



MADRAS SCHOOL OF SOCIAL WORK

(An Autonomous Institution Affiliated to the University of Madras)

32, Casa Major Road, Egmore, Chennai 600 008

College Off. : 28192824 / 5126 Principal : 28195125

E-Mail : principal@mssw.in Website : www.mssw.in

Dr. S. RAJA SAMUEL, M.A., Ph.D.
Principal

01.12.2021

Metric 1.1.3. Employability, Entrepreneurship, Skill development

This is to certify that the following courses of MA-HR&OD programme focuses on areas of Employability/ Entrepreneurship/ Skill development offered by the institution during the academic year 2016-2021.

Dr. S. Raja Samuel

1.12.2021

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Principal

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Signature of the Principal

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	MA-HR&OD - 2016-2017 - Semester -I	COURSE CODE	Activities/Cont ent with direct bearing on Employability - EM/ Entrepreneurship -EN/ Skill development -SD	Pg. Nos .
1	HUMAN RESOURCE MANAGEMENT	MO/16C/101	EM -HUMAN RESOURCE PLANNING-Recruitment & Selection,Compensation; EN - Induction process,HR-metrics, SD -HR Audit,automation.	Oct-13
2	ORGANIZATIONAL BEHAVIOR	MO/15C/102	EM -Work Behaviour & Skills based on Psychology; SD - Group dynamics	14
3	PRINCIPLES OF MANAGEMENT	MO/16C/103	EM -Foundations of Planning & Controlling with other Managerial Skills; EN -Strategic planning; SD -Decision Making theory,styles & approaches	16
4	LABOUR WELFARE AND SOCIAL SECURITY	MO/16C/104	EM -Laws of Wages,Welfare& Social Security with various Miscellaneous Acts; SD - Daily Industry life Acts & Laws	18
5	FUNDAMENTALS OF MANAGEMENT ACCOUNTING AND FINANCIAL MANAGEMENT	MO/16ID/105	SD -Cost Accounting,Costing and Cost Sheet Concepts; EN - Concepts of Financial Management	19-20
6	INDUSTRY INSTITUTE INTERFACE - I	MO/15C/106	EM,EN,SD -Interaction and Practical Learning with the corporate managers, executives and community/beneficiaries, governmental agencies so as to get a practical exposure to the working of organizations.	21
7	SOFT SKILLS - I	MO/15S/107	EM,SD -Communication: Body posture, Tone, Voice modulation, Speed, Listening Skills, writing skills, presentation skills, public speaking, Story telling, Humor. Interpersonal Skills: Johari window, networking skills,	22

			building trust, Overcoming bias, Respect, self disclosure, dealing with difficult people, managing politics, Collaboration, Learning to work in teams	
	MA-HR&OD - 2016-2017 - Semester -II			
8	TRAINING AND DEVELOPMENT	MO/15C/201	EM - Evaluation of a training program; SD,EN -Designing & Implementing a Training Programme	23
9	INDUSTRIAL RELATIONS	MO/15C/202	SD -IR Legislations, Grievance Redressal; EM -IR Legislations,Concept & Law of Trade Union	24
10	RESEARCH METHODOLOGY & STATISTICS	MO/15C/203	SD -Data Analysis & Presentation of Research Results; EM -Data Analysis	25
11	CHANGE MANAGEMENT	MO/16C/204	EM -Concept of Organizational Change ; SD -Implementing change in Learning Organization	26
12	MANAGERIAL ECONOMICS	MO/16ID/205	SN,SD -Macro Economics and Business Economic Planning with Social Accounting	28
13	INDUSTRY INSTITUTE INTERFACE-II	MO/15C/206	EM,EN,SD -Interaction and Practical Learning with the corporate managers, executives and community/beneficiaries, governmental agencies so as to get a practical exposure to the working of organizations.	30
14	SOFT SKILLS - II	MO/15S/207	EM,EN,SD -Professional skills -I: English language – Voice & Accent, Business Etiquette, Meeting management, Telephone etiquette, Email etiquette, Intercultural competence.	30

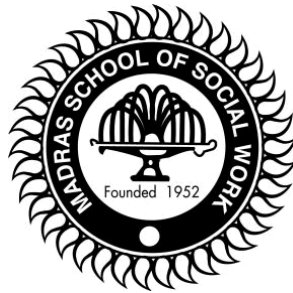
			NLP: Neuro Linguistic Programme	
15	EM,EN,SD-SUMMER PLACEMENT	MO/15R/208	EM,EN,SD- placement training for learning about the field	31
	MA-HR&OD - 2016-2017 - Semester -III			
16	ORGANIZATION DEVELOPMENT - I	MO/15C/301	SD,EN,EM- OD Process & Organizational Design	32
17	OPERATIONS MANAGEMENT	MO/16ID/302	EN,SD- Principles of TQM & Capacity Planning	34
18	CORPORATE PLANNING AND STRATEGIC MANAGEMENT	MO/15C/303	EM- Corporate Level Strategies & Strategy Implementation, EN- Project Implementation, SD- Tools & Techniques for strategic analysis.	37
19	COMPENSATION MANAGEMENT	MO/16C/304	EN- Compensation Strategy Importance for employees, EM- Structuring Salaries- Component of Salary Structure SD-	39
20	PERFORMANCE MANAGEMENT	MO/16C/305	SD- Assessing & reviewing performance; EM- Planning & Managing performance,Field study; EN- Coaching & Mentoring process in PM.	41
21	RESEARCH PROJECT	MO/16C/306	EM,EN,SD- Research and data analysis	42
22	INDUSTRY INSTITUTE INTERFACE - III	MO/16C/307	EM,EN,SD- Interaction and Practical Learning with the corporate managers, executives and community/beneficiaries, governmental agencies	42
23	SOFT SKILLS - III	MO/16S/308	EM,EN,SD- Interview preparation: Business Trend awareness, Resume writing, How to attend group discussion and personal interview, Entrepreneurial Thinking	43

24	OUTBOUND TRAINING	MO/16R/309	EM,SD -Personal & Professional Effectiveness	44
	MA-HR&OD - 2016-2017 - Semester -IV			
25	ORGANIZATION DEVELOPMENT - II	MO/15C/401	EM -Human Resource Management Interventions , EN - OD consultation, SD -Inter group interventions	45
26	CROSS-CULTURAL BUSINESS MANAGEMENT	MO/15C/402	EM -The HR Challenges of International Business Domestic HRM and IHRM,Expatriate Performance Management - Cultural Adjustment - Paying Expatriates Factors Influencing International Compensation; SD -Negotiations in cultures.	46
27	HUMAN RESOURCE ACCOUNTING AND INFORMATION SYSTEM	MO/16C/403	EM -Human Resource Accounting and Analytics using Information Sytem, SD - Components of HRIS & Security	47
28	WORKPLACE COUNSELING	MO/16ID/404	EM -Setting up Workplace counselling and dealing with work place issues, SD -Dealing and understanding the workplace,industrial counselling	51
29	INDUSTRIAL HEALTH, HYGIENE & SAFETY	MO/16E/405 A	SD -Accident Investigation – Purpose –Persons Involved – Accident Causation Model : Task , Material Environment, Personnel and Management .Different Ways of Collecting the facts : Physical Evidence, Witness Accounts, Interviewing.Cost of Accidents : Direct and Indirect Cost .Industrial Safety :History and development of safety movement- Need for safety- Safety legislation- Safety standards and codes, Safety	52

			policy: safety organization and responsibilities and authorities of different levels. Provison for safety in Factories Act; EM -Hazard Identification.	
30	ENTREPRENEURIAL DEVELOPMENT	MO/15E/405 B	EM,EN,SD -Development of small Scale Industries - Incentives for SSI from Central Government & State Government / Industrial sickness in SSI, causes and remedies- Selection of the site and Equipment - Plan for production.	50
31	INDUSTRY INSTITUTE INTERFACE - IV	MO/15C/406	EM,EN,SD -Interaction and Practical Learning with the corporate managers, executives and community/beneficiaries, governmental agencies	54
32	SOFT SKILLS - IV	MO/15S/407	EM,EN,SD -Campus to company Transition: Adaptation, Managing expectations, developing professionalism, Performance management (Learning to manage one's own performance). Creative thinking: Edward De Bono six thinking Hats, Developing Curiosity, Risk taking, Work life balance, using creativity for stress management, Crisis management, Life style Management.	55
33	BLOCK PLACEMENT	MO/15R/408	EM,SD -Develop technical skills and experiential learning to fill in gaps in the programme through the practical work, Enhance awareness of self in	56

			the role of HR Professional/ OD Professional.	
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**MADRAS SCHOOL OF SOCIAL
WORK(AUTONOMOUS)
CHENNAI- 8**



**MASTERDEGREE COURSEIN
HUMAN RESOURCE AND ORGANISATIONAL
DEVELOPMENT.(M.AHR OD)
COURSESREGULATIONS AND SYLLABUS [CBCS PATTERN]
(Tobeintroducedfrom2016-18 batch)**

Dr. S. Raja Samuel

Signature of the Principal

Dr. S. RAJA SAMUEL, M.A., Ph.D.,
Principal
Madras School of Social Work (Autonomous)
No. 32, Casa Major Road,
Egmore, Chennai - 600 008.



I-ABOUTTHEPROGRAMME

1. INTRODUCTION:

Human Resource & Organization Development[HR&OD] is a practice profession. Today organizations face multiple challenges and threats- threats to effectiveness, efficiency and profitability; Challenges from turbulent environments, increased competition, and changing customer demands; and the constant challenge to maintain congruence among organizational dimensions as technology, strategy, culture and process. Keeping organizations healthy and viable in today's world is becoming an increasingly challenging and daunting task. Hence there emerges a need to design specialized courses in Organisation Development and produce professionals in Organisation Development[OD].

2. OBJECTIVES OF THE COURSE:

The objectives of the course M.A. in HROD areas follows:

- (1) Demonstrate a basic understanding of the theory, practice, principles, concepts, and language of organization development.
- (2) Demonstrate an understanding of techniques, strategies, models, methods, processes, complexities, paradoxes and conventions of practice used in introducing organization development activities and concepts into an organization.
- (3) Illustrate an awareness of how one observes, interprets, thinks and acts in organizations.
- (4) Demonstrate an understanding of the multiple theoretical approaches to interpreting organizational behavior.
- (5) Illustrate their individual competence in the creation, execution and management of organization development applications.

3. SCOPE OF THE COURSE:

This course focuses on the managerial responsibility for the development of the organization and the diverse technologies that a manager can employ to support organizational improvement. It provides a survey of the organizational literature, culture, values and skills that can be used by the manager, leader, or administrator to influence organizational change. A parallel emphasis will focus on the roles of consultants/facilitators in the organization's development.

3. PATTERN OF THE COURSE.

Adopting the CBCS pattern, the course of study for the MA HR OD degree programme shall extend over 4 semesters (Two years) and shall consist of:

1. Theory courses/papers (Core (C), Electives (E))
2. Field Practicum (As core paper),
3. Research Project (As core paper).
4. Internship-Summer placement, Block placement.
5. Soft-skills courses (As supportive courses) which are compulsory.

Students will earn the credits only when they pass in papers and successfully complete the course completion components of the programme.

The student has to gain **90 credits** to complete the course, distributed at the rate of Semester-I: 20 credits; Semester II: 23 credits; Semester III: 23 credits; and Semester IV: 24 credits.

In addition to the above for the enhancement of the students' professional competency and employability skills the department also offers opportunity in the form of special Certificate / Diploma course. Enrolment in such courses will be voluntary. Students can earn additional credits (as specified) for these certificate/diploma courses.

4. -ELIGIBILITY FOR ADMISSION.

A candidate who has passed bachelor's degree in any discipline from University of Madras or from other university accepted by the syndicate as equivalent thereto is eligible for admission to this course.

Admissions will be based on merits subject to the government and institutional regulations.

5- ELIGIBILITY FOR THE AWARD OF THE DEGREE:

As per the autonomous regulations a candidate in the Madras School of Social Work becomes eligible for the award of the degree of MA HR OD subject to the fulfillment of the following conditions:

1. Undergone the Post-graduate course of study in HR OD offered by the Madras School of Social Work over 4 semesters (Two years full-time) and has earned the prescribed 90 credits.
2. Passed all the theory examinations, participated in the workshops, process labs and completed Study tour, Summer placement and Block fieldwork practicum.
3. Meets all other requirements in vogue as prescribed by the Board of studies in Management at the time of admission and the amendments introduced to the regulations by the Board of Studies in Management from time to time.

6. CONDITIONS FOR PROMOTION:

A candidate who does not pass the examination relating to any theory paper in each of these semesters shall be permitted to appear in such failed paper in the ensuing supplementary examinations held by the institute. However, to qualify for the award of the degree by the University of Madras, one should have passed in all the examinations held by the college and completed all the courses.

A-CREDITMATRIX.

SE M. NO	NATURE OF THE COURSE AND CREDITS.								TOTA LCRE DITS
	Corean dInterd isciplin ary	CR ED IT	Elective	CRE DIT	- /SoftS kill/- PAP ERS	CREDI T	Internship	CRED IT	
I	5	14	-	-	1	2	1	6	22
II	5	14			1	2	1	6	24
III	5	13			1	2	1 RP-1 OBT-1	6 6 1	29
IV	5	11	1	2	1	2	1	6	21
Tot al	20	51	1	2	4	8	6	31	96

**B:SYLLABUS
MATRIXSEMESTERI**

NATURE OF COURSE	CODE	TITLE OF THE COURSE	CREDITS	LECTURE HOURS	EXAM HRS	ICA	ESE	MAX MARKS
Core	MO/16C/101	1. Human Resource Management	3	45	3	50	50	100
Core	MO/15C/102	2. Organizational Behavior	3	45	3	50	50	100
Core	MO/16C/103	3. Principles of Management	3	45	3	50	50	100
Core	MO/16C/104	4. Labour Welfare and Social Security	3	45	3	50	50	100
Interdisciplinary	MO/16ID/105	5. Fundamentals of Accounting & Financial Management	2	30	3	50	50	100
Core	MO/15C/106	6. Industry Institute Interface I	6	-	-	50	50	100
Record	MO/15S/107	7. Softskills I	2	30	-	50		50
TOTAL CREDITS			22	----				

SEMESTER II

NATURE OF COURSE	CODE	TITLE OF THE COURSE	CREDITS	LECTURE HOURS	EXAM HRS	ICA	ESE	MAX. MARKS
Core	MO/15C/201	8. Training & Development	3	45	3	50	50	100
Core	MO/15C/202	9. Industrial Relations	3	45	3	50	50	100
Core	MO/15C/203	10. Research Methodology & Statistics	3	45	3	50	50	100
Core	MO/16C/204	11. Change Management	3	45	3	50	50	100
Interdisciplinary	MO/16ID/205	12. Managerial Economics	2	30	3	50	50	100
Core	MO/15C/206	13. Industry Institute Interface II	6	-	-	50	50	100
Record	MO/15S/207	14. Soft Skills	2	30	-	50		50
Record	MO/15R/208	15. Summer Placement (After the Second Semester theory examination during the summer vacation).	2	-	-	No Marks/ Only course completion requirement.		
TOTAL CREDITS			24			---	---	-

SEMESTER III

NATURE OF COURSE	CODE	TITLE OF THE COURSE	CREDITS	LECTURE HOURS	EXAM HRS	I C A	E S E	MAX. MARKS
Core	MO/15C/301	16.Organization Development-I	3	45	3	50	50	100
Interdisciplinary	MO/16ID/302	17.OperationsManagement	2	30	3	50	50	100
Core	MO/15C/303	18. Corporate Planning and Strategic Management	3	45	3	50	50	100
Core	MO/16C/304	19..Compensation Management	3	45	3	50	50	100
Core	MO/16C/305	20.PerformanceManagement	3	45	3	50	50	100
Core	MO/16C/306	21.ResearchProject	6	-	-	50	50	100
Core	MO/16C/307	22.Industry InstituteInterfaceIII	6	-	-	50	50	100
Record	MO/16S/308	23.Softskills III	2	30	3	50		50
Record	MO/16R/309	24.OutboundTraining	1	-	-	No Marks/ Only arequirement for coursecompletion.		
TOTAL CREDITS			29	-----				

SEMESTER IV

NATURE OF COURSE	CODE	TITLE OF THE COURSE	CREDITS	LECTURE HOURS	EXAM HRS	ICA	ESE	MAX. MARKS
Core	MO/15C/401	25. Organization Development-II	3	45	3	50	50	100
Core	MO/15C/402	26. Cross-Cultural Business Management	3	45	3	50	50	100
Core	MO/16C/403	27. Human Resource Accounting and information System	3	45	3	50	50	100
Interdisciplinary	MO/16ID/404	28. Workplace Counselling	2	30	3	50	50	100
Elective	MO/15E/405B MO/16E/405A	29a.. Entrepreneurial Development 29.b. Industrial Health, Hygiene and Safety	2	30	3	50	50	100
Core	MO/15C/406	30. Industry Institute Interface IV	6	-	-	50	50	100
Record	MO/15S/407	31. Softskills IV	2	30	3	50	50	100
Record	MO/15R/408	32. Block Placement (After 4 th Semester Theory Exams)	-	-	-	No marks. Only a requirement for Course Completion		
TOTAL CREDITS			21	----				

Note: The Softskill courses will not be taken into account for classification. But candidates should appear and pass all these subjects for course completion.

