

UNIVERSITY OF MADRAS
SCHOOL OF SOCIAL SCIENCES
DEPARTMENT OF ADULT AND CONTINUING EDUCATION
M.Phil HUMAN RESOURCES MANAGEMENT
CBCS PATTERN
SYLLABUS-2017-18

Examination Pattern

I Semester			
Course Code	Course Title	C/E/S	Credits
SSSC 251	Research Methodology	C	5
SSSC 252	Management Concepts	C	5
SSSC 253	Strategic Human Resource and Development	C	5

II Semester			
Course Code	Course Title	C/E/S	Credits
SSSC 254	Dissertation and Viva Voce	C	21

University of Madras
Department of Adult and Continuing Education
School of Social Sciences
M.Phil Human Resources Management
Detailed Syllabus

Semester–I	SSS C251	RESEARCH METHODOLOGY	5 Credits
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Unit – I

Basic Concept of Research & Types of Research: Definitions – importance - Characteristics of a useful Research - Quantitative – Qualitative - Historical – Meaning – historical sources - Experimental – meaning and nature- Research Design

Unit – II

Research Planning & Hypotheses: Finding research topics –criteria of selecting research topics – reason for surveying related literature - Meaning – Significances – types of hypothesis – Characteristics

Unit – III

Sampling: Significance – types of sampling- size of sampling- techniques

Unit – IV

Methods of Data Collection : Primary Methods – Observation –Meaning- types – difficulties, Interviews Schedule – essentials-procedure- organization –advantages, Questionnaire – Types - formulations- problems – advantages, Survey – Meaning – advantages and limitations, Secondary sources (Books, Documents, Survey Reports etc.)

Unit – V

Tools of Data Collection & Data analysis: Selection of appropriate tools- Characteristics of tools – types of tools – observation Schedule – questionnaire- interview schedule - Statistical Model – theory of Probability – testing hypothesis- type I and II errors. - Chi- square, first rank order Correlation.

Unit – VI

Research Report: Structure- preliminary section main body of the report- references - Section – research proposal and research report.

References:

1. **Ronald T Kellogg (2011)-** *Fundamentals of cognitive psychology*-Sage publishers- New Delhi
2. **Neil J Sal kind (2008)-***Encyclopedia of Educational Psychology*-vol 1,2-Saga Publications, New Delhi
3. **Federick T.L.Leong and James T Austin (1996) –***The Psychology Research Hand book*, Saga Publications, New Delhi
4. **J. A Khan (2007)-** *Research Methodology* -APH Publications, New Delhi
5. **Goode, William J & Paul K Hatt (1952)** *Methods in Social Research* –New YORK- Mc Graw Hill book co
6. **Norman K. Denizin (2011)** *Hand Book for Qualitative Research*-Sage publishers ,New Delhi

7. **S.O. Dhondyan (2010)** *Hand book of Research Methodology*-Time books, New Delhi
8. **Kothari. C. R. (1985)** *.Research Methodology-Methods and Techniques*, Wiley Eastern- New Delhi
9. **Dowson, Catherin (2002)** *Practical Research Methods*, UBS Publishers and Distributors –New Delhi

Semester–I	SSS C252	MANAGEMENT CONCEPTS	5 Credits
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Unit- I: Introduction to Management:

Definition- Management functions and process – Evolution of Management thoughts
 – Contribution of selected management thinkers – Various approaches to Management
 – Contemporary Management Practices – Managing in global environment.

Unit – II: Planning:

Importance of Planning – Types of Planning - Decision Making Process – Approaches to Decision Making; Decision Models – Payoff Matrices, Decision Trees – Break Even Analysis.

Unit –III: Organising:

Departmentation – Span of Control – Delegation – Centralisation and Decentralisation – Committees – Line & Staff Relationship – Recent Trends in Organisation Structures.

Unit-IV: Staffing

Process of Recruitment – Selection – Induction Training – Motivation - Leading – Leadership Styles & Qualities – Communication Process & Barriers.

Unit-V: Controlling

Foundations of control - Meaning - Process- Management Control Systems – Techniques – Types of Control.

References:

1. **Stephen P Robbins and David A Decenzo, 2001**, *Fundamentals of Management*, Pearson Education, Third Edition.
2. **J.S.Chandan, 2002**, *Management Concepts of Strategies*, Vikas Publishing House, New Delhi
3. **Tim Hannagan, 1997**, *Management Concepts & Practices*, Macmillan India Ltd.,
4. **Koontz, 2001**, *Essential of Management*, Tata McGraw Hill, 5th Edition.
5. **Bateman Snell, 2002**, *Management – Competing in the New Era*, McGraw Hill Irwin

Semester–I	SSS C253	STRATEGIC HUMAN RESOURCE AND DEVELOPMENT	5 Credits
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Unit – I: Human Resource Development

Meaning – Strategic framework for HRM and HRD – Vision, Mission & Value – Importance – Challenges to Organisation – HRD Functions – Roles of HRD Professionals – HRD need assessment – HRD practices – Measures of HRD Performance – Links of HR, Strategy & Business Goals – HRD Program Implementation and Evaluation – Recent trends – Strategic Capability, Benchmarking and HR Audit.

Unit – II: E – HRM

E – Employee Profile – E-Selection & Recruitment – Virtual Learning & Orientation – E-Training & Development – E-Performance Management & Compensation Design – Development & Implementation of HRIS Portals – Issues in Employee Privacy – Employee Survey Online.

Unit – III: Cross Cultural HRM

Domestic v/s International HRM – Cultural dynamics – Culture Assessment – Cross Cultural Education & Training Programs – Leadership and Strategic HR issues in International assignments – Current Challenges in Outsourcing, Cross order M and A Repatriation – Building Multicultural Organisation – International Compensation.

Unit – IV: Career & Competency Development

Career concepts – Roles – Career Stages – Career Planning & Process – Career Development Models – Career Motivation & Enrichment – Managing Career Plateaus – Designing Effective Career development systems – Competencies and Career Management – Competency Mapping Models – Equity & Competency based Compensation.

Unit –V: Employee Coaching and Counselling

Need for Coaching – Role of HR in Coaching – Coaching & Performance – Skills for Effective Coaching – Coaching Effectiveness – Need for Counselling – Role of HR in Counselling – Components of Counselling Programs – Counselling Effectiveness – Employee health & Welfare Programs – Work Stress – Sources and Consequences – Stress Management Techniques – Eastern & Western Practices – Self Management & Emotion Intelligence.

References:

1. **Jeffery A Mello, 2002,** *Strategic Human Resource Management*, Thomson, Southwestern, Singapore.
2. **Randy L Desimone, Jon M. Werner, David M Marris, 2002,** *Human Resource Development*, Thomson, South Western, Singapore.
3. **Robert L Mathis & John H Jackson, 2003,** *Human Resource Management*, Thomson, South Western, Singapore.
4. **Rosemary Harrison, 2003,** *Employee Development*, University Press India Ltd., New Delhi.
5. **Srinivas Kandula, 2005,** *Human Resource Management in practice*, Prentice Hall of India, New Delhi.