

APPENDIX – 52(R)
UNIVERSITY OF MADRAS
M.A. DEGREE COURSE IN
HUMAN RESOURCE MANAGEMENT
CHOICE BASED CREDIT SYSTEM
REGULATIONS
(w.e.f. 2007-2008)

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 satisfactorily undergone the prescribed Course of Study in a College affiliated to this University for a period of not less than TWO academic years, passed the examinations of all the FOUR Semesters prescribed earning 72 CREDITS and fulfilled such conditions as have been prescribed therefore.

3. Duration of the Course:

The course shall extend over a period of TWO academic years consisting of FOUR Semesters.

4. Examination:

There shall be four examinations, first semester examination 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 will be held at the middle and the end of the second academic year respectively.

5. Course of Study and Scheme of Examinations

FIRST SEMESTER

S.NO	COURSE COMPONENTS	NAME OF COURSE	SEMESTER	INST. HOURS	CREDITS	EXAM DURATION HRS	MAX MARKS	
							CIA	EXTERNAL
1.	CORE	PAPER 1 - Managerial Concepts	I	6 HRS	4	3	20	80
2.	CORE	PAPER 2 - Organisational Behaviour	I	6 HRS	4	3	20	80
3.	CORE	PAPER 3 - . Human Resource Management	I	6 HRS	4	3	20	80
4.	CORE	PAPER 4 - Research Methods	I	6 HRS	4	3	20	80
5.	CORE	PAPER 5 - Business Communication	I	6 HRS	4	3	20	80

SECOND SEMESTER

S.NO	COURSE COMPONENTS	NAME OF COURSE	SEMESTER	INST. HOURS	CREDITS	EXAM DURATION HRS	MAX MARKS	
							CIA	EXTERNAL
6.	CORE	PAPER 6 - Organizational Development	II	6 HRS	4	3	20	80
7.	CORE	PAPER 7 - Management Training and Development	II	6 HRS	4	3	20	80
8.	CORE	PAPER 8 - Legal Framework Governing Human Relations	II	6 HRS	4	3	20	80
9.	Extra Disciplinary	PAPER 9 - MIS for Human Resource Management	II	6 HRS	3	3	20	80
10.	Extra Disciplinary	PAPER 10 - Management Accounting	II	6 HRS	3	3	20	80

THIRD SEMESTER

S.NO	COURSE COMPONENTS	NAME OF COURSE	SEMESTER	INST. HOURS	CREDITS	EXAM DURATION HRS	MAX MARKS	
							CIA	EXTERNAL
11.	CORE	PAPER 11 - Human Resources Development	III	6 HRS	4	3	20	80
12.	CORE	PAPER 12 - Industrial Relations	III	6 HRS	4	3	20	80
13.	CORE	PAPER 13 - Manpower Development for Technological Change	III	6 HRS	4	3	20	80
14.	Extra Disciplinary	PAPER 14 - Labour Welfare	III	6 HRS	3	3	20	80
15.	Extra Disciplinary	PAPER 15 - Computer Languages for Management	III	6 HRS	3	3	20	80

FOURTH SEMESTER

S.NO	COURSE COMPONENTS	NAME OF COURSE	SEMESTER	INST. HOURS	CREDITS	EXAM DURATION HRS	MAX MARKS	
							CIA	EXTERNAL
16.	CORE	PAPER 16 - Total Quality Management	IV	6 HRS	4	3	20	80
17.	ELECTIVE	PAPER 17 - Entrepreneurship and Management in Small Business	IV	6 HRS	3	3	20	80
18.	ELECTIVE	PAPER 18 - Business Policy and Strategic Management	IV	6 HRS	3	3	20	80
19.	PROJECT – VIVA VOCE	PAPER 19 - Project Work	IV	---	6	---	---	200

6. Requirements for Proceedings to Subsequent Semester:

- i. Candidates shall register their names for the First Semester Examination after the admission in the PG Courses.
- ii. Candidates shall be permitted to proceed from the First Semester upto Final Semester irrespective of their failure in any of the Semester Examinations subject to the condition that the candidate; 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 therefore by the Syndicate from time to time.
 Provided in case of candidate earning less than 50% of attendance in any one of the Semester due to any extraordinary circumstances such as medical grounds, such candidates who shall produce Medical Certificate issued by the Authorized 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 candidate shall be declared to have passed in each paper / practical / Project and Viva-voce, if he/she secures not less than 50% of marks [the continuous internal assessment (CIA) and the University examinations (External) put together], provided a minimum of 40% of marks secured in the University examination and a minimum of 50% in aggregate marks in a paper / practical / Project and Viva-voce.