C:FIELD PRACTICUM- CREDIT MATRIX.

SEMESTER	TYPE OFFIELDWORK	MINIMUMNUMBER OFDAYS	MINIMUMNUMBER OFHOURS	CREDITS.
I	Observational visits	4	30	6
I	Concurrent fieldwork	12	90	
II	Concurrent fieldwork	24	180	6
II	Summerplacement*	30 days/ onemonth		
III	BlockInternship	24	180	6
III	Outbound Training	4	30	1
IV	BlockInternship	24	180	6
IV	Blockplacement**(MayMonth)	30 days / onemonth		
TOTAL				25

Note:

*Nomarks.Requirementforcoursecompletion.

SYLLABUS

SEMESTER-

IPAPER 1: HUMAN RESOURCE MANAGEMENT (HRM)

SUBJECT CODE : MO/16C/101

Credits:3

Core Paper

Teaching Hours:45

Objectives:

1. To introduce the student to the various concepts and principles of HR.
2. To give the student exposure to implementation of HR policies in Organizations.
3. To give the student knowledge about best practices involved in HRM.
4. To motivate student to manage human resource by using best HR practices.

UNIT I INTRODUCTION

Definition of HRM, Objectives – Importance- Nature- Scope- Functions- Role and Qualities of a good Personal Manager, Evolution and growth of personnel management in India. Difference between PM and HRM. Models of HRM- Fombrun Model, Harvard Model, Guest Model and Warwick Model. Strategic Human Resource Management

UNIT II HUMAN RESOURCE PLANNING

Job Analysis-

Need for Job Analysis, Steps in Job Analysis, Methods for collecting Job Analysis. Defining Job Description and Specification. **Human Resource Planning-**

Meaning, Definition, Importance, Factors Affecting and Different process of Human Resource Planning - Long term and Short term planning - **Succession Planning**

UNIT III RECRUITMENT AND SELECTION

Recruitment- Meaning, Definition- sources – **Internal Sources** – Promotion, Transfer, Employee Referral, Job Bidding **External sources**- Campus Recruitment, Advertisements, Employment Exchanges, Unsolicited Applicants, Field Visits, Labour contractors, Recruitment at the Factory Gate. **Alternatives Sources to Recruitment** – Overtime, Subcontracting, Temporary Employees, Employee Leasing and Outsourcing. Modern sources of recruitment. Evaluation of Sources of Recruitment. Recruitment Policies and procedures.

Selection – Meaning, Definition, Steps in Selection process- Application Blank, Preliminary Interview, Test- Types of Test, Interview- Types, Medical Examination, Reference Checks.

Induction – Meaning, Definition, Components

of Induction, Induction Program in companies.

Placement- Definition, Differential Placements.

Talent Acquisition

UNIT IV COMPENSATIONMANAGEMENT

Job Evaluation-Meaning,Definition, methods of Jobevaluation-**Performance Appraisal**- Definition-objectives- Traditional and Modern Methods of Performance Appraisal-Process of Performance Appraisal –problems with Performance Appraisal - PotentialAppraisal.**Compensation** –nature-Objectives ofCompensation Planning- ComponentsofPayStructure-FactorsInfluencingCompensationLevels- Choicesin designingCompensationSystemExecutiveCompensation.**IncentivePlans**- IndividualIncentives-GroupIncentivesandOrganisation wide Incentives- Fringe Benefits.**Employee Separation** : Retirement,Resignation,Dismissal

UNIT V MODERNHRM

Mentoring - Knowledge Management - Quality of Work Life –Work Life Balance - -
HRAudit-HumanResourceinMergersandAcquisitions.Employee Empowerment- HR metrics.

TeachingMethods:

Lectures,Assignments,Discussions,Casestudy,Seminars,RolePlay,Processlab.

TextBooks:

1. GrayDessler:HumanResourceManagement,PHI
2. Luis R. Gomez-Mejia, David B.Balkin and Robert L.Cardyn. Managing HumanResource,PHI, 2002.
3. BeardwellandLenHolder,HumanResourceManagementMacmillianIndiaLtd.
4. StratusandSayles,ManagingHumanResources-PrenticeHallInc,(1977).
5. GrahamH.T.,R.Bennet,HumanResourcesManagement-Pitman,London,(1955).
6. EdwinFlippo,PrinciplesofPersonnelManagement-Mc.GrawHill.
7. DouglasMc.Gregor,theHumanSideofEnterprise;
8. Performance Appraisal, Theory and practice - AIMA VIKAS Management series,NewDelhi, 1986.
9. DaleS.Beach,Personnel-TheManagementofpeopleatwork.
10. C.B.Mammoria,PersonnelManagement-HimalayanPublishingco,NewDelhi.
11. Deccenzo/Robbins:Personnel/HumanResourceManagement,PHI,2002.
12. Pattanayak:HumanResourceManagement,PHI,2002
13. Ashwatappa,HumanResourceManagement.

PAPER2: ORGANISATIONAL BEHAVIOUR
SUBJECT CODE : MO/15C/102

Credits:3

Elective Paper

Teaching Hours: 45

Objectives:

1. To introduce the student to human needs and human behaviour.
2. To give them an exposure to living in groups, issues arising out of it and addressing such of those issues.
3. To give them knowledge about leading and motivating people.
4. To give them an exposure to the basics of organization and organizational life.

UNIT I FOCUS AND PURPOSE Definition, need and importance of organizational behaviour – Nature and scope – Framework – Organizational behaviour models.

UNIT II INDIVIDUAL BEHAVIOUR Personality – types – Factors influencing personality – Theories – Learning – Types of learners – The learning process – Learning theories – Organizational behaviour modification. Misbehaviour – Types – Management Intervention. Emotions - Emotional Labour – Emotional Intelligence – Theories. Attitudes – Characteristics – Components – Formation – Measurement Values. Perceptions – Importance – Factors influencing perception – Interpersonal perception Impression Management. Motivation – Importance – Types – Effects on work behavior.

UNIT III GROUP BEHAVIOUR Organization structure – Formation – Groups in organizations – Influence – Group dynamics – Emergence of informal leaders and working norms – Group decision making techniques – Team building - Interpersonal relations – Communication – Control.

UNIT IV LEADERSHIP AND POWER: Meaning – Importance – Leadership styles – Theories – Leaders Vs Managers – Sources of power – Power centers – Power and Politics.

UNIT V DYNAMICS OF ORGANIZATIONAL BEHAVIOUR: Organizational culture and climate – Factors affecting organizational climate – Importance. Job satisfaction – Determinants – Measurements – Influence on behavior. Organizational change – Importance – Stability Vs Change – Proactive Vs Reaction change – the change process – Resistance to change – Managing change. Stress – Work Stressors – Prevention and Management of stress – Balancing work and Life. Organizational development – Characteristics – objectives – Organizational effectiveness Developing Gender sensitive workplace

TeachingMethods:

Lectures,Assignments,Discussions,Casestudy,Seminars,RolePlay,Processlab.

TextBooks:

1. FredLuthans,Organizationbehaviour,McGrawHill.
2. Hell Reigel, Slocum and Woodman, Organization behaviour, south western, Thomsonlearning,9th Edition.
3. R.S.Dwivdi, Human Relations and Organizational Behaviour, 2nd edition, EnglewoodCliffs,PrenticeHall 1995.
4. Staw, B.M.Psychological Dimensions of Organizational Behaviour, 2nd edition, EnglewoodCliffs, PrenticeHall 1995.
5. Stephen P.Robbins, Organizational Behaviour, 9th Edition Personal education, NewDelhi,2002.
6. Steven L.Mc.Shane, Mary Ann von Glinow, Organizational Behaviour, TataMc.GrawHill.
7. Hersey & Blanchard:Management of Organizational Behaviour, 8th Edition, and PHI,2002

**PAPER .3 PRINCIPLES OF MANAGEMENT
SUBJECT CODE : MO/16C/103 SEMESTER-I**

Credits:3

Core Paper

Teaching Hours:45

Objectives:

1. To introduce the students to concepts and theories of Management.
2. To give them an exposure to the different schools of management thoughts..
3. To give them knowledge about leading and motivating people.
4. To give them an exposure to the basics of organization.

UNIT – I : Management- definition - principles and process of management - the evolution of management thoughts- specific management, administrative management, human relation and system approach to management. **Planning - principles and types of planning - steps in planning - limitations of planning.** Policymaking - general policies and specific policies in an organization- **basic areas of policy making and goal setting.**

UNIT II : Organizing - organizational structure and design - authority and hierarchy - span of management - pros and cons of narrow and wide spans of control- optimum span. Use of organizational charts and manuals - lines and staff relationship - delegation - centralization of authority and the pros and cons of each.

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. Types of Communication – process of communication

UNIT IV: Co-ordination and control - Concept of control - process of control - methods of control - application of the process of control at different levels of management - performance standards - Measurements of performance - Remedial action - Needs for co-ordination- Techniques of securing co-ordinations.

UNIT V: Decision making- models and techniques of decision making and implementation - Management by objectives- Management by Exception- Management by walking around.

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. Hellriegel / Jackson/ Solum, Management-A Competency based approach, Thomas, South Western.
2. Allen, L.A., Management and organization, Mcgraw Hill publishing co., ltd.
3. Chandrabose. D. Principles of Management and Administration PHI 2002.
4. Hannagan, Management concepts and practices, Macmillan India Ltd.,
5. Koontz O'Donnell, Principles of Management Mcgraw Hill publishing co., ltd.,
6. Prasad, L.M, Principles and practices of Management Sultan hand & Sons.
7. Peter Drucker, The Practices of Management- Hillied publications.
8. Sathya Raju, Management: Text & Cases, PHI, 2002.
9. Stoner: Management, 6th Edition, and PHI, 2002.

10. Robbins:Management,7thEdition,andPHI,2002.
11. Certo:ModernManagement,9thEdition,andPHI,2002.

TeachingMethods:

Lectures,Assignments,Discussions,Casestudy,Seminars,RolePlay,Processlab.

TextBooks:

12. Hellriegel / Jackson/ Solum, Management-A Competency based approach, Thomas,SouthWestern.
13. Allen,L.A.,Managementandorganization,McgrawHillpublishingco.,ltd.
14. Chandrabose.D.PrinciplesofManagementandAdministrationPHI2002.
15. Hannagan,Managementconceptsandpractices,MacmillanIndiaLtd.,
16. KoontzO'Donnell,PrinciplesofManagementMcgrawHillpublishingco.,ltd.,
17. Prasad,L.M,PrinciplesandpracticesofManagementSultanhand&Sons.
18. PeterDrucker,ThePracticesofManagement-Hilliedpublications.
19. SathyaRaju,Management:Text&Cases,PHI,2002.
20. Stoner:Management,6thEdition,andPHI,2002.
21. Robbins:Management,7thEdition,andPHI,2002.
22. Certo:ModernManagement,9thEdition,andPHI,2002.

PAPER 4: LABOUR WELFARE AND SOCIAL SECURITY
SUBJECT CODE : MO/16C/104 SEMESTER-I

Credits:3

Core Paper

Teaching Hours:45 hours

OBJECTIVES:

1. To introduce the student to the concept of labour welfare
2. Introduce the student to various legislations pertaining to labour welfare and social security

UNIT 1. Introduction

Industry as a social system, **Evolution of Working Class**, Changing nature of work, Concepts of welfare and employee welfare – Meaning and Evolution

UNIT 2. Employee Welfare

Welfare as an HR function, Role of Government, Management and Trade Unions in welfare; Agencies of employee welfare – State and Central. Welfare as social responsibility of business; Welfare audit. Employee Welfare in the present Indian context - Emerging trends, Welfare in the IT sector.

UNIT 3. Welfare Legislations

Factories Act, 1948; Tamil Nadu Shops and Establishment Act, 1947; Payment of Wages Act 1935, Payment of Bonus Act 1965, Contract Labour (Regulation and Abolition) Act, 1970; The Tamil Nadu Factories (Welfare Officers) Rules, 1953, Labour Welfare Fund.

UNIT 4. Social Security

Concepts of social security, Pertinent legislations: Workmen's Compensation Act 1923, Employees State Insurance Act, 1948, Employees Provident Fund and (Miscellaneous Provisions) Act, 1952; Maternity benefit Act, 1961; Payment of Gratuity Act, 1972. Payment of Wages Act, 1936, Payment of Bonus Act 1965

UNIT 5. Companies Act

Introduction-Definition and Types of Company-Steps in the formation of Company. Prospectus – Directors – Winding up of Company

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books :

1. Personnel Management & Industrial Relation - P.C. Tripathi
2. Dynamics of Personnel Management - C.B. Matoria
3. Human Resource Management - N.G. Nair & Latha Nair Sultan Chand & Sons.
4. Essentials of Human Resource Management and Industrial Relations – P. Subbarao, Himalaya.
5. N.D. Kapoor - Mercantile Law - Sultan Chand & Sons
6. R. Venkatapathy & Assisi Menachery - Industrial Relations & Labour Legislation - Aditya Publishers.

SEMESTER-

**IPAPER5: FUNDAMENTALS OF MANAGEMENT ACCOUNTING AND
FINANCIAL MANAGEMENT**
SUBJECT CODE : MO/16ID/105
Credits:2 **Interdisciplinary Teaching Hours:30**

OBJECTIVES:

1. To introduce the students about the fundamentals of accounting
2. To make the students understand basics of management accounting

Unit 1 Introduction to Accounting

Book-keeping and Accounting: Meaning, Definition, Objectives. Accounting Concepts and Conventions – Journal, Ledger, Trial Balance. Preparation of Final Accounts: Trading, Profit and Loss Account, Balance Sheet (Problems). Groups interested in Accounting Information.

Unit 2 Management accounting

Definition, Scope and **Functions of Management Accounting**. Difference between Management Accounting and Financial Accounting. Financial Analysis – Concepts and Objectives, Tools of Financial Analysis: trend analysis, Ratio Analysis. (Problems)

Unit 3 Cost Accounting

Concept of cost, Elements of Cost. Cost Accounting: Objectives – Cost Sheet (Problems). Classification of cost. - Cost Unit and Cost Centre. **Methods of Costing**, Techniques of costing. Labour Costing. Labour Turnover – Idle time and Over Time – Causes and Control.

Unit 4 Financial Management

Objectives and Functions of Financial Management, Role of Financial Management in an organization. Objectives of firm – Profit Maximization Vs Wealth Maximization. Capital Structure – Cost of Capital – Computation for each source of finance and weighted average cost of capital – EBIT-EPS Analysis.

Unit 5. Marginal Costing

Marginal Costing – Definition, Break-even point analysis – Contribution, P/V Ratio, Margin of safety, Profit Planning (Problems)

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. Louderback, 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. L.M. Panday, Management Accounting, 3rd edition New Delhi, Vikas Publication, yr 2000.
6. Robert N. Antony, Management Accounting Principles - D.B. Tareporeval sons & Co. ltd.

7. Ronald N. Hilton, Management Accounting, 5th edition New Delhi, Tata McGraw
Hillyr.2002.8. James.C.Van horne, Financial Marketing and Policy - prentice hall of India
Pvt,Ltd.New Delhi - 2002 12th edition

PAPER-6:INDUSTRY INSTITUTE INTERFACE-I
SUBJECT CODE : MO/15C/106

Credits:6

Core Paper

No. Of Days: 22-24 days

Objectives:

1. To give them an opportunity to make personal observations with respect to the organization and administration of Corporate Sector.
2. To enable the students to interact with the corporate managers, executives and community/beneficiaries, governmental agencies so as to get a practical exposure to the working of organizations.
3. To enable the students to take part and have a practical experience in the Change Management initiatives undertaken by corporate.
4. To develop the skills essential for the effective management of Corporate and to practically expose them to the unique practices adopted by the Corporate.
5. To prepare them for the future practical learning.

For this purpose the field work for the programme with respect to I Semester the field work will be organized in the following manner.

**Nature of Field Work: Observation visits &
 Concurrent Field Work**

Methodology:

1. Orientation and observation visits to Corporate Organizations working in different sectors.
2. Individual Student reports submission on the visits made and observation done.
3. Fieldwork conferences with the faculty supervisors.
4. Observation visit based presentation and seminars.
5. Concurrent fieldwork-
 students will report in an organization 2 days in a week and have a firsthand exposure to the activities of HR department for a period of 6 weeks

Paper.7: Soft Skills I
SUBJECT CODE : MO/15S/107

Credits: 2
Hours

LectureHours:30

Communication: Body posture, Tone, Voice modulation, Speed, Listening Skills, writingskills, presentation skills, publicspeaking, Story telling, Humor.

