – Creating and Identifying Opportunities for Innovation – the Technological Innovation Process – Creating New Technological Innovation and Intrapreneurship – Licensing – Patent Rights – Innovation in Indian Firms

UNIT III

New Venture Creation: Identifying Opportunities for New Venture Creation: Environment Scanning – Generation of New Ideas for Products and Services. Creating, Shaping, Recognition, Seizing and Screening of Opportunities.

Feasibility Analysis: Technical Feasibility of Products and Services - Marketing Feasibility: Marketing Methods – Pricing Policy and Distribution Channels

UNIT IV

Business Plan Preparation: Benefits of a Business Plan – Elements of the Business Plan – Developing a Business Plan – Guidelines for preparing a Business Plan – Format and Presentation.

UNIT V

Financing the New Venture: Capital structure and working capital Management: Financial appraisal of new project, Role of Banks – Credit appraisal by banks. Institutional Finance to Small Industries – Incentives – Institutional Arrangement and Encouragement of Entrepreneurship.

Reference Books

1. Barringer, B., Entrepreneurship: Successfully Launching New Ventures, 3rd Edition, Pearson, 2011.
2. Bessant, J., and Tidd, J., Innovation and Entrepreneurship, 2nd Edition, John Wiley & Sons, 2011.
3. Desai, V., Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 2011.
4. Drucker, P., Innovation and Entrepreneurship, 4th Edition, Harper Collins, 2006.
5. Hirsch, R.D., Peters, M. and Shepherd, D., Entrepreneurship, 6th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2006.
6. Kaplan, J.M., Patterns of Entrepreneurship, Wiley, 2007.
7. Morris, M., and Kuratko, D., Entrepreneurship and Innovation in Corporations, Cengage Learning, 2008.
8. Morse, E., and Mitchell, R., Cases in Entrepreneurship: the Venture Creation Process, Sage South Asia, 2008.

9. Nagendra and Manjunath, V.S., Entrepreneurship and Management, Pearson, 2010.
10. Reddy, N., Entrepreneurship: Text and Cases, Cengage Learning, 2010.
11. Roy, R., Entrepreneurship, 2nd Edition, Oxford University Press, 2011.
12. Stokes, D., and Wilson, N., Small Business Management and Entrepreneurship, 6th Edition, Cengage Learning, 2010.
13. Zimmerer, T.W., Wilson, D. and Scarborough, N.M., Essentials of Entrepreneurship and Small Business Management, Prentice-Hall, 5th Edition, 2009.

Paper - 12 COMPENSATION MANAGEMENT

UNIT I

Introduction: Definition of Compensation – Compensation Objectives - Classification – Forms of Pay – Compensation Strategies – Steps in Formulating Compensation Strategy

UNIT II

Pay Structure: Pay Differences among Levels – Criteria – Job and Person-based Structure – External and Organisational Determinants of Pay Structure – Strategic Choices in Pay Structure Determination – Equity Sensitivity – External Competiveness – Pay Components

Job-based Structure: Job Evaluation – Scope - Process – Techniques – Challenges involved in Job Evaluation

Person-based Structure: Skill Plans – Skill Analysis – Competency Mapping-Competency Analysis

UNIT III

Pay-for-Performance: Role of Performance Appraisals in Compensation Decisions – Strategies for Measuring Job Performance - Types of Pay-for-Performance Plans – Team Incentive Plans - Long-term Incentive Plans

Employee Benefits: Components of Wage and Benefits Structure - Components of a Benefit Plan – Medical and Health Benefits – Occupational Health – Social Security Benefits

UNIT IV

Compensation for International Assignments: Key components of International Compensation – Approaches to International Compensation

Compensation of Special Groups: Supervisors – Corporate Directors – Scientists and Engineers in High-Technology Industries – Sales Forces – Contingent Workers.

UNIT V

Union Role in Wage and Salary Administration – Wage System in India – Wage Incentive Schemes

Managing Labor Cost: Controlling Salary Level – Ethics in Compensation.