8. Classification of Successful Candidates:

Candidates who secured not less than 60% of aggregate marks (CIA + 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 (CIA + 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 term grading system indicates a Seven (7) Point Scale of evaluation of the performances of students in terms of marks obtained in the CIA and External Examination, grade points and letter grade.

SEVEN POINT SCALE (As per UGC notification 1998)

GRADE	GRADE POINT	PERCENTAGE EQUIVALENT
'O' = Outstanding	5.50 - 6.00	75 -100
'A' = Very Good	4.50 - 5.49	65 -74
'B' = Good	3.50 - 4.49	55 -64
'C' = Average	2.50 - 3.49	45 -54
'D' = Below Average	1.50 -2.49	35 -44
'E' = Poor	0.50 -1.49	25 -34
'F' = Fail	0.00 - 0.49	0 -24

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:

Total: 80 Marks

Part A	Definition: Multiple choice: Match:	5 Marks 5 Marks 4 Marks
Part B	Understanding / Descriptions	30 Marks
Part C	Application / Analysis / Synthesis / Evaluation	36 Marks

Part A: One question in each category from each Unit.

Part B: Can have 5 questions covering all units in the '**either or pattern**' (5×6 Marks = 30 Marks).

Part C: can have 3 questions out of 5 covering all Units. (3×12 Marks = 36 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 2007-2008 will be permitted to appear for the examinations under those Regulations for a period of two years i.e. upto and inclusive of April / May 2011 Examinations. Thereafter, they will be permitted to appear for the examination only under the Regulations then in force.

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APPENDIX – 52(S)
UNIVERSITY OF MADRAS

M.A. DEGREE COURSE IN
HUMAN RESOURCE MANAGEMENT
CHOICE BASED CREDIT SYSTEM
SYLLABUS
(w.e.f. 2007-2008)

1. MANAGERIAL CONCEPTS

Objective

The course aims to provide a broader understanding of management concept and techniques. Knowledge of basic principles process of management and policy making are mainly to be imparted besides the course focuses on business policy in all its implication.

Unit - I

Management defined – Basic Principles and process of Management. The evolution of Management. The evolution of Management Science.

Planning: Planning as the first step in the process of Management cycle – Basic techniques of Planning – Basic factors involved in planning – Key planning points – Psychological hazards to rational planning – Strategic consideration in planning.

Policy Making: Policy making as a guide to action in the organization – General policies and specific policies in an organization – Basic areas of policy making.

Unit - II

Need for organization – Organizational hierarchy in large concerns – Top Management organization – Staff units and Committee – Factors to be considered in the establishment of an organization.

Basic division of Functional activities – Methods of grouping activities – Typical patterns used – Use of organizational charts and manuals.

Authority, relationship – Line function and staff – Basics of delegation of responsibility and authority. Centralization and decentralization of authority and the pros and cons of each.

Span of control – Pros and cons of narrow and wide spans of control – Optimum span.

Unit – III

Communication – Traits of good communication – Formal and informal channel – Follow up – Standard indoctrination – Explaining why consultative direction links in the chain of command, MIS – Basics

Co-ordination – Need for co-ordination – techniques of securing co-ordinations.

Unit – IV

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 organization.

Unit – V

Motivation – determination of behaviour- Employee as a “Total Person” – Primary incentives. Management by objectives – Management by exception – Decision making theory in management.