Interpersonal Skills: Johari window, networking skills, building trust, Overcoming bias, Respect, selfdisclosure, dealingwithdifficultpeople, managingpolitics, Collaboration, Learningto work in teams.

Goal setting and Time Management: Goal clarity, prioritizing, Motivation, AchievementMotivation, Lawof attraction, developing personalvision andmissionstatement.

PersonalityDevelopment: Grooming, Attitude, Values, selfacceptance, selfesteem, Assertiveness, competitiveness, selfconfidence, handlingcriticism, Resilience

PAPER 8: TRAINING AND DEVELOPMENT
SUBJECT CODE : MO/15C/201

Credits: 3

Core Paper

Teaching Hours: 45

Objectives:

1. To provide an understanding of the nature and process of Training and Development.
2. To provide knowledge on the different strategies used in training.
3. To induce leadership and mentoring skills among students.

UNIT I

Introduction to Training Concept, definition, meaning, need for training, importance of Training, Objectives of Training, Concepts of education, Training and Development, Overview of training functions, Types of Training

UNIT II

Process of Training: Steps in Training, Identification of Job Competencies, Criteria for identifying training needs, (Person Analysis, Task Analysis, Organization Analysis), Assessment of Training Needs, Methods and process of Needs Assessment.

UNIT III

Designing and implementing Training Programme: Trainer identification, Methods and Techniques of training, designing a training module, (Cross cultural leadership, training the trainer, Change), Management Development Programme, Budgeting of Training,

UNIT IV

Evaluation of Training Programme: Kirkpatrick Model of Evaluation, CIRO Model, Cost-Benefit Analysis, ROI of Training.

UNIT V

Learning and Technology: Principles of Learning, Theories of learning, Reinforcement Theory, Social Learning Theory, Andragogy, Multimedia training, E-learning/Online Learning, Distance Learning.

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. Bewnet, Roger cd. Improving Training Effectiveness, Aldershot, Gower 1988
2. Buckley R & Caple, Jim, The theory and Practice of Training, London, Kogan & page 1995
3. Lynton R Pareek U. Training and development, 2nd ed. New Delhi, Vistaar, 1990
4. Rae Letc. How to measure Training Effectiveness, Aldershot, Gower, 1986.
5. Reid M. A. etc. Training Interventions, Managing Employee Development, 3rd ed. London IPM 1992.
6. Serge P. The Fifth Discipline: The Art and Practice of Learning Organization, London Century, 1992.

PAPER 9: INDUSTRIAL RELATIONS

SUBJECT CODE : MO/15C/202

Credits: 3

Core Paper

Teaching Hours: 45

OBJECTIVES:

1. To introduce the student to the concept of industrial relations
2. Introduce the student to various legislations pertaining to industrial relations

UNIT 1. Introduction

Indian Constitution and Labour Relations; Labour Laws: Concept, Origin, Objectives and Classification. **Industrial Relations**- Concept and philosophy of IR, model IR system, Approaches to IR: Human Relations approach, Psychological Approach, Sociological Approach, Gandhian Approach, Marxian Approach and Dunlop's Systems Approach.

UNIT 2. Dynamics of Industrial Relations

Collective Bargaining – Meaning, Types, Process of collective bargaining, Approaches and Techniques; Participative Management – Concept- Industrial democracy, participative models, forms of participation, level of participation, Employee empowerment.

Unit 3: IR Legislations

Salient Provisions of The Industrial Disputes Act 1947, The Industrial Employment (Standing Orders) Act, 1946

Unit 4: Trade Union – Concept and Law

Concept, Features, Functions, History of Trade Union Movement in India, Decline of Trade Unions. The Trade Union Act, 1926

Unit 5: Discipline and Grievance Redressal

Discipline - Approaches; Standing orders, Service Rules, Code of Discipline; Grievance: methods of redressal. Domestic enquiry - principles of Natural Justice, Misconducts, Disciplinary procedures, Punishment, Positive disciplinary intervention, Remedial counselling

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books :

1. Personnel Management & Industrial Relation - P.C. Tripathi
2. Dynamics of Personnel Management - C.B. Matoria
3. Human Resource Management - N.G. Nair & Latha Nair Sultan Chand & Sons.
4. Essentials of Human Resource Management and Industrial Relations – P. Subbarao, Himalaya.
5. N.D. Kapoor - Mercantile Law - Sultan Chand & Sons
6. R. Venkatapathy & Assisi Menachery - Industrial Relations & Labour Legislation - Aditya Publishers.

PAPER10: RESEARCH METHODOLOGY & STATISTICS
SUBJECT CODE : MO/15C/203

Credits:3

Core Paper

Teaching Hours: 45

Objectives:

1. To educate students on the applications of research in the field of HR-OD.
2. To teach the entire research process.

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 - normal, 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 and their application in Management problem solving.

UNIT V **Presentation of Research results:** Tabulation - Need, Nature and Guidelines - ungrouped and grouped frequency tables, charts and diagrams, organizing report: Use of Executive summary, appendix and Bibliography - use of SPSS.

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. Kothar - Research Methodology
2. Anderson, Quantitative methods in Business, Thomson, 2002.
3. Richard I Levin and David S. Rubin Statistics for Management. Pearson Education Asia 2002.
4. David M. Levin, Simothy C Krehbiel and Mark L Berenson. Business Statistics - A first course. Pearson Education Asia 2002.
5. Levin and S. Rubin, Statistics for Management.
6. S.P. Gupta - Statistical Methods.
7. Cooper and Schindler - Business Research Methods.

PAPER11:CHANGEMANAGEMENT
SUBJECT CODE : MO/16C/204

Credits:3

CorePaper

TeachingHours:45

OBJECTIVES:

1. To help gain knowledge about the concepts of change management.
2. To acquire skills required to manage change effectively.
3. To understand the various components and constraints involved in Change management.

UNIT1 Personal Change

Change: Introduction, meaning, need, implications. Personal Change: Meaning, understanding personal change, and personal change process, components of personal change: Self awareness, self analysis, self efficacy, self esteem, organizational roles - making organizational roles effective and role efficacy, Importance.

UNIT2 Concept of Organizational Change & several Models

Organizational Change: Definition, nature, types, forces, models of organizational change – Force Field, Kurt Lewin, Systems, 7 Stage and Contemporary Activities Research, Burke/Litwin Model of change, Ralph Kilman 5 sequential stages of organizational change, Ronald Lippitt, Jeanne Watson & Bruce Westly 7 stage Organizational change- Socio-technical system theory and Open system Planning;

Unit3 Implementing change

Leading the change process, facilitating change, dealing with individual and group resistances, strategies and skills for Communicating change, develop learning Organization;

UNIT4 Organizational Culture & Change: Corporate Culture, types of culture, importance, nature, formal & informal components of organizational culture, functions, creating & sustaining culture, designing strategy for cultural change;

UnitV

Consolidating Change - Signs of consolidation, actions to consolidate change, Some words of Caution in managing Change. **Creativity & Innovation:** Meaning, need, components of creativity & innovation, Organisational constraints, Organisational environment for creativity & innovation.

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. Change & Knowledge Management - R.L. Nandeshwar, Bala Krishna Jayasimha, Excel Books, 1st Ed.
2. Management of Organizational Change - K Harigopal - Response Books, 2001
3. Change Management, concepts and applications, Radha R. Sharma, TMH
4. Managing Organizational Change - V Nilkant, S Ramnarayan Response Books 2004.
5. Managing organizational change, Palmer, Dunford, Akin, Tata Mc-Graw Hill edition
6. Organization Change and Development, Kavith Singh, Excel Books

PAPER 12: MANAGERIAL ECONOMICS
SUBJECT CODE : MO/16ID/205

Credits: 3

Interdisciplinary

Teaching Hours: 30

OBJECTIVES:

1. To help gain knowledge about the concept of micro-economics
2. To acquire skills required to understand and interpret macroeconomic environment in India

Unit 1- Fundamentals of Economics-Economics-Meaning, Definitions, Branches of Economics, Main Divisions of Economics. Managerial Economics-Definition, Characteristics and Significance/Scope of Managerial Economics in an Organization, Difference between Economics and Managerial Economics. Role of Managerial Economist/why Managers should study Managerial Economics. Assignment: Types of Economic Systems.

Unit 2- Demand Analysis and Forecasting-Demand-Meaning, Law of Demand, Demand Schedule and Demand Curve, Why Demand Curve Slopes Downward, Exception to Law of Demand or Perverse Demand Curve, Difference between Change in Demand and amount demanded, Factors determining Demand/ Demand Function, Elasticity of Demand Meaning and Definition, Meaning of Price Elasticity, Income Elasticity and Cross Elasticity of Demand (Only Meaning and Symbolic representation no Problems and methods of calculation). Factors influencing Elasticity of Demand, Importance of Elasticity of Demand, Demand Forecasting-Meaning, Definition, Types of Forecasting, Objectives and Purpose of Forecasting, Importance of Forecasting, Levels of Forecasting Approaches to be adopted for forecasting demand of New products. Assignment: Demand Forecasting Techniques

Unit 3- Supply and Production -Supply-Meaning, Supply Schedule, Law of Supply, Supply Curve, Factors determining Supply/ Determinants of Supply, Expansion and Contraction of Supply Curve, Increase or Decrease in Supply, Elasticity of Supply. Production -Meaning, Types of Utilities, Factors of Production, Production Function, Laws of Production: Laws of Variable Production, Laws of Returns to Scale, Economies of Scale Meaning, Types of Economies of Scale-Internal and External, Diseconomies of Scale-Internal and External

Unit 4- Cost and Revenue Concepts-Cost and Concepts, Break Even Analysis-Meaning, Determinants of BEP, Usefulness and Limitations of Break Even Analysis. Revenue-Meaning, Kinds of Revenue

Unit 5- National Income-Social Accounting Aggregates, Computation of National Income, Business Cycle and Phases, Characteristics of Business Policy, Inflation and Deflation, Monetary Policy, Central Bank Functions, RBI Functions, RBI and Credit Control measures used by RBI, Fiscal Policy-Meaning, Objectives of Fiscal Policy, Instruments of Fiscal Policy, Limitations of Fiscal Policy. Economic Planning-Definition, Features, Objectives, Planned Vs Unplanned Economy, Competition Act 2002 and Foreign Exchange Management Act 1999 Assignment: Objectives and Provisions of MRTP Act 1969, Foreign Exchange Regulation Act 1973

Teaching Methods:

Lectures,Assignments,Discussions,Casestudy,Seminars,RolePlay,Processlab.

ReferenceBooks:

1-M.L.Sethi. "Principles of Economics"**2-** D.M.Mithani. "Business Economics"**3-** Varshneyand Maheshwari. "Managerial Economics"**4-** Sumadamodaran. " Managerial Economics"**5-**Dwedi.D.N. "Managerial Economics"**6-** Davis, H. "Managerial Economics"**7-**ManagerialEconomics :Concepts & Cases V.L.Mote **8-** Managerial Economics R.L.Varshney **9-**Managerial Economics 2nd ed. YogeshMaheshwari **10-** Managerial Economics H.L.AhujaS.Chand**11-** Managerial Economics S.Sankaran

PAPER:13: INDUSTRY INSTITUTE INTERFACE-II

Credits:6

Core Paper

No Of Days: 24

SUBJECT CODE : MO/15C/206

Nature of Field Work: Concurrent Field Work

Methodology:

1. Concurrent fieldwork- students will report in an organization 2 days in a week and have a first hand exposure to the activities of HR department for a period of 12 weeks

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PAPER:14: SOFT SKILLS-II

SUBJECT CODE : MO/15S/207

Credits:2

Core Paper

Teaching Hours:30

Transactional Analysis: Egostates, Games people play, Script.

MBTI: Mayer Briggs Personality Type Indicator, Identifying one's own personality.

Professional skills-I: English language-

Voice & Accent, Business Etiquette, Meeting management, Telephone etiquette, Email etiquette, Intercultural competence.

NLP: NeuroLinguistic Programme

PAPER:15:SUMMER PLACEMENT

Credits:2

Period of Placement:30 Days

SUBJECT CODE : MO/15R/208

Objectives:

1. To give the student trainees to make use of the summer vacation by getting placed in a Corporate Organization and to benefit.
2. To prepare them for the next academic year field training.
3. To give them an opportunity of additional learning about the field.

For this purpose the field work for the programme with respect to fourth semester the fieldwork will be organized in the following manner.

Nature of Field Work:

Summer Placement

Methodology:

1. It will be unsupervised placement training.
2. A compulsory requirement for course completion.
3. The student trainees will be given broad guidelines for their interaction with the Organization and learning.
4. Depending on the student's interest and possibilities, individual placement in an organization will be permitted.
5. After completion of the summer placement training, students are expected to submit a summer placement completion certificate and a consolidated report of their activities and learning during the period of placement.
6. On reopening of the college (in the beginning of the next academic year) students will have to make a presentation of their experiences and learning to the class and thereby information/experience sharing will be facilitated.

PAPER 16: ORGANIZATION DEVELOPMENT-I
SUBJECT CODE : MO/15C/301

Credits: 3

Core Paper

Teaching Hours: 45

OBJECTIVES:

1. To orient students with the various tools & techniques for Organization Development
2. To acquire the knowledge/skills and dynamics of OD.

Unit-1

Introduction and Characteristics of OD, Foundations of Organizational Development: Conceptual framework of OD, History of OD, First order and second order Change, Values, assumptions and beliefs in OD.

Unit-2

Participation and Empowerment, Teams and teamwork, Parallel learning structures, A normative-re-educative strategy of changing, Applied behavioral science, Action research.

Unit-3
Managing the OD Process: Components of OD Process, Diagnosis, Action & Program Management; Diagnosis: Diagnosing the System, its subunits and Processes, Diagnosis using the Six-box Organizational Model

Unit-4

Third Wave Consulting: The Action Component: nature of OD intervention, analyzing discrepancies: The Program Management Component: Phases of OD Programs, model for managing change, creating parallel learning structures.

Unit-5

Dynamics of organizational Development: Organizational climate – factors affecting organizational climate – importance. Job satisfaction – determinants – measurements – influence on behavior. Organizational change – importance – stability Vs change – proactive Vs reaction change – the change process – resistance to change – managing change.

Organizational effectiveness – perspective – effectiveness Vs efficiency – approaches – the time dimension – achieving organizational effectiveness.

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. Organization Development, behavioral science interventions for Organization Improvement, Wendell L. French, Cecil H. Bell, Veena, Jr, Pearson, PHI.
2. Organizational Design and Development-Concepts and Applications-Dr. Bhupen Srivastava, Biztantra.
3. Organizational designs for excellence, Pradip N. Khadwalla, TMH, 2005
4. Organization Theory & Design, Richard L Daft, Cengage Learning, 8th Edition.
5. Organization Development, & Transformation, Managing Effective Change, Wendell L. French, Cecil H. Bell, Jr, TMH
6. Organizational, Design, and Change-

PAPER 17: OPERATION MANAGEMENT**SUBJECT CODE : MO/16ID/302****Credits: 2****Interdisciplinary Paper****Teaching Hours: 30****Unit – I INTRODUCTION**

Introduction to production and operation management- system- nature , importance and organizational function.-Characteristics of modern production and operation function. Recent trends in production and operation management. Role of operation in strategic management. Production and operation strategy– nature of international operation management

Unit – II CAPACITY PLANNING AND FACILITY PLANNING

Capacity planning- long range, types, capacity requirements planning (CRP); developing capacity alternatives. Aggregate planning- approaches, cost, relationship to master production schedule. Over view of MRP. MRP II, ERP, CAD and CAM

Facility layout- facility location- theories- principles, types, planning tools and techniques

Unit – III INVENTORY MANAGEMENT

Purchasing– objectives, functions, policies, vendor rating and value analysis, store management- nature , layout, classification and coding- inventory – objectives , cost and control techniques. Overview of JIT

Unit – IV PRINCIPLES OF TQM

Introduction- TQM framework- overview of the contribution of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi Techniques- Concept of quality circle, Japanese 5S, Principles & 8D Methodology .

Unit – V PROCESS CAPABILITIES AND QUALITY MANAGEMENT SYSTEM

Total productive maintenance (TPM), BPR- principles, application, re-engineering process benefits and limitations

Quality function development (QFD)- benefits, voice of customers, information, house of quality (HOQ), benchmarking and POKA YOKE

Introduction IS/ISO 9004:2000– Quality management systems- guidelines for performance improvements quality audit.