Reference Books

1. Berger, L.A. and Berger, D., The Compensation Handbook: A State-of-the-Art Guide to Compensation Strategy and Design, 5th Edition, McGraw-Hill, 2008.
2. Dowling, P.J., Festing, M. and Engle, A., International Human Resource Management, 5th Edition, Cengage Learning, 2007.
3. Ellig, B.R., The Complete Guide to Executive Compensation, Tata McGraw-Hill Education, 2011.
4. Goel, D., Performance Appraisal and Compensation Management, 2nd Edition, PHI, 2012.
5. Henderson, R.I., Compensation Management in a Knowledge-based World, 10th Edition, Pearson, 2007.
6. Martocchio, J.J., Strategic Compensation: A Human Resource Management Approach, 6th Edition Pearson, 2011.
7. Milkovich, G.T., Neman, J.M. and Venkataraman, C.S., Compensation, 9th Edition, Tata McGraw-Hill Education, 2009.
8. Milkovich, G.T., Newman, J.M. and Gerhart, B., Compensation, 10th Edition, Tata McGraw-Hill Education, 2011

Paper – 13 INTERNATIONAL HUMAN RESOURCE MANAGEMENT

UNIT I

Introduction: International Organisation – Approaches to the Study of Comparative Employment Policy: Convergence Policy, the Cultural Approach and the Institutionist Perspective

International HRM Models: Poole's Adaptation of the Harvard Model, The Brewster and Bournois Model of International HRM

UNIT II

International Business: Cross-border Mergers and Acquisitions – International Equity Joint Ventures – International SMEs

International Staffing Policy – Recruiting and Selecting Staff for International Assignments

UNIT III

Managing International Employees: International Training and Development – International Compensation

IHRM in the Host-Country: Standardization and Localisation of HRM Practices – Managing Human Resources in ‘Offshoring Countries’

UNIT IV

Performance Management: Multinational Performance Management – Performance Appraisal of International Employees

International Industrial Relations: Trade Unions – Response of Trade Unions to Multinationals

UNIT V

HRM and Europe: European Management and Labour Relations

HRM and USA: American Human Resource Management

HRM and Japan: Innovative Japanese Management Practices – Influence of Japanese Management Practices on Western Employment Practices.

Reference Books

1. Dowling, P.J., Festing, M. and Engle, A.D., International Human Resource Management, 5th Edition, Cengage Learning, 2012.
2. Edwards, T. and Rees, C., International Human Resource Management, Pearson, 2007.
3. Gupta, S.C., International Human Resource Management, Macmillan Publishers India, 2010.
4. Harzing, A. and Pinnington, A. H., International Human Resource Management, 3rd Edition, Sage South Asia, 2011.
5. Tayeb, M., International Human Resource Management, Oxford University Press, 2005.

ELECTIVE - V TOTAL QUALITY MANAGEMENT

UNIT I

Introduction to Quality Control – Quality and Cost Considerations – Statistics and its applications in Quality Control – Sampling Inspection in Engineering Manufacture

UNIT II

Statistical and Quality Control by the use of Control Charts – Methods of Inspection and Quality Appraisal – Reliability Engineering – Value Engineering and Value Analysis.

UNIT III

Sampling: Theory of Sampling Inspection – Standard Tolerancing ABC Analysis – Defect Diagnosis and Prevention

UNIT IV

Recent Technique for Quality Improvement – Zero Defect – A Quality Motivation Techniques – Quality Management system and Total Quality Control.

UNIT V

ISO: Selection of ISO and Model and Implementation of ISO 900 Human Resources Development and Quality Circles – Environmental Management System and Total Quality Control.

Reference Books

1. Besterfield, D.H., Besterfield-Michna, C., Besterfield-Sacre, Besterfield, G., Urdhwareshe, Total Quality Management, 3rd Edition, Pearson Education, 2010.
2. Charantimath, P., Total Quality Management, 2nd Edition, Pearson, 2011.
3. Evans, J., and Lindsay, W.M., The Management and Control of Quality, 8th Edition, South Western, 2012.
4. Evans, J., Quality Management, Organization and Strategy, 6th Edition, Cengage International, 2011.
5. Gupta, S. and Valarmathi, Total Quality Management, 2nd Edition, Tata McGraw-Hill Education Pvt. Ltd., 2009.
6. Montgomery, D., Statistical Quality Control – A Modern Introduction, 6th Edition, Wiley India Pvt. Ltd., 2010.
7. Oakland, J., TQM: Text with Cases, 3rd Edition, Routledge, 2003.