References

1. Hellriegel / Jackson / Solum, Management – A Competency based approach, Thomson, South Western.
2. Allen, L.A., Management and organization, McGraw Hill publishing co., ltd.
3. Chandrabose. D. Principles of Management and Administration PHI2002.
4. Hannagan, Management concepts and practices, Macmillan India Ltd.,
5. Koontz o’Dohnel, Principles of Management Mcgraw Hill publishing co., Ltd.,
6. Prasad, I.M, Principles and practices of Management Sultanchand & Sons.
7. Peter Drucker, The practice of management – Hillied publications.
8. Prasad, I.M., Principles and practice of management Sultan Chand & Sons .
9. SathyaRaju, Management :Text & Cases, PHI ,2002.
10. Stoner :Management,6 th Edition,PHI,2002.
11. Robbins:Management,7th Edition,PHI,2002
12. Certo :Modern Management,9th Edition,PHI,2002.

2. ORGANISATIONAL BEHAVIOUR

Objective

The course develops in-depth knowledge of organisational; behaviour implication to organisational culture and climate from a psychological perspective. Provides an understanding of social system, culture, status and organisational development.

UNIT - I

Behaviour - Personality, Perception, Learning, Values and Introduction of Organisational Behaviour: Foundations of Individual Attitudes.

UNIT - II

Motivation -Early theories, Contemporary theories, Motivation at work -Designing Motivating Jobs

UNIT - III

Group Dynamics -Group Behaviour, Communication and Group Decision making, Intergroup relations.

UNIT - IV

Leadership – trait, Behavioural and contingency theories; Power and Politics; Trait, Behavioural Analysis (T.A.); Work stress.

UNIT - V

Organisational structure and Design; Organisational change and development; Organisational Culture and climate.

Organisational conflict; causes, types of conflict, Management conflict.

References

1. Fred Luthans, Organisation Behaviour, McGraw Hill
2. Hell Riegel, Slocum and Woodman, Organisation Behaviour, South Western, Thomson Learning, 9th Edition,
3. R.S. Dwivdi, Human Relations and Organizational Behaviour, Mc Millan India Ltd., 5th Edition.
4. Staw, B.M. Psychological Dimensions of Organizational Behaviour, 2nd Edition, Engle Wood Cliffs, Prentice Hall 1995.
5. Stephen P. Robbins, Organizational Behaviour, 9th Edition, Pearson Education, New Delhi, 2002.
6. Steven L. Mc Shane, Mary Ann Von Glinow, Organizational Behaviour, Tata McGraw Hill.
7. Hersey & Blanchard :Management of Organisational Behaviour,8th Edition,PHI, 2002.

3. HUMAN RESOURCES MANAGEMENT

Objective

The course objective is to impart the concepts and techniques relating to the managerial and operative function of personal management to the students. An outline of manpower management with reference to industrial relations is to be provided.

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.

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

UNIT - II

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.

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 - IV

Employee's Safety and Health: Preventive approaches including health education, Audit of safety programs and safety training, Work-stress: Causes and Consequences, Stress-Management programs.

Personnel Office Management: Functions of the office, correspondence, O & M in personnel departments, Maintenance of Personnel records.

UNIT - V

Time Management: Importance of Time factor, Time waster, Prioritizing Work Scheduling, Functions of the Time Office, Flexible Work arrangements.

References

1. Luis R. Gomez – Mejia, David B. Balkin and Robert L. Cardy. Managing Human Resources, PHI, 2002.
2. Beardwell and Len Holder, Human Resource Management Macmillan India Ltd.,
3. Straus and Sayles, Managing Human Resources – Prentice Hall Inc, (1977).
4. Graham H.T., & R. Bennet, Human Resources Management – Pitman, London, (1995).
5. Edwin Flippo, Principles of Personnel Management – McGraw Hill.
6. Douglas McGregor, the Human Side of Enterprise.
7. Hersey and Blanchard, Management of Organizational Behaviour, 8th Ed. PHI 2002.
8. Performance Appraisal, Theory and Practice – AIMA VIKAS Management Series, New Delhi, 1986.
9. Dale S. Beach, Personnel – The Management of People at Work.
10. Blum M.L., Industrial Psychology and Social Functions.
11. C.B. Mammoria, Personnel Management – Himalayan Publishing Co., New Delhi.
12. M.C. Gehee, William and Thayer, Training in Business and Industry – John Wiley and Sons, New York.
13. Decenzo/Robbins :Personnel / Human Resource Management, PHI, 2002.