Teaching Methods:

Lectures, Assignments, Discussions, Casestudy, Seminars, Role Play, Process lab

TEXTBOOKS

1. Dale H. Besterfield et al, Total Quality Management, Third edition, Pearson Education (First Indian Reprints 2004).
2. Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, First Edition 2002
3. Aswathappa K and Shridhara Bhat K, Production and Operations Management, Himalaya Publishing House, Revised Second Edition, 2008.
4. Pannerselvam R, Production and Operations Management, Prentice Hall India, Second Edition, 2008.
5. Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage Learning, 2002

Reference book

1. Douglas C. Montgomery, Introduction to Statistical Quality Control, Wiley Student Edition, 4th Edition, Wiley India Pvt Limited, 2008.
2. James R. Evans and William M. Lindsay, The Management and Control of Quality, Sixth Edition, Thomson, 2005.
3. Poornima M. Charantimath, Total Quality Management, Pearson Education, First Indian Reprint 2003.
4. Indian standard – quality management systems – Guidelines for performance improvement (Fifth Revision), Bureau of Indian Standards, New Delhi.
5. Kanishka Bedi, Production and Operations Management, Oxford University Press, 2004.
6. Russel and Taylor, Operations Management, Wiley, Fifth Edition, 2006
7. Chary S. N., Production and Operations Management, Tata McGraw Hill, Third Edition, 2008.
8. Chase Jacobs, Aquilano & Agarwal., Operations Management, Tata McGraw Hill, 2006.
9. Mahadevan B., Operations Management Theory and practice, Pearson Education, 2007.

SEMESTER

III PAPER: 18 CORPORATE PLANNING AND STRATEGIC MANAGEMENT
SUBJECT CODE : MO/15C/303

Credits:3

Core Paper

Teaching Hours:45

OBJECTIVES:

1. To induce managerial qualities of decision making in a competitive environment.
2. To encourage students to be good managers where Organizational change takes place.
3. To promote corporate values and instill leadership capabilities among students.

Unit 1: Introduction-Definition & nature of Corporate Planning, Advantages and disadvantages. Concept of strategy, levels at which strategy operates, Definition of strategic management, strategic management process, -Strategic intent: Vision, Mission, Goals and Objectives.

Unit 2: Strategic decision making, approaches to strategic decision making.. - Environmental scanning and appraisal, Organizational appraisal, strategic advantage analysis

Unit 3: Strategy Formulation -Corporate level strategies- Stability, Expansion, retrenchment, and Combination strategies -Business level strategies- Cost leadership, Differentiation and focus business strategy Functional Strategies- Financial, marketing, personnel and operations plans and policies. Strategic analysis and choice- **Tools and techniques for strategic analysis.** SWOT analysis, GAP analysis, Porter's five forces model, Value-chain analysis, Benchmarking, BCG Matrix, GE-9 Cell Matrix, TOWS Matrix, Grand Strategy Matrix, McKinsey's 7'S framework.

Unit 4: Strategy Implementation -Interrelationship of formulation and implementation, Resource allocation, Structures for strategies, strategic leadership, corporate culture, politics and power, Ethics and Social responsibility . Strategic Evaluation and Control Overview, Strategic Control, Techniques of strategic evaluation and control.

Unit 5: Strategies for the Bottom of the Pyramid, Digitalisation strategies, Tailoring strategy to fit specific industry and company situation. Managing Technology and Innovation-Strategic issues for Non Profit organisations. New Business Models and strategies for Internet Economy- case study

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:-

1. Strategic Management & Business Policy, Azar Kazmi, Tata McGraw Hill, 3rd Ed. 2009.
2. Strategic Management, Concepts & Cases, Fred R. David, Pearson Education, 9th Ed. 2005.
3. Competitive Advantage, Michael E. Porter, Free Press.
4. Globalisation, liberalisation and strategic Management, V.P. Michael, Himalaya Publ

ishingHouse.

5. Crafting and Executing Strategy- The quest for competitive advantage, Concept & Cases- A.A. Thompson, A.J. Strickland, John E. Gamble, Arun K. Jain, Tata McGraw Hill-2010
6. Business Policy And Strategic Management, P. Subba Rao, Himalaya Publishing House.

PAPER19:COMPENSATIONMANAGEMENT**Credits:3****TeachingHours:45****SUBJECT CODE : MO/16C/304****OBJECTIVES:**

1. Introduce studentstothebasicconceptsinvolvedinCompensationManagement.
2. To familiarizestudentswiththevarioustechniquesusedtofixsalary,incentives,etc.
3. To understandthedifferenttechniquesofmotivatingemployeesthroughcompensationmanagement.

UNIT1

Introduction:Compensationmeaning,objectives,natureofcompensation,typesofcompensations, compensationresponsibilities,Compensationsystemdesignissues:CompensationsPhilosophies, compensationapproaches,decisionaboutcompensation,compensation- base to pay, individual Vs team rewards, Perceptions of pay Fairness, legalconstraintson pay systems.

UNIT 2

Managing **Compensation: Strategic** Compensation planning, determining compensation-thewage mix, Development of a Base Pay System: Job evaluation systems, the **compensationstructure**- Wage and salary surveys, the wage curve, pay grades and rate ranges, preparingsalary matrix, government regulation on compensation, fixing pay, significant compensationissues,Compensation as a retention strategy

UNIT 3

VariablePayandExecutiveCompensation:StrategicreasonsforIncentiveplans,administering incentiveplans,Individualincentiveplans-Piecework,Standardhourplan,Bonuses, Merit Pay, Group incentive plans- Team compensation, Gain sharing incentivePlans, Enterprise incentive plans- Profit Sharing plans, Stock Options, ESOPs, executivecompensationelementsofexecutivecompensationanditsmanagement,InternationalcompensationManagement.

UNIT 4

Managing Employee Benefits: Benefits- meaning, strategic perspectives on benefits-goals forbenefits, benefits need analysis, funding benefits, benchmarking benefit schemes, nature andtypes of benefits, Employee benefits programs- security benefits, retirement security benefits,healthcarebenefits, time-offbenefits, benefits administration

UNIT-5

Employeebenefitsrequiredbylaw,discretionarymajoremployeebenefits,creatingaworklifesetting, employeeservices-designing abenefits package

TeachingMethods:

Lectures,Assignments,Discussions,Casestudy,Seminars,RolePlay,Processlab.

TextBooks:

1. Compensation&RewardManagement,BDSingh,ExcelBooks
2. Compensation,Milkovich&Newman,TMH

3. Strategic Compensation, Joseph J. Martocchio, 3rd Edition, Pearson Education
 4. Compensation Management in a Knowledge based world, Richard I. Anderson, 10th edition, Pearson Education
 5. Compensation Management, ErSoniShyamSingh, ExcelBooks.
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PAPER: 20 PERFORMANCE MANAGEMENT

Credits: 3

CORE

Teaching Hours: 45

SUBJECT CODE : MO/16C/305

OBJECTIVES:

1. Introduce students to the basic concepts involved in Performance management system.
2. To familiarize students with the various techniques used to appraise performance.
3. To make them more performance oriented effective and efficient HR managers.

UNIT I: The Foundation of Performance Management

Definition, Principles, Concerns, Benefits and Scope of Performance Management. Processes for Managing Performance, Implications for Performance Management.

UNIT II: The process of performance management

Performance management as a process of management; The performance management cycle; The performance management sequence; How performance management works; Performance management activities; Performance management in action.

UNIT III: Performance planning and agreements, Managing performance

Performance and development planning; Role profiles; Objectives setting; Performance measures and assessment; Performance planning; Development planning; The performance agreement. Managing performance throughout the year; The continuing process of performance management; Updating objectives and work plans; Managing continuous learning; Coaching and Mentoring

UNIT IV: Assessing and reviewing performance

Approach to assessment; Factors affecting assessments; Methods of assessment; Overall analysis of performance; Narrative assessment; Rating; Forced distribution; Forced ranking; Quota systems; 360 degree feedback. **Reviewing performance** : The performance review meeting; Performance review difficulties; Performance review issues; Organizational issues; Focus, criteria and impact of Performance review. Using reviews as a communication channel; Balancing past performance against future potential; Performance review problems; Self-assessment; Giving feedback

UNIT V: The Reality of Performance Management

Overall Findings of the Research, Best practice, Views about Performance Management- Problem, Issues Identified by Field Visits- Key to Success.

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. Herman Aguinis (2007) Performance Management, Pearson Education Publishers.
2. Michael Armstrong and Angela Baron (2007) Performance Management, Jaico Publishing House.
3. Robert Bacal (1999), Performance Management, McGraw-Hill

PAPER:21RESEARCH PROJECT

Credits:6

CorePaper

TeachingHours:----

SUBJECT CODE : MO/16C/306

On a selected topic related Human Resource and Organisation Development the student under the supervision of faculty supervisor has to undertake an empirical research and submit a report on that.

---PAPER:22INDUSTRY INSTITUTE INTERFACE-IIISEMESTER-III

Credits:6

CorePaper

No.Of Days:24days

SUBJECT CODE : MO/16C/307

Objectives:

1. To give them an opportunity to make personal observations with respect to the organization and administration of Corporate Sector.
2. To enable the students to interact with the corporate managers, executives and community/beneficiaries, governmental agencies so as to get a practical exposure to the working of organizations.
3. To enable the students to take part and have a practical experience in the Change Management initiatives undertaken by corporate.
4. To develop the skills essential for the effective management of Corporate and to practically expose them to the unique practices adopted by the Corporate.
5. To prepare them for the future practical learning.

For this purpose the field work for the programme with respect to I Semester the field work will be organized in the following manner.

Nature of Field Work:

Block internship

Methodology:

1. Orientation and observation visits to Corporate Organisations working in different sectors.
2. Individual Student report submission on the visits made and observation done.
3. Filed work conferences with the faculty supervisors.
4. Observation visit based presentation and seminars.

Semester:III

Interview preparation: Business Trend awareness, Resume writing, How to attend group discussion and personal interview, Entrepreneurial Thinking.

Body, Mind and Soul Integration: Physical well being – Learning useful physical fitness exercises, Health Tips, Yoga – For concentration and control, Spirituality or values for soul (Meditation)

Leadership Development: 7 habits of highly effective people, identifying one's own leadership style, Influencing skills, developing skills for delegation, mentoring, coaching, Teambuilding.

Emotional Intelligence: Understanding Emotion, Temper and Mood. Self awareness – sensitivity, Emotion regulation or management, Empathy, Social intelligence.

Paper.24:OUTBOUNDTRAINING

Credits:1

Hours:30

HoursDays :4

SUBJECT CODE : MO/16R/309

The crux of OBT lies in taking a group of people away from their normal environment into the outdoors, and placing a new, unfamiliar set of challenges before them, in the solving of which a whole lot of new equations are thrown up. The programme works on the principle that when a team is thrown together in wilderness or adventure settings, where they have to fend for themselves and meet challenges together, there is growth in many directions.

AREAS COVERED UNDER OBT TEAM BUILDING/TEAMWORK

Building successful teams while focusing on problem-solving, communication, trust-building, change and conflict resolution.

LEADERSHIP DEVELOPMENT

Identifying and developing traits successfully employed in situations involving strategy, goal setting, planning, resource allocation, empowerment, and decision-making.

CONFLICT RESOLUTION

Improving interpersonal skills, removing communication blocks, building abilities to express and resolve differences in an unstressed manner.

PERSONAL AND PROFESSIONAL EFFECTIVENESS

Improving self-image through emphasis on personal and group achievements, encouragement to stretch beyond perceived limits, and gaining a renewed sense of purpose and commitment.

INTERPERSONAL SKILLS

Develops abilities to relate meaningfully and with confidence in group and individual situations, working towards enhancing group dynamics.

PAPER:25ORGANIZATIONDEVELOPMENT-II

SUBJECT CODE : MO/15C/401

Credits:3

CorePaper

TeachingHours: 45

OBJECTIVES:

1. Understand different OD interventions
2. To help student explore the different approaches and techniques involved in OD.

UNIT 1 OD interventions: Definition, factors to be considered, choosing and sequencing intervention activities, classification of OD interventions, results of OD, typology of interventions based on target groups.

Unit-2: INTERVENTIONS

Individual Based Interventions: coaching, counseling, training, behavioral modeling, delegating, leading, morale boosting, mentoring, motivation, etc.,

Dyads/Triads Intervention: Behaviour Modelling, Process Consultation, Third Party Pace Making Activities, Role Negotiation, Gestalt

Group based Intervention : conflict management, dialoging, group facilitation, group learning, self-directed work teams, large scale interventions, team building, and virtual teams.

Unit-3 Inter-group based Intervention: Organization mirroring, third party peacemaking interventions, partnering Techno structural (Structures, technologies, positions etc.,)

Strategic interventions: Techno structural: Balanced scorecard; business process reengineering; downsizing and outsourcing;

UNIT 4 The Future and OD: The changing environment, Fundamental strengths of OD, Implications of OD for the client, ethical standards in OD, OD's future.

Unit-5 OD Consultant's role, issues in consultant-client relationship, Power, Politics & OD, Research on OD

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. Organization Development, behavioral science interventions for Organization Improvement, Wendell L. French, Cecil H. Bell, Veena, Jr, Pearson, PHI.
2. Organizational Design and Development-Concepts and Applications-Dr. Bhupen Srivastava, Biztantra

Text Books:

1. Organizational designs for excellence, Pradip N. Khadwalla, TMH, 2005
2. Organization Theory & Design, Richard L. Daft, Cengage Learning, 8th Edition.
3. Organization Development, & Transformation, Managing Effective Change, Wendell L. French, Cecil H. Bell, Jr, TMH
4. Organizational, Design, and Change-Gareth R. Jones, 5th Edition, Pearson Education

PAPER26:CROSS CULTURALBUSINESSMANAGEMENT**SUBJECT CODE : MO/15C/402****Credits:3****CorePaper****TeachingHours: 45****OBJECTIVES:**

- a. To introduce the students about the fundamentals of organizational culture & its dimensions.
- b. To impart the skills required for cross cultural business management and make the students competent.
- c. To make the students understand about the corporate culture.

UNIT-I

Introduction: Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Cultural Background of business stakeholders [managers, employees, shareholders, suppliers, customers and others] – An Analytical framework

UNIT-II
Culture and Global Management: Global Business Scenario and Role of Culture- A

Framework for Analysis; Elements & Processes of Communication across Cultures; Communication Strategy for/of an Indian MNC and Foreign MNC [with 3 illustrations on each drawing from different geo economic and social contexts] & High Performance Winning Teams and Cultures; Culture Implications for Team Building

UNIT-III

Cross Culture – **Negotiation & Decision Making**: Process of Negotiation and Needed Skills & Knowledge Base – Over view with two illustrations from multi cultural contexts [India – Europe/ India – US settings, for instance]; International and Global Business Operations- Strategy Formulation & Implementation; Aligning Strategy, Structure & Culture in an organizational Context

UNIT-IV

Global Human Resources Management- Staffing and Training for Global Operations.. Developing a Global Management Cadre.. Motivating and Leading; Developing the values and behaviors necessary to build high-performance organization personnel [individuals and teams included]

UNIT-V

Corporate Culture: The Nature of Organizational Cultures Diagnosing the As-Is Condition; Designing the Strategy for a Culture Change Building; Successful Implementation of Culture Change Phase; Measurement of ongoing Improvement

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. International Management: Managing Across Borders And Cultures, 4th Ed, “Deresky Helen,” Prentice Hall India, ISBN : 81-203-2227-4, Rs. 295.00
2. The Secret Of A Winning Culture: Building High-Performance Teams, “Esenn Drlarry, Rchildress John,” Prentice Hall India, ISBN: 81-203-1713-0, Rs. 195.00
3. Revitalize Your Corporate Culture: Powerful Ways To Transform Your Company Into A High-Performance Organization, “Cashby Franklin”, Prentice Hall India, ISBN: 81-203-1693-2, Rs. 295

SUBJECT CODE : MO/16C/403

UNIT –I- Human Resource Accounting: Introduction, concepts of Human Resource Accounting, Objectives of HRA-Advantages and limitations of HRA- Different Approaches and application of HRA in India.

Unit II : HR Analytics – Concept & Evolution of HR Analytics & data sources. HCM : 21 model. Use of work force analytic to improve decision making. Analytics and prediction. Importance of HR Analytics. Data Analytic techniques using software packages. Future of Human Resource Analytics.

UNIT –III Introduction to HRIS; Data Entry Procedure & Process; Management for HRIS: Data Formats, Data Storage & Retrieval; Transaction Processing, Office Automation and Information Processing & Control Functions; Design of HRIS: Relevance of Decision Making Concepts for Information System Design.

Unit IV HR Management Process I & HRIS: Modules on MPP, Recruitment, Selection, Placement; Module on PA System; T & D Module; Module on Pay & related dimensions; Planning & Control.

