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:

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

<table>
<thead>
<tr>
<th>S.NO</th>
<th>COURSE COMPONENTS</th>
<th>NAME OF COURSE</th>
<th>SEMESTER</th>
<th>INST. HOURS</th>
<th>CREDITS</th>
<th>EXAM U.R.A.T.I.O.N</th>
<th>MAX MARKS</th>
<th>CIA</th>
<th>EXTERNAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.</td>
<td>CORE</td>
<td>PAPER - 5 Management Training and Development</td>
<td>II</td>
<td>5 HRS</td>
<td>4</td>
<td>3</td>
<td>25</td>
<td>75</td>
<td></td>
</tr>
<tr>
<td>8.</td>
<td>CORE</td>
<td>PAPER - 6 Industrial Relations</td>
<td>II</td>
<td>5 HRS</td>
<td>4</td>
<td>3</td>
<td>25</td>
<td>75</td>
<td></td>
</tr>
<tr>
<td>9.</td>
<td>CORE</td>
<td>PAPER – 7 Performance Management</td>
<td>II</td>
<td>5 HRS</td>
<td>4</td>
<td>3</td>
<td>25</td>
<td>75</td>
<td></td>
</tr>
<tr>
<td>10.</td>
<td>ELECTIVE</td>
<td>Elective - II Organizational Development</td>
<td>II</td>
<td>4 HRS</td>
<td>3</td>
<td>3</td>
<td>25</td>
<td>75</td>
<td></td>
</tr>
<tr>
<td>11.</td>
<td>ELECTIVE (Extra Disciplinary)</td>
<td>Extra-Disciplinary - I Accounting for Managers</td>
<td>II</td>
<td>5 HRS</td>
<td>3</td>
<td>3</td>
<td>25</td>
<td>75</td>
<td></td>
</tr>
<tr>
<td>12.</td>
<td>ELECTIVE</td>
<td>Elective – III Strategic Management</td>
<td>II</td>
<td>4 HRS</td>
<td>3</td>
<td>3</td>
<td>25</td>
<td>75</td>
<td></td>
</tr>
<tr>
<td>13.</td>
<td>SOFT-SKILL</td>
<td>Soft Skill II</td>
<td>II</td>
<td>2 HRS</td>
<td>2</td>
<td>3</td>
<td>25</td>
<td>75</td>
<td></td>
</tr>
</tbody>
</table>

### THIRD SEMESTER

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

** 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

<table>
<thead>
<tr>
<th>COURSE COMPONENTS</th>
<th>NAME OF COURSE</th>
<th>SEMESTER</th>
<th>INST. HOURS</th>
<th>CREDITS</th>
<th>EXAM DURATION HRS</th>
<th>MAX MARKS</th>
</tr>
</thead>
<tbody>
<tr>
<td>CORE</td>
<td>PAPER 12 – Compensation Management</td>
<td>IV</td>
<td>6 HRS</td>
<td>4</td>
<td>3</td>
<td>25</td>
</tr>
<tr>
<td>CORE</td>
<td>PAPER 13 – International Human Resource Management</td>
<td>IV</td>
<td>5 HRS</td>
<td>4</td>
<td>3</td>
<td>25</td>
</tr>
<tr>
<td>ELECTIVE</td>
<td>Elective – V Total Quality Management</td>
<td>IV</td>
<td>5 HRS</td>
<td>3</td>
<td>3</td>
<td>25</td>
</tr>
<tr>
<td>CORE</td>
<td>PAPER 14 – PROJECT WORK &amp; VIVA – VOCE</td>
<td>IV</td>
<td>---</td>
<td>8</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>SOFT-SKILL</td>
<td>SOFT SKILL IV</td>
<td>III</td>
<td>2 HRS</td>
<td>2</td>
<td>3</td>
<td>25</td>
</tr>
</tbody>
</table>

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)**

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

\(Ci = \text{Credits earned for course } i \text{ in any semester.}\)

\(Gi = \text{Grade Point obtained for course } i \text{ in any semester.}\)

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

**For a Semester :**

\[ \text{GRADE POINT AVERAGE [GPA]} = \frac{\sum_i Ci \ Gi}{\sum_i Ci} \]