Pattanayak : Human Resource Management, PHI, 2002

4. RESEARCH METHODS

Unit I

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, Cluster analysis and Co-joint analysis in marketing problems.

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

References

1. Anderson, Quantitative Methods in Business, Thomson, 2002.
2. Richard I Levin and David S. Rubin Statistics for Management. Pearson Education Asia 2002.
3. David M. Levin, Simothy C Krehbiel and Mark L Berenson. Business Statistics – A first course. Pearson Education Asia – 2002.
4. Levin and Rubin, Statistics for Management – Prentice Hall of India 2001 7th edition.
5. Gupta S.P., and Gupta M.P., Business Statistics, New Delhi, Sultanchand 1997.
6. Sharma J.K., Quantitative Techniques for Managerial Decision, Macmillan India Ltd., 2001.
7. G.V. Shenoy and Madan Port, Statistical methods in Business and Social Science, Macmillan Indian Ltd., 1994.
8. Good & Hatt, Research Methods in Social Science.
9. Akar and Day, Marketing Research, Wiley and Sons 1998.
10. Cooper, Schindler, Business Research Methods; New Delhi, Tata MaGraw Hill.2001.
11. KOTHARI, Research Methods.
12. E. MORY & COPPER, Business Research Methods

5. BUSINESS COMMUNICATION

UNIT I

Definition- Methods - Types- Principles of effective communication - Business Letter-Layout (Examples of banking, Insurance, & Agency Letters) - Kinds of Business Letters: Enquiry and Reply - Order Letters - Sales Letters - Sales Letters- Dealing with non payment problems (Collection Letters) – Complaints - Circular Letters.

UNIT II

Advertisement - Application Letters - Curriculum Vitae - Invitation to Interview- Acknowledgement - Offer Letter - Letter of acceptance - Letter of Resignation - Testimonial.

UNIT III

Reports – Structure - Formal Report, Informal report - Checklist for compiling reports - Executive Summary – Comprehension - Agenda, Minutes of Meeting - Compiling a Press Release.

UNIT IV

Face- to- face Communication: Basic skills and techniques for talking to people in business situation - Telephonic conversation- Role Play - Body Language.

UNIT V

Role of Technology in Communication: Fax- Email - Video Conferencing – Internet- Websites - Public Address System - Cell Phones – Intercom - Dictaphone.

REFERENCE BOOKS

1. Guffey, Business Communication, Thomson, 2002.
2. Essentials of Business Communication- Rajendra Pal & J.S. Koralahalli
3. Communication for Business – Shirley Taylor
4. Business Communication Today- Bovee, Thill, Schatzman
5. Advanced Business Communication- Penrose, Rasberry, Myers
6. Doing Business on the Internet- Simon Collins
7. Business Communication- Process and Product- Mary Ellen Guffey

6. 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:

1. Organisational Behaviour Foundations, Realities and Challenges – Debra L Nelson, James Campbell Quick.
2. Organisational Behaviour – Fred Luthans – Mc Graw Hill (International Edition).

7. MANAGEMENT TRAINING AND DEVELOPMENT

Unit I

Training and Development: An Overview -Learning Process

Unit II

Trainer's 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

References :

- Bewnet, Roger cd Improving Training effectiveness, Aldershot, Gower 1988
- Buckley R & Caple, Jim, The Theory & Practice of Training, London, Kogan & Page 1995
- Lynton R Pareek U Training to Development 2nd ed. New Delhi, Vistaar, 1990.
- Pepper, Allan D, Managing the Training and Development function, Aldershot, Gower, 1984
- Rae L etc. Hon to Measure Training Effectiveness, Aldershot, Gower, 1986
- Reid M.A. etc. Training interventions, Managing Employee Development, 3rd ed. London IPM 1992
- Serge P The Fifth Discipline, The Art and Practice of the learning organization London Century, 1992

8. LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS

Objectives:

Understanding of the legal framework is important for the efficient decision making relating to man management and industrial relations. The course aims to provide an understanding, application and interpretation of the various labour laws and their implications for industrial relations and labour issues.