UNIT –V HR Management Process II & HRIS: Organization Structure & Related Management Processes including authority & Responsibility Flows, and Communication Process; Organization Culture and Power – Data Capturing for Monitoring & Review; Behavioral Patterns of HR & other Managers and their place in information processing for decision making; Security, Size & Style of Organizations & HRIS: Security of Data and operation of HRIS Modules; Software packages for Human Resource Information System

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. "The Agenda: What Every Business Must Do to Dominate the Decade", "Dr. Michael Hammer, Hammer and Company, One Cambridge Center, Cambridge, MA, 02142
2. A Handbook of Human Resource Management Practice, "Michael Armstrong", Kogan Page
3. Managing and Measuring Employee Performance - Understanding Practice "Elizabeth HOULDSWORTH, Dilum JIRASINGHE", Kogan Page.
4. Accountability in Human Resource Management, "Jack J Phillips", Gulf Professional Publishing.

Semester IV

PAPER:28 WORKPLACE COUNSELLING

Credits:2

Interdisciplinary Paper

Teaching Hours: 30

**SUBJECT CODE : MO/16ID/404
OBJECTIVES**

1. Introduce the students to fundamentals of counselling and application of workplace counselling.
2. To make the students understand models of workplace counselling.
3. To enhance an understanding about dealing with different kinds of people.

UNIT I INTRODUCTION

Meaning and Definition of Counseling, Counseling process- Stages - Building the counseling relationship and facilitating initial disclosure, In depth exploration, commitment to action and termination, Development of counseling skills, Introduction to important schools of counseling- Psychoanalytic counseling, Gestalt counseling, Rational emotive therapy, Person centered counseling, behavioural counseling.

UNIT II UNDERSTANDING WORKPLACE COUNSELING

Concept-History-Models of Workplace counselling- Training of workplace counselling

UNIT III SETTING UP COUNSELING IN THE WORKPLACE

An Integrative model of individual employee counseling. Preparation- Assessment- Contractual referring- Counseling - termination. Group counseling; Conflict Resolution- Intrapersonal-Interpersonal ; Familial, Teambuilding.

UNIT IV DEALING WITH SPECIFIC WORK PROBLEM

Dealing with different people- Sexual Harassment- Work life balance. Unethical behavior in workplace, Travel stress.

UNIT V INDUSTRIAL COUNSELLING

Employee problem counseling - Problems of Absenteeism, Turnover, Burnout, Depression, Substance Abuse

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. Workplace Counseling, Michael Carroll, Sage Publications, 1999
 2. Introduction to Counseling skills – Texts and Activities, Richard Welson – Jones, Sage Publications, 2000
- -----

PAPER:29A ENTREPRENEURIALDEVELOPMENT
SUBJECT CODE : MO/15E/405B

Credits:2

ELECTIVEPAPER

TeachingHours:30

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OBJECTIVES:

1. Tohelpgainknowledgeabouttheconceptsofentrepreneurship
2. Toacquireskillsrequiredtostartandmanageabusines.

UNIT I

The entrepreneurial - Definition - Characteristics of a successful entrepreneur -
Entrepreneurial scene in India - Case histories of successful entrepreneurs - Identification
ofpotentialentrepreneurs..Women Entrepreneurship.

UNIT II

Entrepreneurial Development Programme and training - Entrepreneurial Environment -
Project Identification - Project Formulation - Project Report - Project Appraisal -
ProfitabilityAnalysis.

UNIT III

Project Planning - Social COST Benefit analysis - Financial Analysis, Project financing -
Selection of site& Equipment- Institutions for ED - Financial Institution &
EntrepreneurDevelopment-BankFinancetoentrepreneur- WorkingCapitalManagement.

UNIT IV

DevelopmentofsmallScaleIndustries-
IncentivesforSSIfromCentralGovernment&StateGovernment / Industrial sickness in SSI,
causes and remedies- Selection of the site andEquipment- Plan for production.

UNIT V

Marketing Feasibility - New Product Ideas and Evaluation - Marketing and pricing policy
anddistributingchannels - Problems of small scaleunits.

TeachingMethods:

Lectures,Assignments,Discussions,Casestudy,Seminars,RolePlay,Processlab

TEXTBOOK&REFERENCE

1. EntrepreneurshipDevelopmentProgrammeinIndiaanditsRelevancetoDevelopingCountries-VG Patel EDI Publications

2. National Directory of Entrepreneur Trainer - Motivators and Resource Persons - CompiledbyS.B.Sareen & H.Anil Kumar EDI Publications

3, Entrepreneurship & small Business – Himalaya Publications by Dr. Vasant DesaiPublication2012

PAPER:29B INDUSTRIAL HEALTH, HYGIENE & SAFETY
SUBJECT CODE : MO/16E/405A

Credits:2

ELECTIVE PAPER

Teaching Hours:30

Unit I: Introduction to Industrial Safety : (History and development of safety movement, Need for safety, Safety legislation: Acts and rules, Safety standards and codes, Safety policy: safety organization and responsibilities and authorities of different levels. Accident sequencetheory, Causes of accidents, Accident prevention and control techniques, Plant safety inspections, Job safety Analysis and investigation of accidents, First aid. Financial costs-direct and indirect social costs of accidents. Compilation procedure for financial costs. Cost data, quality and its limitations-Budgeting.

Unit II: Risk Assessment: Checklist procedure, Preliminary hazard analysis, What if analysis, Failure mode effect analysis, Hazard and operability (HAZOP) studies, Hazard analysis techniques: Fault tree analysis, Event tree analysis, General outline of DOW index, Risk estimation and management,

Unit III: Hazard Identification

Major hazard control, On-site and Off-site emergency preparedness. Identification of hazard, Categorization methods for elimination of hazard, Mechanical hazards; machine guarding, safety with hand tools/ portable power tools, Pressure vessel hazards and their control, Safety in material handling: hazards and safe Practices, safety with storage of materials,

Electrical hazards: classification, safe work practices, Chemical hazards: laboratory safety, bulk handling of chemicals, Fire and explosion hazards, Fire detection, Prevention, control, and extinguishments, Industrial layout, Industrial waste management.

Unit III: Industrial Hygiene: Environmental stresses: physical, chemical, biological and ergonomic stresses, Principles of industrial hygiene, Overview of control measures. Permissible limits. Stress, Exposures to heat, Heat balance, Effects of heat stress,
2016-2018

WBGIndexmeasurement,ControlMeasures.Chemicalagents,IS/UNclassification,Flammables

,

Explosives, Water sensitive chemicals, Oxidants, Gases under pressure, Chemicals causing health hazards: irritants, asphyxiates, anaesthetics, systemic poisons and carcinogens, Chronic and acute exposure, Routes of entry, Types of airborne contaminants, Introduction to air sampling and evaluation methods, Occupational exposure limits, Engineering control measures, Principles of ventilation.

Unit v: Occupational Health Occupational Health: Concept of health and occupational health, Spectrum of health, Occupational and work related diseases, Levels of prevention, History of occupational health, Characteristics of occupational diseases, Essentials of occupational health service, personal protective equipments (respiratory and non-respiratory)

Text Books

1. Reese, C. Occupational health and safety management: a practical approach. Boca Raton, Fla. : Lewis, 2003.
2. Anton, T. Occupational safety and health management. New York McGraw-Hill, 1989

References Books

1. R.K. Jain and Sunil S. Rao , Industrial Safety , Health and Environment Management Systems, Khanna publishers , New Delhi (2006)
2. Slote, L., Handbook of Occupational Safety and Health, John Willey and Sons, New York .

PAPER-30:INDUSTRY INSTITUTE INTERFACE-IV

Credits:6

CorePaper

No.Of Days: 24 days

SUBJECT CODE : MO/15C/406

Objectives:

1. To give them an opportunity to make personal observations with respect to the organization and administration of Corporate Sector.
2. To enable the students to interact with the corporate managers, executives and community/beneficiaries, governmental agencies so as to get a practical exposure to the working of organizations.
3. To enable the students to take part and have a practical experience in the Change Management initiatives undertaken by corporate.
4. To develop the skills essential for the effective management of Corporate and to practically expose them to the unique practices adopted by the Corporate.
5. To prepare them for the future practical learning.

For this purpose the field work for the programme with respect to I Semester the field work will be organized in the following manner.

Nature of Field Work:

Block internship

PAPER:31 Soft Skills IV

Credits: 2
Hours

LectureHours:30

SUBJECT CODE : MO/15S/407

Conflictmanagement:Identifyingone'sownsourcesofconflict,stylesofconflictmanagement:Accommodating,Competing,Avoiding,CompromisingandCollaboration.

CampustocompanyTransition:Adaptation,Managingexpectations,developingprofessionalism,Performancemanagement(Learningtomanageone'sownperformance).

Creative thinking: Edward De Bono six thinking Hats, Developing Curiosity, Risk taking,Work life balance, using creativity for stress management, Crisis management, LifestyleManagement.

PositivePsychology:Optimism,developingsenseofgratitude,learningtoappreciate,

**Internship
Month**

Duration:1

(AfterIVSemesterExaminations)

SUBJECT CODE : MO/15R/408

This opportunity is provided at the end of the two years of the programme. It is designed for the learner to integrate theory and practice to enhance competencies in the area of specialty selected by the student and experience self in that role.

Objectives:

1. Develop enhanced practice skills and integrate learning.
2. Develop greater understanding of reality situation through involvement in day today work.
3. Develop appreciation of other's efforts and develop sensitivity to gaps in the programme.
4. Enhance awareness of self in the role of HR Professional/OD Professional.

Process:

1. It is an unsupervised but a compulsory component for course completion.
2. The student will be placed in a setting (local/outstation) continuously for a period of one month.
3. The agency for the placement has to be finalized appropriately (Jointly by the student and the department) before the end of the fourth Semester.
4. The agency may be the one where the student has already been selected for a job placement through campus recruitment or where the student finds chances for absorption after completion of the block placement.
5. These settings are also to be communicated well in advance and written permission obtained.
6. After the completion of the block placement the student has to submit a consolidated report of the activities undertaken and experiences gained during the training period.
7. Students will be allotted faculty members for their contact and submission of reports.
8. The members of faculty to glance through the report submitted and issue block field work completion certificates.

EVALUATION PATTERN

THEORY SUBJECTS

ICA- 25Marks

TwoMarks $5*2= 10$

FiveMarks (3 outof 4) $3*5= 15$

Total 25Marks

ESE-100 Marks

EightMarks (5 outof 8) $5*8= 40$

TwentyMarks(3 Outof 5) $3*20=60$

Total 100Marks

FIELDWORK

Internal 50Marks 20MarksforAttendance

30MarksforRecordandConference

External50Marks 30Marksfor ExternalViva-Voce

20MarksfromtheCompanyGuide

Viva-vocePanel:

OnePersonfromIndustryBackgroundwithmorethan5yearsofexperience.Oneperson fromtheDepartment.



MADRAS SCHOOL OF SOCIAL WORK

(An Autonomous Institution Affiliated to the University of Madras)

32, Casa Major Road, Egmore, Chennai 600008
College Off. : 28194566 / 5126 Principal : 28195125 E-Mail
: principal@mssw.in Website : www.mssw.in

Dr. S. RAJA SAMUEL, M.A., Ph.D.

Principal

This is to certify that the following courses of MA-HR&OD programme focuses on areas of employability/ entrepreneurship/ skill development offered by the institution during the academic year 2017-2018.

Signature of the Principal

Dr. S. RAJA SAMUEL, M.A., Ph.D.,
Principal
Madras School of Social Work (Autonomous)
No. 32, Casa Major Road,
Egmore, Chennai - 600 008.



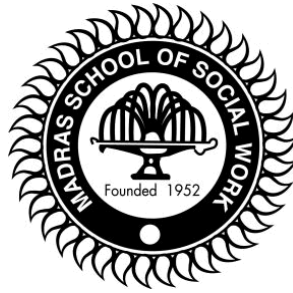
MA-HR&OD 2017-2018				
MA-HROD - 2017-2018 - Semester - I		Course Code	Activities/Cont ent with direct bearing on Employability - EM/ Entrepreneurship -EN/ Skill development -SD	Pg.Nos.
1	HUMAN RESOURCE MANAGEMENT	MO/16C/101	EM -HUMAN RESOURCE PLANNING- Recruitment & Selection,Compensation; EN - Induction process,HR-metrics, SD -HR Audit,automation.	pg 10-12
2	ORGANIZATIONAL BEHAVIOUR	MO/16C/102	EM -Work Behaviour & Skills based on Psychology; SD - Group dynamics	13
3	MANAGEMENT PRINCIPLES	MO/16C/103	EM -Foundations of Planning & Controlling with other Managerial Skills; EN -Strategic planning; SD -Decision Making theory,styles & approaches	16
4	LABOUR LEGISLATIONS	MO/17C/104	EM -Laws of Wages,Welfare& Social Security with various Miscellaneous Acts; SD - Daily Industry life Acts & Laws	18
5	FUNDAMENTALS OF ACCOUNTING AND FINANCIAL MANAGEMENT	MO/17ID/105	SD -Cost Accounting,Costing and Cost Sheet Concepts; EN - Concepts of Financial Management	18-19
6	INDUSTRY INSTITUTE INTERFACE - I	MO/15C/106	EM,EN,SD -Interaction and Practical Learning with the corporate managers, executives and community/beneficiaries, governmental agencies so as to get a practical exposure to the working of organizations.	21
7	SOFT SKILLS - I	MO/15S/107	EM,SD -Communication: Body posture, Tone, Voice modulation, Speed, Listening Skills, writing skills, presentation skills, public speaking, Story telling, Humor. Interpersonal Skills: Johari window, networking skills, building trust, Overcoming bias, Respect, self disclosure, dealing with difficult people, managing politics, Collaboration, Learning to work in teams	22
MA-HROD - 2017-2018 - Semester - II				
8	LEARNING AND DEVELOPMENT	MO/16C/201	EM - Evaluation of a training program; SD,EN - Designing & Implementing a Training Programme	23
9	INDUSTRIAL RELATIONS	MO/15C/202	SD -IR Legislations, Grievance Redressal; EM - IR Legislations,Concept & Law of Trade Union	24

10	RESEARCH METHODOLOGY & STATISTICS	MO/15C/203	SD -Data Analysis & Presentation of Research Results; EM -Data Analysis	25
11	CHANGE MANAGEMENT	MO/16C/204	EM -Concept of Organizational Change ; SD -Implementing change in Learning Organization	26
12	MANAGERIAL ECONOMICS	MO/16ID/205	EN,SD -Macro Economics and Business Economic Planning with Social Accounting	28
13	INDUSTRY INSTITUTE INTERFACE-II	MO/15C/206	EM,EN,SD -Interaction and Practical Learning with the corporate managers, executives and community/beneficiaries, governmental agencies so as to get a practical exposure to the working of organizations.	30
14	SOFT SKILLS - II	MO/15S/207	EM,EN,SD -Professional skills -I: English language – Voice & Accent, Business Etiquette, Meeting management, Telephone etiquette, Email etiquette, Intercultural competence. NLP: Neuro Linguistic Programme	30
15	SUMMER PLACEMENT	MO/15R/208	EM,EN,SD - placement training for learning about the field	31
	MA-HROD - 2017-2018 - Semester - III			
16	ORGANIZATION DEVELOPMENT - I	MO/16C/301	SD,EN,EM -OD Process & Organizational Design	33
17	OPERATIONS MANAGEMENT	MO/16ID/302	EN,SD -Principles of TQM & Capacity Planning	34
18	CORPORATE PLANNING AND STRATEGIC MANAGEMENT	MO/15C/303	EM -Corporate Level Strategies & Strategy Implementation, EN -Project Implementation, SD -Tools & Techniques for strategic analysis.	37
19	COMPENSATION MANAGEMENT	MO/16C/304	EN -Compensation Strategy Importance for employees, EM -Structuring Salaries-Component of Salary Structure SD -	38
20	PERFORMANCE MANAGEMENT	MO/16C/305	SD -Assessing & reviewing performance; EM -Planning & Managing performance,Field study; EN - Coaching & Mentoring process in PM.	40
21	RESEARCH PROJECT	MO/16C/306	EM,EN,SD -Research and data analysis	41
22	INDUSTRY INSTITUTE INTERFACE - III	MO/16C/307	EM,EN,SD -Interaction and Practical Learning with the corporate managers, executives and community/beneficiaries, governmental agencies	41