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

**For the entire programme:**

\[ \text{CUMULATIVE GRADE POINT AVERAGE [CGPA]} = \frac{\sum_n \sum_i CniGni}{\sum_n \sum_i Cni} \]

\[ \text{CGPA} = \frac{\text{Sum of the multiplication of grade points by the credits of the entire programme}}{\text{Sum of the credits of the courses of the entire programme}} \]
<table>
<thead>
<tr>
<th>CGPA</th>
<th>GRADE</th>
<th>CLASSIFICATION OF FINAL RESULT</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.5-10.0</td>
<td>O+</td>
<td>First Class - Exemplary *</td>
</tr>
<tr>
<td>9.0 and above but below 9.5</td>
<td>O</td>
<td></td>
</tr>
<tr>
<td>8.5 and above but below 9.0</td>
<td>D++</td>
<td>First Class with Distinction *</td>
</tr>
<tr>
<td>8.0 and above but below 8.5</td>
<td>D+</td>
<td></td>
</tr>
<tr>
<td>7.5 and above but below 8.0</td>
<td>D</td>
<td></td>
</tr>
<tr>
<td>7.0 and above but below 7.5</td>
<td>A++</td>
<td>First Class</td>
</tr>
<tr>
<td>6.5 and above but below 7.0</td>
<td>A+</td>
<td></td>
</tr>
<tr>
<td>6.0 and above but below 6.5</td>
<td>A</td>
<td></td>
</tr>
<tr>
<td>5.5 and above but below 6.0</td>
<td>B+</td>
<td>Second Class</td>
</tr>
<tr>
<td>5.0 and above but below 5.5</td>
<td>B</td>
<td></td>
</tr>
<tr>
<td>0.0 and above but below 5.0</td>
<td>U</td>
<td>Re-appear</td>
</tr>
</tbody>
</table>

* 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 x 1 = 10 marks

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

PART –C (500 words): Answer 4 out of 6 Questions 4 x 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)
UNIVERSITY OF MADRAS
M.A. DEGREE COURSE IN HUMAN RESOURCE MANAGEMENT
CHOICE BASED CREDIT SYSTEM

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

Paper - 1 MANAGERIAL CONCEPTS AND BUSINESS ETHICS

UNIT - I

UNIT - II

UNIT – III

UNIT – IV
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
Reference Books


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
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
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.

Reference Books

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.

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


UNIT - V

HR Audit: Nature and Scope – Approaches to HR Audit

Reference Books

Paper – 4 LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS

UNIT I

UNIT II

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

ELECTIVE - I COMPUTER LANGUAGES FOR MANAGEMENT

UNIT I

UNIT II

UNIT III

UNIT IV

UNIT V

Reference Books

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
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, Layout and Retrenchment Codes of Discipline, Grievance Procedure, Labour Management Co-Operation; Worker’s Participation in Management.

UNIT III

UNIT IV

UNIT V
Reference Books

Paper – 7 PERFORMANCE MANAGEMENT

UNIT I

UNIT II

UNIT III

UNIT IV

UNIT V
Managing Team Performance: Types of teams and Implications for Performance
Management – Purpose and Challenge of Team Performance Management – Rewarding Team Performance

Reference Books

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

EXTRA – DISCIPLINARY-I
ACCOUNTING FOR MANAGERS

UNIT - I
Introduction
Management Accounting – Meaning and purpose
Nature and Scope of Financial Management

UNIT – II
UNIT - III
Capital Expenditure Evaluation – Capital Budgeting concept – Methods – Limitations – Capital Expenditure control.
Budgetary Control – Nature and Objective of Budgetary Control – Limitations.

UNIT – IV

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.

Reference Books

ELECTIVE – III STRATEGIC MANAGEMENT

UNIT I
UNIT II
Society and Business: Social Responsibility of Business – Corporate Governance and Ethical Responsibility

UNIT III

UNIT IV

UNIT V

Reference Books


**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.


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**


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**

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.
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Paper - 9  STRATEGIC HUMAN RESOURCE MANAGEMENT

UNIT I

UNIT II

UNIT III

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

Reference Books

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 II
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

Paper - 11   LABOUR WELFARE

UNIT I


UNIT II

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

UNIT V

Reference Books


EXTRA – DISCIPLINARY – II
MIS FOR HUMAN RESOURCE MANAGEMENT

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

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

UNIT IV

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


ELECTIVE – IV INNOVATION AND ENTREPRENEURSHIP

UNIT I
UNIT II

UNIT III

UNIT IV

UNIT V

Reference Books

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

**UNIT III**

**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

Reference Books

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 Staffing Policy – Recruiting and Selecting Staff for International Assignments
UNIT III
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

Reference Books

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

UNIT V

Reference Books

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