Unit – I

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 stage 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.

References:

1. Ghaiye B.R Law and Procedure of Departmental Equity in private and public sector, lucknow, Eastern Law Company, 1994.
2. Malhotra O.P. The law of Industrial Disputes, Vol I & II , Bombay, N.M.Tripathy 1985.
3. Malik P.L. Hand Book of Industrial Law, lucknow, Eastern Book, 1995.
4. Saini, Debi S. Labour Judiciary, Adjunction and Industrial Justice, New Delhi, Oxford, 1995.
5. Saini, Debi S. Redressal of labour Grievences, Claims and Disputes, New Delhi, Oxford IBH, 1995.
6. Seth D.D Industrial Dispute Act, 1947, Vol I & II Bombay, Thipathi, 1995.
7. Srivastava S.C. Industrial relations Labour Law, New Delhi, Vikas, 1994.

9. 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, business process

Unit – II

MIS with specific reference to Human Resource Management, uses, resistance to MIS, ethical practices in MIS.

Unit – III

Information technology for MIS, recent developments in IT sector that facilitate MIS, software support packages for MIS. Information in decision making communicating Organisations as social technical systems, decision support systems.

Unit – IV

Computer Languages, Visual Basic, C and C+, Database management system, database concepts, Foxpro and MS Access.

Unit – V

Protecting MIS storage, backup and safeguarded of information, accessibility and confidentiality, training and awareness creation on MIS. Cost benefit analysis of MIS, newer applications of MIS in the HR function.

References:



1. Shoshana Zuboff - In the age of the smart machine, New York Basic Books, 1988
2. Michael Hammer and James Campy - Reengineering the Corporation, new York, HarperCollins, 1993.
3. Venkatesa Murthy - Management Information System, Himalayas Publishing House, 1999
4. Computer Programming 'C - V.Rajaraman, Prentic Hall of india.
5. The C-Language Trainer with C, Graphics and C++. New Age International (P) Ltd.,
6. Date C.J. Indtroction to Database System
7. Schildt Herbert, C++ - The Complete Reference EEE Edition, edition 3
8. Resel Man, Bob and others - Using Visual Basic 6
9. Texali and Ravikanth - Foxpro
10. Walrum Clayton - Complete Idiot's Guide to Visual Basic 6

10. MANAGEMENT ACCOUNTING

UNIT - I

Management Accounting – Meaning and purpose

Financial Accounting – Preparation of Income statement and Balance Sheet – Interpretation and use of these statements by management.

Ratio Analysis and Funds Statement.

UNIT - II

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

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

UNIT - III

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 - IV

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

UNIT - V

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

References

1. Louder back, Managerial Accounting, Thomson, 2004.
2. J.R. Batliboi, Double entry Book – Keeping - The Standard Accounting Publication Pvt. Ltd., India.
3. Horngren. Sundem ‘ Sralton, Introduction to Management Accounting, New Delhi, Prentice Hall of India Pvt. Ltd., yr.1999.
4. Man Mohan & S.N. Goyal, Principal of Management Accounting – Sahityabhavan, Agra, India.
5. I.M. Pandey, Management Accounting, 3rd edition New Delhi, Vikas Publication, yr. 2000.
6. Robert N. Antony, Management Accounting Principles – D.B. Tareporevala Sons & Co. Ltd.
7. Ronald N. Hilton, Managerial Accounting, 5th edition New Delhi, Tata McGraw Hill yr.2002.
8. Srinivasan N.P. Management Accounting Sterling Publications, 1996.

11. HUMAN RESOURCES DEVELOPMENT (HRD)

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 organizational 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.

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

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 Organization: Organizational Learning, Importance of Experiential Learning, Learning Organization, Knowledge Management, Achieving Organizational 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 organization.

Unit IV

Organizational Development (OD): Meaning of OD, OD Interventions, OD Programs and Techniques: Behaviour Modeling, gaming, Encounter Groups, Quality of Work life (QWL) and Quality of Life Programs, Grid training, Benefits of OD; OD consultants.