23	SOFT SKILLS - III	MO/16S/308	EM,EN,SD -Interview preparation: Business Trend awareness, Resume writing, How to attend group discussion and personal interview, Entrepreneurial Thinking	42
24	OUTBOUND TRAINING	MO/16R/309	EM,SD -Personal & Professional Effectiveness	43
	MA-HROD - 2017-2018 - Semester - IV			
25	ORGANIZATION DEVELOPMENT - II	MO/16C/401	EM -Human Resource Management Interventions , EN - OD consultation, SD -Inter group interventions	43-45
26	CROSS-CULTURAL BUSINESS MANAGEMENT	MO/15C/402	EM -The HR Challenges of International Business Domestic HRM and IHRM,Expatriate Performance Management - Cultural Adjustment - Paying Expatriates Factors Influencing International Compensation; SD -Negotiations in cultures.	47
27	HUMAN RESOURCE ACCOUNTING AND INFORMATION SYSTEM	MO/16C/403	EM -Human Resource Accounting and Analytics using Information Sytem, SD -Components of HRIS & Security	48
28	WORKPLACE COUNSELING	MO/16ID/404	EM -Setting up Workplace counselling and dealing with work place issues, SD -Dealing and understanding the workplace,industrial counselling	49
29	ENTREPRENEURIAL DEVELOPMENT	MO/15E/405B	SD -Accident Investigation – Purpose – Persons Involved – Accident Causation Model : Task , Material Environment, Personnel and Management .Different Ways of Collecting the facts : Physical Evidence, Witness Accounts, Interviewing.Cost of Accidents : Direct and Indirect Cost .Industrial Safety :History and development of safety movement- Need for safety- Safety legislation- Safety standards and codes, Safety policy: safety organization and responsibilities and authorities of different levels. Provison for safety in Factories Act; EM - Hazard Identification.	50
30	INDUSTRIAL HEALTH, HYGIENE & SAFETY	MO/16E/405A	EM,EN,SD -Development of small Scale Industries - Incentives for SSI from Central Government & State Government / Industrial sickness in SSI, causes and remedies- Selection of the site and Equipment - Plan for production.	52-53

31	INDUSTRY INSTITUTE INTERFACE - IV	MO/15C/406	EM,EN,SD -Interaction and Practical Learning with the corporate managers, executives and community/beneficiaries, governmental agencies	54
32	SOFT SKILLS - IV	MO/15S/407	EM,EN,SD -Campus to company Transition: Adaptation, Managing expectations, developing professionalism, Performance management (Learning to manage one's own performance). Creative thinking: Edward De Bono six thinking Hats, Developing Curiosity, Risk taking, Work life balance, using creativity for stress management, Crisis management, Life style Management.	55
33	BLOCK PLACEMENT	MO/15R/408	EM,SD -Develop technical skills and experiential learning to fill in gaps in the programme through the practical work, Enhance awareness of self in the role of HR Professional/ OD Professional.	56-57

**MADRAS SCHOOL OF SOCIAL
WORK(AUTONOMOUS)
CHENNAI-8**



**MASTER DEGREE COURSE
INHUMANRESOURCEANDORGANISATIONA
L
DEVELOPMENT.(M.A HROD)
COURSESREGULATIONсандSYLLABUS[CBCSPATTERN]
(Tobeintroducedfrom2017-19 batch)**

Seve

Signature of the Principal

Dr. S. RAJA SAMUEL, M.A., Ph.D.,
Principal
Madras School of Social Work (Autonomous)
No. 32, Casa Major Road,
Egmore, Chennai - 600 008.



I-ABOUTTHEPROGRAMME

1. INTRODUCTION:

Human Resource & Organization Development[HR&OD] is a practice profession. Today organizations face multiple challenges and threats- threats to effectiveness, efficiency and profitability; Challenges from turbulent environments, increased competition, and changing customer demands; and the constant challenge to maintain congruence among organizational dimensions as technology, strategy, culture and process. Keeping organizations healthy

and viable in today's world is becoming an increasingly challenging and daunting task. Hence there emerges a need to design specialized courses in Organisation Development and produce professionals in Organisation Development[OD].

2. OBJECTIVES OF THE COURSE:

The objectives of the course M.A.in HROD areas follows:

- (1) Demonstrate a basic understanding of the theory, practice, principles, concepts, and language of organization development.
- (2) Demonstrate an understanding of techniques, strategies, models, methods, processes, complexities, paradoxes and conventions of practice used in introducing organization development activities and concepts into an organization.
- (3) Illustrate an awareness of how one observes, interprets, thinks and acts in organizations.
- (4) Demonstrate an understanding of the multiple theoretical approaches to interpreting organizational behavior.
- (5) Illustrate their individual competence in the creation, execution and management of organization development applications.

3. SCOPE OF THE COURSE:

This course focuses on the managerial responsibility for the development of the organization and the diverse technologies that a manager can employ to support organizational improvement. It provides a survey of the organizational literature, culture, values and skills that can be used by the manager, leader, or administrator to influence organizational change. A parallel emphasis will focus on the roles of consultants/facilitators in the organization's development.

3. PATTERN OF THE COURSE.

Adopting the CBCS pattern, the course of study for the MA HR OD degree programme shall extend over 4 semesters (Two years) and shall consist of:

1. Theory courses/ papers (Core (C), Electives (E))
2. Field Practicum (As core paper),
3. Research Project (As core paper).
4. Internship-Summer placement, Block placement.
5. Soft-skills courses (As supportive courses) which are compulsory.

Students will earn the credits only when they pass in papers and successfully complete the course completion components of the programme.

The student has to gain **90 credits** to complete the course, distributed at the rate of Semester-I: 20 credits; Semester II: 23 credits; Semester III: 23 credits; and Semester IV: 24 credits.

In addition to the above for the enhancement of the students' professional competency and employability skills the department also offers opportunity in the form of special Certificate / Diploma course. Enrolment in such courses will be voluntary. Students can earn additional credits (as specified) for these certificate/ diploma courses.

4. -ELIGIBILITY FOR ADMISSION.

A candidate who has passed bachelor's degree in any discipline from University of Madras or from other university accepted by the syndicate as equivalent thereto is eligible for admission to this course.

Admissions will be based on merits subject to the government and institutional regulations.

5- ELIGIBILITY FOR THE AWARD OF THE DEGREE:

As per the autonomous regulations a candidate in the Madras School of Social Work becomes eligible for the award of the degree of MA HR OD subject to the fulfillment of the following conditions:

1. Undergone the Post-graduate course of study in HR OD offered by the Madras School of Social Work over 4 semesters (Two years full-time) and has earned the prescribed 90 credits.
2. Passed all the theory examinations, participated in the workshops, process labs and completed Study tour, Summer placement and Block fieldwork practicum.
3. Meets all other requirements in vogue as prescribed by the Board of studies in Management at the time of admission and the amendments introduced to the regulations by the Board of Studies in Management from time to time.

6. CONDITIONS FOR PROMOTION:

A candidate who does not pass the examination relating to any theory paper in each of these semesters shall be permitted to appear in such failed paper in the ensuing supplementary examinations held by the institute. However, to qualify for the award of the degree by the University of Madras, one should have passed in all the examinations held by the college and completed all the courses.

A-CREDITMATRIX.

SE M. NO .	NATURE OF THE COURSE AND CREDITS.								TOTAL CREDITS
	Core and Interdisciplinary	CREDIT	Elective	CREDIT	- /Soft Skill/- PAPER	CREDIT	Internship	CREDIT	
I	5	14	-	-	1	2	1	6	22
II	5	14			1	2	1	6	24
III	5	13			1	2	1 RP-1 OBT-1	6 6 1	29
IV	5	11	1	2	1	2	1	6	21
Total	20	51	1	2	4	8	6	31	96

**B: SYLLABUS
MATRIXSEMESTERI**

NATUR EOFCO URSE	COD E	TITLEOFTH ECOURSE	CREDITS	LECTUR EHOURS	EXA MHR S	ICA	E S E	MAXM ARKS	
Core	MO/16C/101	1. Human ResourceManage ment	3	45	3	50	50	100	
Core	MO/16C/102	2.Organizational Behavior	3	45	3	50	50	100	
Core	MO/16C/103	3. Management Principles	3	45	3	50	50	100	
Core	MO/17C/104	4. Labour Legislations	3	45	3	50	50	100	
Interdiscipli nary	MO/17ID/105	5. Fundamentals of Accounting & Financial Management	2	30	3	50	50	100	
Core	MO/15C/106	6.Industry InstituteInterface I	6	-	-	50	50	100	
Record	MO/15S/107	7.SoftskillsI	2	30	-	50		50	
		TOTALCREDI TS	22	---					-

SEMESTER II

NATURE OF COURSE	CODE	TITLE OF THE COURSE	CREDITS	LECTURE HOURS	EXAMHRS	ICA	ESE	MAX. MARKS
Core	MO/16C/201	8. Learning & Development	3	45	3	50	50	100
Core	MO/15C/202	9. Industrial Relations	3	45	3	50	50	100
Core	MO/15C/203	10. Research Methodology & Statistics	3	45	3	50	50	100
Core	MO/16C/204	11. Change Management	3	45	3	50	50	100
Interdisciplinary	MO/16ID/205	12. Managerial Economics	2	30	3	50	50	100
Core	MO/15C/206	13. Industry Institute Interface II	6	-	-	50	50	100
Record	MO/15S/207	14. Soft Skills	2	30	-	50		50
Record	MO/15R/208	15. Summer Placement (After the Second Semester theory examination during the summer vacation).	2	-	-	No Marks/ Only course completion requirement.		
			TOTAL CREDITS	24	-----			

SEMESTER III

NATURE OF COURSE	CODE	TITLE OF THE COURSE	CREDITS	LECTURE HOURS	EXAM HRS	ICA	ESE	MAX. MARKS
Core	MO/16C/301	16.Organization Development-I	3	45	3	50	50	100
Interdisciplinary	MO/16ID/302	17.Operations Management	2	30	3	50	50	100
Core	MO/15C/303	18. Corporate Planning and Strategic Management	3	45	3	50	50	100
Core	MO/16C/304	19. Compensation Management	3	45	3	50	50	100
Core	MO/16C/305	20. Performance Management	3	45	3	50	50	100
Core	MO/16C/306	21. Research Project	6	-	-	50	50	100
Core	MO/16C/307	22. Industry Institute Interface III	6	-	-	50	50	100
Record	MO/16S/308	23. Soft skills III	2	-	3	50		50
Record	MO/16R/309	24. Outbound Training	1	-	-	No Marks/ Only arequirement for course completion.		
TOTAL CREDITS			29	-----				

SEMESTER IV

NATURE OF COURSE	CODE	TITLE OF THE COURSE	CREDITS	LECTURE HOURS	EXAM HRS	ICA	ESE	MAX. MARKS
Core	MO/16C/401	25. Organizational Development-II	3	45	3	50	50	100
Core	MO/15C/402	26. Cross-Cultural Business Management	3	45	3	50	50	100
Core	MO/16C/403	27. Human Resource Accounting and Information System	3	45	3	50	50	100
Interdisciplinary	MO/16ID/404	28. Workplace Counseling	2	30	3	50	50	100
Elective	MO/15E/405 B MO/16E/405 A	29a. Entrepreneurial Development 29.b. Industrial Health, Hygiene and Safety	2	30	3	50	50	100
Core	MO/15C/406	30. Industry Institute Interface IV	6	-	-	50	50	100
Record	MO/15S/407	31. Soft skills IV	2	30	3	50	50	100
Record	MO/15R/408	32. Block Placement (After 4 th Semester Theory Exams)	-	-	-	No marks. Only a requirement for Course Completion.		
			21					
			CREDITS					

Note: The Soft skill courses will not be taken into account for classification. But candidates should appear and pass all these subjects for course completion.

C:FIELDPRACTICUM- CREDITMATRIX.

SEMESTER	TYPE OFFIELDWORK	MINIMUMNUMBER OFDAYS	MINIMUMNUMBER OFHOURS	CREDITS.
I	Observational visits	4	30	6
I	Concurrent fieldwork	12	90	
II	Concurrent fieldwork	24	180	6
II	Summerplacement*	30 days / onemonth		
III	BlockInternship	24	180	6
III	Outbound Training	4	30	1
IV	BlockInternship	24	180	6
IV	Blockplacement**(MayMonth)	30 days / onemonth		
TOTAL				25

Note:

*Nomarks.Requirementforcoursecompletion.

SYLLABUS

SEMESTER-

IPAPER1:HUMANRESOURCEMANAGEMENT (HRM)

SUBJECT CODE : MO/16C/101

Credits:3

Core Paper

Teaching Hours:45

Objectives:

1. To introduce the student to the various concepts and principles of HR.
2. To give them an exposure to implementation of HR policies in Organizations.
3. To give them knowledge about best practices involved in HRM.
4. To motivate students to manage human resource by using best HR practices.

UNIT I

INTRODUCTION

Definition of HRM, Objectives – Importance- Nature- Scope- Functions- Role and Qualities of a good Personal Manager, Evolution and growth of personnel management in India. Difference between PM and HRM Models of HRM- Fombrun Model, Harvard Model, Guest Model and Warwick Model. Strategic Human Resource Management

UNIT II HUMAN RESOURCE PLANNING

Job Analysis-Need for Job Analysis, Steps in Job Analysis, Methods for collecting Job Analysis. Defining Job Description and Specification. **Human Resource Planning** - Meaning, Definition, Importance, Factors Affecting and Different process of Human Resource Planning- Long term and Short term planning- **Succession Planning**

UNIT III RECRUITMENT AND SELECTION

Recruitment-Meaning, Definition- sources – **Internal Sources** – Promotion, Transfer, Employee Referral, Job Bidding **External sources**- Campus Recruitment, Advertisements, Employment Exchanges, Unsolicited Applicants, Field Visits, Labour contractors, Recruitment at the Factory Gate. **Alternatives Sources to Recruitment** – Overtime, Subcontracting, Temporary Employees, Employee Leasing and Outsourcing. **Modern sources of recruitment**. Evaluation of Sources of Recruitment. Recruitment Policies and procedures.

Selection – Meaning, Definition, Steps in Selection process- Application Blank, Preliminary Interview, Test- Types of Test, Interview- Types, Medical Examination, Reference Checks.

Induction – Meaning, Definition, Components of Induction, Induction Program in companies.

Placement- Definition, Differential Placements.

Talent Acquisition

UNITIV COMPENSATIONMANAGEMENT

Job Evaluation-Meaning,Definition, methods of Jobevaluation - **Performance Appraisal**-
Definition-objectives- Traditional and Modern MethodsofPerformance Appraisal-Processof
Peformance Appraisal –problems with Performance Appraisal -
PotentialAppraisal. **Compensation** –nature-Objectives ofCompensation Planning-
ComponentsofPayStructure-FactorsInfluencingCompensationLevels-
Choicesin designingCompensationSystemExecutive Compensation. **Incentive Plans**-
Individual Incentives-Group Incetives andOrganisation wide Incentives- Fringe Benefits.
Employee Separation : Retirement,Resignation,Dismissal

UNITV MODERNHRM

Mentoring - Knowledge Management - Quality of Work Life –Work Life Balance - -
HRAudit -HumanResourceinMergersandAcquisitions. EmployeeEmpowerment- HRmetrics.

TeachingMethods:

Lectures,Assignments,Discussions,Casestudy,Seminars,RolePlay,Processlab.

TextBooks:

1. GrayDessler:HumanResourceManagement, PHI
2. Luis R. Gomez-Mejia, David B.Balkin and Robert L.Cardy. Managing HumanResource,PHI,2002.
3. BeardwellandLenHolder,HumanResourceManagementMacmillianIndiaLtd.
4. StratusandSayles,ManagingHumanResources -PrenticeHallInc,(1977).
5. GrahamH.T.,R.Bennet,HumanResourcesManagement-Pitman,London,(1955).
6. EdwinFlippo,PrinciplesofPersonnelManagement-Mc.GrawHill.
7. DouglasMc.Gregor,theHumanSideofEnterprise;
8. PerformanceAppraisal,Theoryandpractice- AIMAVIKASManagementseries,NewDelhi,1986.
9. DaleS.Beach,Personnel-TheManagementofpeopleatwork.
10. C.B.Mammoria,PersonnelManagement-HimalayanPublishingco,NewDelhi.
11. Deccenzo/Robbins:Personnel/HumanResourceManagement,PHI,2002.
12. Pattanayak:HumanResourceManagement,PHI,2002
13. Ashwatappa,HumanResourceManagement.

PAPER2:ORGANISATIONALBEHAVIOUR**Credits:3****ElectivePaper****Teaching Hours: 45****SUBJECT CODE : MO/16C/102****Objectives:**

1. To introduce the student to human needs and human behaviour.
2. To give the man exposure to living in groups, issues arising out of it and addressing such of those issues.
3. To give them knowledge about leading and motivating people.
4. To give the man exposure to the basics of organization and organizational life.

UNIT I FOCUS AND PURPOSE Definition, need and importance of organizational behaviour – Nature and scope – Framework – Organizational behaviour models.

UNIT II INDIVIDUAL BEHAVIOUR Personality – types – Factors influencing personality – Theories – Learning – Types of learners – The learning process – Learning theories – Management Intervention. Emotions - Emotional Labour – Emotional Intelligence – Theories. Attitudes – Characteristics – Components – Formation – Measurement Values. Perceptions – Importance – Factors influencing perception – Interpersonal perception. Motivation – Importance – Types – Effect on work behavior.