Organizational Development Process: Phases in OD – Initial Diagnosis – Survey and Feedback, Action Planning, Problem Solving, Team Building, Developing Creativity and Innovation, Managing organizational Change.

Unit V

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

References

1. D.L. KIRKPATRICK (Ed), How to Manage Change Effectively – San Francisco: Josseybass, 1985.
2. T.V. RAO and UDAI PAREEK (1989). Developing and Managing Human Resource System.
3. D.M. SILVERA (1988), Human Resource Development: The Indian Experience, New Delhi: New India Publications.
4. LEONARD NADIER, (1984) The Handbook of HRD, USA: John Wiley.
5. RAO TV and DF PEREIRA (1986), Recent Experiences in Human Resources Development, New Delhi: Oxford and IBH.
6. ROBINSON, KENNETH R., A Handbook of Training Management – (2nd Ed) Kogan Page, Great Britain, (1982).
7. FRENCH W.L. & BELL, Jr, C.H. (1982), Organization Development: Behavioural Science Interventions for Organization Development, New Delhi: Prentice Hall of India – 6th Edition 2002.
8. SIKULA A.F.P., Administration and HRD – John Wiley, New York.
9. ARGYRIS, CHRIS (1978): Organizational Learning: A Theory of Action Perspective. Readings, Mass – Addison – Wesley.
10. SANGE DATER M (1990) The Fifth Discipline: The art and Practice of the Learning.

12. 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.

References:

1. Mamoria C.B and Sathish Mamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 1998
2. Dwivedi.R.S Human Relations 7 Organisational Behaviour, Macmillan India Ltd., New Delhi, 1997.
3. Pylee.M.V and Simon George ,Industrial Relations and Personnel Management ,Vikas Publishing House (P) Ltd.,New Delhi,1995
4. N.G.Nair,Lata Nair,Personnel Management and Industrial Relations,S.Chand,2001
5. Srivastava,Industrial Relations and Labour Laws,Vikas ,4TH edition,2000
6. C.S.Venkata Ratnam,Globalisation and Labour Mangement Relations,Response Books,2001

13. MANPOWER DEVELOPMENT FOR TECHNOLOGICAL CHANGE

Objectives

Recent years have witnessed rapid technological changes affecting industry and business in different ways. This course aims to discuss the major aspects of technological change and the km, of human resource management strategies and steps which may equip the organization and its human resources to adequately cope with such changes.

Unit – I

Manpower management in the 21st century, environmental context of human resource management.

Unit – II

The emerging profile of human resources/special features of new technology concept and" process of technological innovation, organizational implications of technological change, human resource implications of technological change.

Unit – III

Performance/potential evaluation in change, human resource implications of technological change, performance/potential evaluation in the context of new technology.

Unit – IV

Technology transfer with human face, new issues in manpower training.

Unit – V

Career development, Career planning – steps involved.

References:

- Clark Jon - Managing Innovation and Change, University of Southampton, 1995.
Clark Jon - Human Resource management and Technological Change, London, Sage, 1993
Campbell A and Warner M - new technology, Skills and Management, London, Routledge, 1992.
4. Rastogi P.N, - Management of Technology and Innovation, New Delhi, Sage, 1995.
 5. Warner M. - new Technology and Manufacturing Management, London, Wiley, 1990.
 6. Womack J.P. etc - The Machine that Changed the World, New York, Maxwell Macmillan, 1990.
 7. Whittaker D.H - managing Innovation Cambridge, Cambridge University Press, 1990.

14. 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 labours 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.

References:

1. Moorthy MV - Principles of Labour Welfare, Visakapatnam, Gupta Brothers
2. Developing the Practice of Counseling - Windy Dryden and Colin Feltham, 1994, Sage Publication, New Delhi.
3. RC Saxena - labour Problems and Social Welfare, K.Nath and Co, Meerut, 1995.
4. AM **Sterna** - Aspects of Labour Welfare and Social Security, Himalayan Book House, Bombay, 1990.
5. Hopkins RR - A handbook of Industrial Welfare, Oxford and IBH, New Delhi, 1955.
6. Punekar Deodar and Shankaran - Labour Welfare Trade Unionism and industrial Relations, Bombay, Himalayan Publications.
7. Vaid K.N - Labour Welfare in India, New Delhi, Shri Ram Centre for Industrial Relations
8. Kamik V.B - Indian Labour, Calcutta, Minerva Associates.

15. COMPUTER LANGUAGES FOR MANAGEMENT

UNIT – I

Introduction to Programming Language – Generations of Computers and Computer Languages – Program development life cycle – Flow Charting – Disk Operating System and Window.

UNIT – II

PC – SOFTWARE package – Text Processing Software – Text Manipulations – Usages of spell check – Text Formatting – Picture Insertion and alignment – Creation of documents using templates – Mail Merge Concepts.

UNIT – III

MS-EXCEL – Worksheet Preparation – Constructing Excel Formulas - Using Excel's Built-in Functions – Creating and Modifying charts.

UNIT – IV

Introduction to C – Data types, constants, variables and arrays, Declarations – Expression's operators and statements. Data input and output, preliminaries – the getchar () – putchar () – scanf () – printf () – gets () – puts () functions, control statements, functions and arrays.

UNIT – V

Pointers: Fundamentals – pointer declarations – Passing pointers to Functions – Structures and union – data files – Opening and Closing a Data file – Creating a Data file – Processing a Data file – Unformatted Data files.

Theory 75%, Practical 25%

References

1. Forouzan, A structure Programming Approach Using C, Thomson, 2001.
2. SANJAY SAXENA: A first course in computers 2000 edition – Vikas Publishing House Pt. Ltd. – first edition, 2000.
3. R.K. TAXALI: "PC SOFTWARE" Tata McGraw Hill Publications.
4. USING MICROSOFT EXCEL 2000 QUE'S APPLICATION TOOLS Prentice Hall of India, New Delhi.
5. BYRON GOTTFRIED – "Programming with C" Edn.2, 1998.
6. V. RAJARAMAN "COMPUTER PROGRAMMING'C' Prentice Hall of India New Delhi.
7. Programming in C Schaum's Outline Series.

16. 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

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

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. Evans, The Management & control Qualities, Thomson, 2004.
2. Dahigaard Jens J., Kristensen K., Kanji Gopal K, “Fundamental of Total Quality Management” Bross Chapman & Hall, London, 1998.
3. George, Stephen and Weimerskirch, Arnold, “Total Quality Management – Strategies and Techniques Proven”, Mohit Publications, 2001
4. Juran, Joseph M., “Total Quality Management : Mc Graw-Hill Pub
5. Hakes, Chris (editor) Total Quality Management : The Key to Business Success”, NyChapman and Hall Pub, 1991.
6. Fox, Roy., “Making Quality Happen. Six steps to Total Quality Management” McGraw-Hill, 1991
7. Jain, “Quality Control And Total Quality Management”, Tata McGRaw Hill, 2002
8. H.Lal “Total Quality Management: A Practical Approach”, New Age International Private Ltd., 2002
9. Besterfield, “Total Quality Management”, Pearson Education, 1999, Rao, Ashok, “Total Quality Management : A Cross Functional Perspective”, Wiley & Sons.

17. ENTREPRENEURSHIP AND MANAGEMENT OF SMALL BUSINESS

Unit I

The Entrepreneur – Definition – Characteristics of Successful entrepreneur. Entrepreneurial scene in India: Analysis of entrepreneurial growth in different communities – Case histories of successful entrepreneurs. Identification of potential entrepreneurs.

Unit II

Development and Training of Entrepreneur – Cultural and Social environment in promoting entrepreneurship – Entrepreneurial environment. Checklist for organizing and operating small business – Entrepreneur and Business Executive personnel administration and Management Development.

Unit III

Small Scale Industries – Definition – Classification of Small Industries – Organisation structure and plant location of small scale industries. Planning for production and inventory project counselling and technical feasibility. The significance in the Indian Economy – Problems and possibilities of ancillary industries – Sickness in small scale industries – Causes and Remedies.