UNIT III GROUP BEHAVIOUR Organization structure – Formation – Groups in organizations – Influence – **Group dynamics** – Emergence of informal leaders and working norms – Group decision making techniques – Team building - Interpersonal relations – Communication – Control.

UNIT IV LEADERSHIP AND POWER: Meaning – Importance – Leadership styles – Theories – Leaders Vs Managers – Sources of power – Power centers – Power and Politics.

UNIT V DYNAMICS OF ORGANIZATIONAL BEHAVIOUR: Job satisfaction – Determinants – Measurements – Influence on behavior. Organizational change – Importance – Stability Vs Change – Proactive Vs Reaction change – the change process – Resistance to change – Managing change. Stress – Work Stressors – Prevention and Management of stress – Balancing work and Life.

TeachingMethods:

Lectures,Assignments,Discussions,Casestudy,Seminars,RolePlay,Processlab.

TextBooks:

1. FredLuthans,Organizationbehaviour,McGrawHill.
2. Hell Reigel, Slocum and Woodman, Organization behaviour, south western, Thomsonlearning,9th Edition.
3. R.S.Dwivdi, Human Relations and Organizational Behaviour, 2nd edition, EnglewoodCliffs,PrenticeHall1995.
4. Staw, B.M.Psychological Dimensions of Organizational Behaviour, 2nd edition, Englewood Cliffs,PrenticeHall1995.
5. Stephen P.Robbins, Organizational Behaviour, 9th Edition Personal education, NewDelhi,2002.
6. Steven L.Mc.Shane, Mary Ann von Glinow, Organizational Behaviour, TataMc.GrawHill.
7. Hersey & Blanchard:Management of Organizational Behaviour, 8th Edition, and PHI,2002.

PAPER.3MANAGEMENTPRINCIPLES

Credits:3

CorePaper

SEMESTER- I
TeachingHours:45

SUBJECT CODE : MO/16C/103

Objectives:

1. To introduce the student to concepts and theories of Management.
2. To give the man exposure to the different schools of management thoughts..
3. To give them knowledge about leading and motivating people.
4. To give the man exposure to the basics of organization.

UNIT – I : Management- definition - principles and process of management - the evolution of management thoughts- specific management, administrative management, human relation and system approach to management. **Planning - principles and types of planning - steps in planning** - limitations of planning. **Policymaking - general policies and specific policies in an organization- basic areas of policymaking and goal setting.**

UNIT II : Organizing - organizational structure and design - authority and hierarchy - span of management - pros and cons of narrow and wide spans of control- optimum span. Use of organizational charts and manuals - lines and staff relationship - delegation - centralization of authority and the pros and cons of each.

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. Types of Communication – process of communication

UNIT IV: Co-ordination and control - Concept of control - process of control - methods of control - application of the process of control at different levels of management - performance standards - Measurements of performance - Remedial action - Needs for co-ordination- Techniques of securing co-ordinations.

UNIT V: Decision making - models and techniques of decision making and implementation - Management by objectives- Management by Exception- Management by walking around.

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. Hellriegel/Jackson/Solum, Management- A Competency based approach, Thomas, South Western.
2. Allen, L.A., Management and organization, Mcgraw Hill publishing co., ltd.
3. Chandrabose.D. Principles of Management and Administration PHI 2002.
4. Hannagan, Management concepts and practices, Macmillan India Ltd.,
5. Koontz O'Donnell, Principles of Management Mcgraw Hill publishing co., ltd.,
6. Prasad, L.M, Principles and practices of Management Sultan hand & Sons.
7. Peter Drucker, The Practices of Management- Hillied publications.
8. Sathya Raju, Management: Text & Cases, PHI, 2002.
9. Stoner: Management, 6th Edition, and PHI, 2002.

10. Robbins: Management, 7th Edition, and PHI, 2002.
11. Certo: Modern Management, 9th Edition, and PHI, 2002.

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

12. Hellriegel/Jackson/Solum, Management - A Competency based approach, Thomas, South Western.
13. Allen, L. A., Management and organization, McGraw Hill publishing co., ltd.
14. Chandrabose. D. Principles of Management and Administration PHI 2002.
15. Hannagan, Management concepts and practices, Macmillan India Ltd.,
16. Koontz O'Donnell, Principles of Management McGraw Hill publishing co., ltd.,
17. Prasad, L. M., Principles and practices of Management Sultan hand & Sons.
18. Peter Drucker, The Practices of Management - Hillier publications.
19. Sathya Raju, Management: Text & Cases, PHI, 2002.
20. Stoner: Management, 6th Edition, and PHI, 2002.
21. Robbins: Management, 7th Edition, and PHI, 2002.
22. Certo: Modern Management, 9th Edition, and PHI, 2002.

PAPER4:LABOURLEGISLATIONS

Credits:3

CorePaper

TeachingHours:45hours

SUBJECT CODE : MO/17C/104

OBJECTIVES:

1. To introduce the student to the concept of labour welfare
2. To introduce the student to various legislations pertaining to labour welfare and social security

Unit I: Introduction

Labour Legislation:- Philosophy, origin, concept, objectives & classification, objective of International Labour Organization, International Labour Code, Indian Constitution, Indian labour legislation.

Unit 2: Lawson Working Conditions

The Factories Act, 1948; The Tamil Nadu Shops and Establishment Act, 1947; The Tamil Nadu Catering Establishments Act, 1958; The Contract Labour (Regulation and Abolition) Act, 1970.

Unit 3: Lawson Wages

The Minimum Wages Act, 1948; The Payment of Wages Act, 1936; The Payment of Bonus Act, 1965; Equal Remuneration Act, 1976.

Unit 4: Lawson Welfare & Social Security

The Employees Compensation Act, 1923; The Employees State Insurance Act, 1948; The Employees Provident Fund & Miscellaneous Provisions Act, 1952; The Maternity Benefit Act, 1961; The Payment of Gratuity Act, 1972.

Unit 5: Miscellaneous Acts

The Sexual Harassment of Women at Workplace (Prevention, Prohibition & Redressal) Act, 2013; The Companies Act, 2013- Definition & Types of Company, Steps in the formation of Company, Prospectus, Directors, Winding up of Company

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. Personnel Management & Industrial Relation - P.C. Tripathi
2. Dynamics of Personnel Management - C.B. Matoria
3. Human Resource Management - N.G. Nair & Latha Nair Sultan Chand & Sons.
4. Essentials of Human Resource Management and Industrial Relations – P. Subbarao, Himalaya.
5. N.D. Kapoor - Mercantile Law - Sultan Chand & Sons
6. R. Venkatapathy & Assisi Menachery - Industrial Relations & Labour Legislation - Aditya Publishers.

**SEMESTER- IPAPER 5: FUNDAMENTALS OF ACCOUNTING AND FINANCIAL
MANAGEMENT**

Credits:2

Interdisciplinary TeachingHours:30

SUBJECT CODE :MO/17ID/105

OBJECTIVES:

1. To introduce the students about the fundamentals of accounting
2. To make the students understand basics of management accounting

Unit1 Introduction to Accounting

Book-keeping and Accounting: Meaning, Definition, Objectives. Accounting Concepts and Conventions – Journal, Ledger, Trial Balance. Preparation of Final Accounts of company : Trading, Profit and Loss Account, Balance Sheet (Problems). Groups interested in Accounting Information.

Unit2 Management accounting

Definition, Scope and **Functions of Management Accounting**. Difference between Management Accounting and Financial Accounting. Financial Analysis – Concepts and Objectives, Tools of Financial Analysis: trend analysis, Ratio Analysis. (Problems)

Unit3 Cost Accounting

Concept of cost, Elements of Cost. Cost Accounting: Objectives – Cost Sheet (Problems). Classification of cost. - Cost Unit and Cost Centre. Methods of Costing, Techniques of costing. Labour Costing. Labour Turnover – Idle time and Over Time – Causes and Control.

Unit4 Financial Management

Objectives and Functions of Financial Management, Role of **Financial Management** in an organization. Objectives of firm – Profit Maximization Vs Wealth Maximization. Capital Structure – Cost of Capital – Computation for each source of finance and weighted average cost of capital – EBIT- EPS Analysis.

Unit5. Marginal Costing

Marginal Costing – Definition, Break-even point analysis – Contribution, P/V Ratio, Margin of safety, Profit Planning (Problems).

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. Louderback, 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. L.M. Panday, Management Accounting, 3rd edition New Delhi, Vikas Publication, yr 2000.
6. Robert N. Antony, Management Accounting Principles - D.B. Tareporevalasans & Co. ltd.

7. Ronald N. Hilton, Management Accounting, 5th edition New Delhi, Tata McGraw
Hillyr.2002.8. James.C.Van horne, Financial Marketing and Policy - prentice hall of India
Pvt,Ltd.New Delhi-200212th edition

PAPER-6:INDUSTRYINSTITUTEINTERFACE-I**Credits:6****CorePaper****No. Of Days: 22-24 days****SUBJECT CODE : MO/15C/106****Objectives:**

1. To give them an opportunity to make personal observations with respect to the organization and administration of Corporate Sector.
2. To enable the students to interact with the corporate managers, executives and community/beneficiaries, governmental agencies so as to get a practical exposure to the working of organizations.
3. To enable the students to take part and have a practical experience in the Change Management initiatives undertaken by corporate.
4. To develop the skills essential for the effective management of Corporate and to practically expose them to the unique practices adopted by the Corporate.
5. To prepare them for the future practical learning.

For this purpose the field work for the programme with respect to I Semester the field work will be organized in the following manner.

Nature of Field Work: Observation visits & Concurrent Field Work

Methodology:

1. Orientation and observation visits to Corporate Organizations working in different sectors.
2. Individual Student reports submission on the visits made and observation done.
3. Fieldwork conferences with the faculty supervisors.
4. Observation visit based presentation and seminars.
5. Concurrent fieldwork - students will report in an organization 2 days in a week and have a firsthand exposure to the activities of HR department for a period of 6 weeks

Semester:I

**Paper.7: Soft Skills
ISEMESTETR-1**

**Credits:2
Hours**

LectureHours:30

SUBJECT CODE : MO/15S/107

Communication: Body posture, Tone, Voice modulation, Speed, Listening Skills, writingskills,presentation skills,publicspeaking,Storytelling,Humor.

Interpersonal Skills: Johari window, networking skills, building trust, Overcoming bias,Respect,selfdisclosure,dealingwithdifficultpeople,managingpolitics,Collaboration,Learn ing toworkinteam s.

Goal setting and Time Management: Goal clarity, prioritizing, Motivation, AchievementMotivation,Lawofattraction,developingpersonalvisionandmissionstatement.

PersonalityDevelopment:Grooming,Attitude,Values,selfacceptance,selfesteem,Assertivenes s, competitiveness,selfconfidence,handlingcriticism,Resilience

PAPER 8: LEARNING AND DEVELOPMENT
SUBJECT CODE : MO/16C/201

Credits:3

Core Paper

Teaching Hours: 45

Objectives:

1. To provide an understanding of the nature and process of Training and Development.
2. To provide knowledge on the different Strategies used in training.
3. To induce leadership and mentoring skills among students.

UNIT I

Introduction to Training Concept, definition, meaning, need for training, importance of Training, Objectives of Training, Concepts of education, Training and Development, Overview of training functions, Types of Training

UNIT II

Process of Training: Steps in Training, Identification of Job Competencies, Criteria for identifying training needs, (Person Analysis, Task Analysis, Organization Analysis), Assessment of Training Needs, Methods and process of Needs Assessment.

UNIT III

Designing and implementing Training Programme: Trainer identification, **Methods and Techniques of training**, designing a training module, (Cross cultural leadership, training the trainer, Change), Management Development Programme, Budgeting of Training,

UNIT IV

Evaluation of Training Programme: Kirkpatrick Model of Evaluation, CIRO Model, Cost-Benefit Analysis, ROI of Training.

UNIT V

Learning and Technology: Principles of Learning, Theories of learning, Reinforcement Theory, Social Learning Theory, Andragogy, Multimedia training, E-learning/Online Learning, Distance Learning.

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. Bewnet, Roger cd. Improving Training Effectiveness, Aldershot, Gower 1988
2. Buckley R & Caple, Jim, The theory and Practice of Training, London, Kogan & Page 1995
3. Lynton R Pareek U. Training and development, 2nd ed. New Delhi, Vistaar, 1990
4. Rae Letc. How to measure Training Effectiveness, Aldershot, Gower, 1986.
5. Reid M.A. etc. Training Interventions, Managing Employee Development, 3rd ed. London IPM 1992.
6. Serge P. The Fifth Discipline: The Art and Practice of Learning Organization, London Century, 1992.

PAPER 9: INDUSTRIAL RELATIONS

SUBJECT CODE : MO/15C/202

Credits: 3

Core Paper

Teaching Hours: 45

OBJECTIVES:

1. To introduce the student to the concept of industrial relations
2. Introduce the student to various legislations pertaining to industrial relations

UNIT 1. Introduction

Indian Constitution and Labour Relations; Labour Laws: Concept, Origin, Objectives and Classification. **Industrial Relations**-

Concept and philosophy of IR, model IR system, Approaches to IR: Human Relations approach, Psychological Approach, Sociological Approach, Gandhian Approach, Marxian Approach and Dunlop's Systems Approach.

UNIT 2. Dynamics of Industrial Relations

Collective Bargaining – Meaning, Types, Process of collective bargaining, Approaches and Techniques; Participative Management – Concept-

Industrial democracy, participative models, forms of participation, levels of participation, Employee empowerment.

Unit 3: IR Legislations

Salient Provisions of The Industrial Disputes Act 1947, The Industrial Employment

(Standing Orders) Act, 1946

Unit 4: Trade Union – Concept and Law

Concept, Features, Functions, History of Trade Union Movement in India, Decline of Trade Unions.

The Trade Union Act, 1926

Unit 5: Discipline and Grievance Redressal

Discipline - Approaches; Standing orders, Service Rules, Code of Discipline; Grievance: methods of redressal. Domestic enquiry-

principles of Natural Justice, Misconducts, Disciplinary procedures, Punishment, Positive Disciplinary intervention, Remedial counselling **Teaching Methods:**

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. Personnel Management & Industrial Relation - P.C. Tripathi
2. Dynamics of Personnel Management - C.B. Matoria
3. Human Resource Management - N.G. Nair & Latha Nair Sultan Chand & Sons.
4. Essentials of Human Resource Management and Industrial Relations – P. Subbarao, Himalaya.
5. N.D. Kapoor - Mercantile Law - Sultan Chand & Sons
6. R. Venkatapathy & Assisi Menachery - Industrial Relations & Labour Legislation - Aditya Publishers.

PAPER10:RESEARCHMETHODOLOGY&STATISTICS

SUBJECT CODE : MO/15C/203

Credits:3

CorePaper

TeachingHours:45

Objectives:

1. To educate students on the applications of research in the field of HR-OD.
2. To teach the entire research process.

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 - normal, 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 - Measures of Central Tendency 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. (Noneed 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 and their application in Management problems solving.

UNIT V **Presentation of Research results:** Tabulation - Need, Nature and Guidelines - ungrouped and grouped frequency tables, charts and diagrams, organizing report: Use of Executive summary, appendix and Bibliography - use of SPSS.

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. Kothar - Research Methodology
2. Anderson, Quantitative methods in Business, Thomson, 2002.
3. Richard I Levin and David S. Rubin Statistics for Management. Pearson Education Asia 2002.
4. David M. Levin, Simothy C Krehbiel and Mark L Berenson. Business Statistics - A first course. Pearson Education Asia 2002.
5. Levin and S. Rubin, Statistics for Management.
6. S.P. Gupta - Statistical Methods.
7. Cooper and Schindler - Business Research Methods.

PAPER 11: CHANGE MANAGEMENT
SUBJECT CODE : MO/16C/204

Credits:3

Core Paper

Teaching Hours:45

OBJECTIVES:

1. To help gain knowledge about the concepts of change management.
2. To acquire skills required to manage change effectively.
3. To understand the various components and constraints involved in Change management.

UNIT 1 Personal Change

Change: Introduction, meaning, need, implications. Personal Change: Meaning, understanding personal change, and personal change process, components of personal change: Self awareness, self analysis, self efficacy, self esteem, organizational roles - making organizational role effective and role efficacy, Importance.