Unit IV

Capital structure and working capital: Financial appraisal of new project, Role of Banks – Credit appraisal by banks. Institutional Finance to Small Industries – Incentives – Institutional arrangement and encouragement of entrepreneurship.

Unit V

Marketing Feasibility – New Product ideas and evaluation – Marketing Methods – Pricing policy and distribution channels – Exports – Problems of Small Scale Units.

Reference Books:

1. VASANT DESAI, Problems and Prospects of Small Scale Industries in India – Himalaya Publishing House, Bombay.
2. KHAN, Management of Small Scale Industries – Sultan Chand Publication.
3. CLIFFORD and JOSEPH P. MANCUSO, Entrepreneurship and Venture Management – Paraporawala & Co.
4. J.M. PARKIN, How to Finance Small Business Enterprise.
5. K.K. MENON, handbook of Small Industries Management
6. B.C. TANDON, Environment and Entrepreneur.
7. SIPCOT, A Guide to Entrepreneur – Chennai.
8. O.A. DAILEY, Entrepreneurial Management.
9. H.N. PATHAK, The Entrepreneur, Technician and Manager in Small Scale Unit.
10. K.L. SHARMA, Entrepreneurial Performance in Role Perspectives.
11. Schumacher, E.F. Small is Beautiful, New Delhi, Rupa, 1990.

18. BUSINESS POLICY AND STRATEGIC MANAGEMENT

UNIT - I

Business as a social System/Economic System: Objective of Business; Business Environment – Socio economic sector. Technology Sector, Government Sector. The industry Environment – Customer Sector/Supplier Sector/Competitor Sector.

The International Environment – Opportunities for International activities / Threats from International activities.

UNIT - II

Society and Business: Business ethics, Social responsibility of Business / Indian Businessmen, Social Audit.

Business Policy in Various Economic Systems: Capitalist Economy: Economic System of Socialism and mixed Economic system.

UNIT - III

Business Policy and Corporate Strategy: How to make policy corporate strategy: Policies: Strategies and Tactics: Policies and procedures.

Policy Formulation and Implementation: Policy Formulation: Objectives, Direction: Consideration of change: Business Policy concepts. Business Policy – Characteristics importance. Different Types of policies: Classification, Strategies, programmes, procedures and rules M.B.O./ M.B.E. Major and Minor policies: Supporting composite and contingency policies: Parameter of policy: Development of Business Policy: Swot Analysis: Elements of Business Policy: Implementation of Policy.

UNIT - IV

Major Business Policies: Man Power planning, Product Policies, Marketing Policies, Production and Purchase Policies, Financial Policies, Capital Procurement and distribution.

Administration and Control of Policy: Communication System: Policy Implementation, Rules and procedures: GPI policy: Appended implied and imposed policy: Oral and written Policies: control and review

UNIT - V

Corporate Strategy: Functions and importance, strategy alternatives, considering strategy variations, Strategic choice, implementation.

References

1. Hitt, Strategic Management, Thomson, 2001.
2. Lawrance, Jauch and William Blucck Business Policy and Strategic Mgt., - McGraw Hill Intl 1998.
3. Mamoria and Mamoria – Business planning and Policy, Himalaya Publishing house – 1998.
4. Budhiraja SB and Athreya MB, Cases in Strategic Management, Tata McGraw Hill 1996.
5. Christensen CR, Business Policy: Text and cases, Illinois, Richdar Irwin 1987.

6. Hitt, Strategic Management, competitiveness and Globalization, Thomson, 2001.
7. David Fred, Strategic Management, Prentice Hall of India, 1997.
- R. Srinivasan, Strategic Management the Indian context, Prentice Hall of India, 2002.

Project Report

Each student shall be required to prepare on the basis of investigations carried out by him in a business or industrial organization, a project report on possible solutions for a typical problem of current interest in the area of Human Resource Management. The report should demonstrate the capability of the student for some creative potential and original approach to solve the practical problems in today's business or industry. The report should include field studies, surveys, interpretation, planning and design of improved integrated Human Resource Management Systems and Practices.

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