UNIT 2 Concept of Organizational Change & several Models

Organizational Change: Definition, nature, types, forces, models of organizational change – Force Field, Kurt Lewin, Systems, 7 Stage and Contemporary Activities Research, Burke Litwin Model of change, Ralph Kilman 5 sequential stages of organizational change, Ronald Lippitt, Jeanne Watson & Bruce Westly 7 stage Organizational change - Socio-technical system theory and Open system Planning;

Unit 3 Implementing change & Change Agents

Leading the change process, facilitating change, dealing with individual and group resistances, strategies and skills for Communicating change, develop learning Organization; Change Agents: Meaning and Concept of Change Agents, Types of Change Agents, Role and Competencies of a Change Agent, Change Agent Styles, Areas that Change Agents can Change

UNIT 4 Organizational Culture & Change: Corporate Culture, types of culture, importance, nature, formal & informal components of organizational culture, functions, creating & sustaining culture, designing strategy for cultural change;

Unit V

Consolidating Change - Signs of consolidation, actions to consolidate change, Some words of Caution in managing Change. **Creativity & Innovation:** Meaning, need, components of creativity & innovation, Organisational constraints, Organisational environment for creativity & innovation.

TeachingMethods:

Lectures, Assignments, Discussions, Casestudy, Seminars, RolePlay, Processlab.

TextBooks:

1. Change&KnowledgeMangement-
R.L.Nandeshwar,BalaKrishnaJayasimha,ExcelBooks,1stEd.
2. ManagementofOrganizationalChange–KHarigopal– ResponseBooks,2001
3. ChangeManagement,conceptsandapplications,RadhaR.Sharma,TMH
4. ManagingOrganizationalChange -VNilkant,SRamnarayanResponseBooks2004.
5. Managingorganizationalchange,Palmer,Dunford,Akin,TataMc-GrawHilledition
6. OrganizationChangeandDevelopment,KavithSingh,ExcelBooks

PAPER 12: MANAGERIAL ECONOMICS

Credits: 3

Interdisciplinary
SUBJECT CODE : MO/16ID/205

Teaching Hours: 30

OBJECTIVES:

1. To help gain knowledge about the concepts of micro-economics
2. To acquire skills required to understand and interpret macroeconomic environment in India

Unit 1- Fundamentals of Economics-Economics-Meaning, Definitions, Branches of Economics, Main Divisions of Economics. Managerial Economics-Definition, Characteristics and Significance/Scope of Managerial Economics in an Organization, Difference between Economics and Managerial Economics. Role of Managerial Economist/why Managers should study Managerial Economics. Assignment: Types of Economic Systems.

Unit 2- Demand Analysis and Forecasting-Demand-Meaning, Law of Demand, Demand Schedule and Demand Curve, Why Demand Curve Slopes Downward, Exception to Law of Demand or Perverse Demand Curve, Difference between Change in Demand and amount demanded, Factors determining Demand/ Demand Function, Elasticity of Demand Meaning and Definition, Meaning of Price Elasticity, Income Elasticity and Cross Elasticity of Demand (Only Meaning and Symbolic representation no Problems and methods of calculation). Factors influencing Elasticity of Demand, Importance of Elasticity of Demand, Demand Forecasting-Meaning, Definition, Types of Forecasting, Objectives and Purpose of Forecasting, Importance of Forecasting, Level of Forecasting Approaches to be adopted for forecasting demand of New products. Assignment: Demand Forecasting Techniques

Unit 3- Supply and Production -Supply-Meaning, Supply Schedule, Law of Supply, Supply Curve, Factors determining Supply/ Determinants of Supply, Expansion and Contraction of Supply Curve, Increase or Decrease in Supply, Elasticity of Supply. Production -Meaning, Types of Utilities, Factors of Production, Production Function, Laws of Production: Laws of Variable Production, Laws of Returns to Scale, Economies of Scale Meaning, Types of Economies of Scale-Internal and External, Diseconomies of Scale-Internal and External

Unit 4- Cost and Revenue Concepts-Cost and Concepts, Break Even Analysis-Meaning, Determinants of BEP, Usefulness and Limitations of Break even Analysis. Revenue-Meaning, Kinds of Revenue

Unit 5- National Income-Social Accounting Aggregates, Computation of National Income, Business Cycle and Phases, Characteristics of Business Policy, Inflation and Deflation, Monetary Policy, Central Bank Functions, RBI Functions, RBI and Credit Control measures used by RBI, Fiscal Policy-Meaning, Objectives of Fiscal Policy, Instruments of Fiscal Policy, Limitations of Fiscal Policy. Economic Planning-Definition, Features, Objectives, Planned Vs Unplanned Economy, Competition Act 2002 and Foreign Exchange Management Act 1999 Assignment: Objectives and Provisions of MRTP Act 1969, Foreign Exchange Regulation Act 1973

TeachingMethods:

Lectures,Assignments,Discussions,Casestudy,Seminars,RolePlay,Processlab.

ReferenceBooks:

1-M.L.Sethi. "Principles of Economics"**2-** D.M.Mithani. "Business Economics"**3-** Varshneyand Maheshwari. "Managerial Economics"**4-** Sumadamodaran. " Managerial Economics"**5-**Dwedi.D.N. "Managerial Economics"**6-** Davis, H. "Managerial Economics"**7-**ManagerialEconomics : Concepts & Cases V.L.Mote **8-** Managerial Economics R.L.Varshney **9-**Managerial Economics 2nd ed. Yogesh Maheshwari **10-** Managerial Economics H.L.AhujaS.Chand**11-**ManagerialEconomicsS.Sankaran

PAPER : 13 : INDUSTRY INSTITUTE INTERFACE-II

SUBJECT CODE : MO/15C/206

Credits:6

Core Paper

No Of Days: 24

Nature of Field Work: Concurrent Field Work

Methodology:

1. Concurrent fieldwork - students will report in an organization 2 days in a week and have a first hand exposure to the activities of HR department for a period of 12 weeks

PAPER:14:SOFTSKILLS-II

Credits:2

Core Paper

SUBJECT CODE : MO/15S/207

Teaching Hours:30

Transactional Analysis: Egostates, Games people play, Script.

MBTI: Mayer Briggs Personality Type Indicator, Identifying one's own personality.

Professional skills-I: English language-

Voice & Accent, Business Etiquette, Meeting management, Telephone etiquette, Email etiquette, Intercultural competence.

NLP: NeuroLinguistic Programme

PAPER:15:SUMMER PLACEMENT**Credits:2****Period of Placement:30 Days****SUBJECT CODE : MO/15R/208****Objectives:**

1. To give the student trainees to make use of the summer vacation by getting placed in a Corporate Organization and to benefit.
2. To prepare them for the next academic year field training.
3. To give them an opportunity of additional learning about the field.

For this purpose the field work for the programme with respect to fourth semester the field work will be organized in the following manner.

Nature of Field Work:

Summer Placement

Methodology:

1. It will be unsupervised placement training.
2. A compulsory requirement for course completion.
3. The student trainees will be given broad guidelines for their interaction with the Organisation and learning.
4. Depending on the student's interest and possibilities individual placement in an organization will be permitted.
5. After completion of the summer placement training students are expected to submit summer placement completion certificate and a consolidated report of their activities and learning during the period of placement.
6. On re-opening of the college (in the beginning of the next academic year) students will have to make a presentation of their experiences and learning to the class and thereby information/ experience sharing will be facilitated.

PAPER 16: ORGANIZATION DEVELOPMENT - I
SUBJECT CODE : MO/16C/301

Credits: 3

Core Paper

Teaching Hours: 45

OBJECTIVES:

1. To orient students with the various tools & techniques for Organization Development
2. To acquire the knowledge/skills and dynamics of OD.

Unit-1

Introduction and Characteristics of OD, Foundations of Organizational Development: Conceptual framework of OD, History of OD, First order and second order Change, Values, assumptions and believes in OD.

Unit-2

Participation and Empowerment, Teams and teamwork, Parallel learning structures, A normative-re-educative strategy of changing, Applied behavioral science, Action research.

Unit-3

Managing the OD Process: Components of OD Process, Diagnosis, Action & Program Management; Diagnosis: Diagnosing the System, its subunits and Processes, Diagnosis using the Six-box Organizational Model

Unit-4

Third Wave Consulting: The Action Component: nature of OD intervention, analyzing discrepancies: The Program Management Component: Phases of OD Programs, model for managing change, creating parallel learning structures.

Unit-5: Organizational Design – Determinants – Components – Types - Basic Challenges of design –

Differentiation, Integration, Centralization, Decentralization, Standardization, Mutual adjustment Mechanistic and Organic Structures - Technological and Environmental Impact on Design Importance of Design – Success and Failures in design - Implications for Managers.

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. Organization Development, behavioral science interventions for Organization Improvement, Wendell L. French, Cecil H. Bell, Veena, Jr, Pearson, PHI.
2. Organizational Design and Development - Concepts and Applications - Dr. Bhupen Srivastava, Biztantra.
3. Organizational designs for excellence, Pradip N. Khadwalla, TMH, 2005
4. Organization Theory & Design, Richard L Daft, Cengage Learning, 8th Edition.
5. Organization Development, & Transformation, Managing Effective Change, Wendell L. French, Cecil H. Bell, Jr, TMH
6. Organizational, Design, and Change -

PAPER 17: OPERATION MANAGEMENT

SUBJECT CODE : MO/16ID/302

Credits:2**Interdisciplinary Paper****Teaching Hours:30****Unit – I INTRODUCTION**

Introduction to production and operation management- system- nature , importance and organizational function.-Characteristics of modern production and operation function. Recent trends in production and operation management. Role of operation in strategic management. Production and operation strategy – nature of international operation management

Unit – II CAPACITY PLANNING AND FACILITY PLANNING

Capacity planning- long range, types, capacity requirements planning (CRP); developing capacity alternatives. Aggregate planning- approaches, cost, relationship to master production schedule. Overview of MRP, MRP II, ERP, CAD and CAM

Facility layout- facility location- theories- principles, types, planning tools and techniques

Unit – III INVENTORY MANAGEMENT

Purchasing – objectives, functions, policies, vendor rating and value analysis, store management- nature , layout, classification and coding- inventory – objectives , cost and control techniques. Overview of JIT

Unit – IV PRINCIPLES OF TQM

Introduction- TQM framework- overview of the contribution of Deming, Juran, Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi Techniques- Concept of quality circle, Japanese 5S, Principles & 8D Methodology.

Unit – V PROCESS CAPABILITIES AND QUALITY MANAGEMENT SYSTEM

Total productive maintenance (TPM), BPR- principles, application, re-engineering process benefits and limitations

Quality function development (QFD)- benefits, voice of customers, information, house of quality (HOQ), benchmarking and POKAYOKE

Introduction IS/ISO 9004:2000 – Quality management systems- guidelines for performance improvements quality audit.

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab

TEXT BOOKS

1. Dale H. Besterfield et al, Total Quality Management, Third edition, Pearson Education (First Indian Reprints 2004).
2. Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, First Edition 2002
3. Aswathappa K and Shridhara Bhat K, Production and Operations Management, Himalaya Publishing House, Revised Second Edition, 2008.
4. Pannerselvam R, Production and Operations Management, Prentice Hall India, Second Edition, 2008.
5. Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage Learning, 2002

Reference book

1. Douglas C. Montgomery, Introduction to Statistical Quality Control, Wiley Student Edition, 4th Edition, Wiley India Pvt Limited, 2008.
2. James R. Evans and William M. Lindsay, The Management and Control of Quality, Sixth Edition, Thomson, 2005.
3. Poornima M. Charantimath, Total Quality Management, Pearson Education, First Indian Reprint 2003.
4. Indian standard – quality management systems – Guidelines for performance improvement (Fifth Revision), Bureau of Indian standards, New Delhi.
5. Kanishka Bedi, Production and Operations Management, Oxford University Press, 2004.
6. Russel and Taylor, Operations Management, Wiley, Fifth Edition, 2006.
7. Chary S. N., Production and Operations Management, Tata McGraw Hill, Third Edition, 2008.
8. Chase Jacobs, Aquilano & Agarwal., Operations Management, Tata McGraw Hill, 2006.
9. Mahadevan B., Operations Management Theory and practice, Pearson Education, 2007.

SEMESTER

III PAPER: 18 CORPORATE PLANNING AND STRATEGIC MANAGEMENT

SUBJECT CODE : MO/15C/303

Credits:3

Core Paper

Teaching Hours:45

OBJECTIVES:

1. To induce managerial qualities of decision making in a competitive environment.
2. To encourage students to be good managers where organizational change takes place.
3. To promote corporate values and instill leadership capabilities among students.

Unit 1: Introduction-Definition & nature of Corporate Planning, Advantages and disadvantages. Concept of strategy, levels at which strategy operates, Definition of strategic management, strategic management process, -Strategic intent: Vision, Mission, Goals and Objectives.

Unit 2: Strategic decision making, approaches to strategic decision making.. - Environmental scanning and appraisal, Organizational appraisal, strategic advantage analysis

Unit 3: Strategy Formulation -Corporate level strategies- Stability, Expansion, retrenchment, and Combination strategies -Business level strategies- Cost leadership, Differentiation and focus business strategy Functional Strategies- Financial, marketing, personnel and operations plans and policies. Strategic analysis and choice- **Tools and techniques for strategic analysis**, SWOT analysis, GAP analysis, Porter's five forces model, Value-chain analysis, Benchmarking, BCG Matrix, GE-9 Cell Matrix, TOWS Matrix, Grand Strategy Matrix, McKinsey's 7'S framework.

Unit 4: Strategy Implementation -Interrelationship of formulation and implementation, Resource allocation, Structures for strategies, strategic leadership, corporate culture, politics and power, Ethics and Social responsibility . Strategic **Evaluation and Control Overview, Strategic Control, Techniques of strategic evaluation and control.**

Unit 5: Strategies for the Bottom of the Pyramid, Digitalisation strategies, Tailoring strategy to fit specific industry and company situation. Managing Technology and Innovation-Strategic issues for Non Profit organisations. New Business Models and strategies for Internet Economy-casestudy

Teaching Methods:

Lectures, Assignments, Discussions, Casestudy, Seminars, Role Play, Process lab.

Text Books:-

1. Strategic Management & Business Policy, Azar Kazmi, Tata McGraw Hill, 3rd Ed. 2009.
2. Strategic Management, Concepts & Cases, Fred R. David, Pearson Education, 9th Ed. 2005.
3. Competitive Advantage, Michael E. Porter, Free Press.
4. Globalisation, liberalisation and strategic Management, V.P. Michael, Himalaya Publishing House.

5. Crafting and Executing Strategy- The quest for competitive advantage, Concept & Cases- A.A. Thompson, A.J. Strickland, John E. Gamble, Arun K. Jain, Tata McGraw Hill-2010
6. Business Policy And Strategic Management, P. Subba Rao, Himalaya Publishing House.

PAPER19:COMPENSATIONMANAGEMENT

Credits:3

TeachingHours:45

SUBJECT CODE : MO/16C/304

OBJECTIVES:

1. Introduce students to the basic concepts involved in Compensation Management.
2. To familiarize students with the various techniques used to fix salary, incentives, etc.
3. To understand the different techniques of motivating employees through compensation management.

UNIT1

Introduction: Compensation meaning, objectives, nature of compensation, types of compensations, compensation responsibilities, Compensation system design issues: Compensation Philosophies, compensation approaches, decision about compensation, compensation- base to pay, individual Vs team rewards, Perceptions of pay Fairness, legal constraints on pay systems.

UNIT2

Managing **Compensation: Strategic** Compensation planning, determining compensation- the wage mix, Development of a Base Pay System: Job evaluation systems, the **compensation structure**- Wage and salary surveys, the wage curve, pay grades and rate ranges, preparing salary matrix, government regulation on compensation, fixing pay, significant compensation issues, Compensation as a retention strategy

UNIT3

Variable Pay and Executive Compensation: Strategic reasons for Incentive plans, administering incentive plans, Individual incentive plans- Piecework, Standard hour plan, Bonuses, Merit Pay, Group incentive plans- Team compensation, Gain sharing incentive Plans, Enterprise incentive plans- Profit Sharing plans, Stock Options, ESOPs, executive compensation elements of executive compensation and its management, International compensation Management.

UNIT4

Managing Employee Benefits: Benefits- meaning, strategic perspectives on benefits-goals for benefits, benefits need analysis, funding benefits, benchmarking benefit schemes, nature and types of benefits, Employee benefits programs- security benefits, retirement security benefits, healthcare benefits, time-off benefits, benefits administration

UNIT-5

Employee benefits required by law, discretionary major employee benefits, creating a work life setting, employee services- designing a benefits package

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. Compensation & Reward Management, B D Singh, Excel Books
2. Compensation, Milkovich & Newman, TMH

3. Strategic Compensation, Joseph J. Martocchio, 3rd Edition, Pearson Education
 4. Compensation Management in a Knowledge-based world, Richard I. Anderson, 10th edition, Pearson Education
 5. Compensation Management, ErSoni Shyam Singh, Excel Books.
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PAPER: 20 PERFORMANCE MANAGEMENT**Credits: 3****CORE****SUBJECT CODE : MO/16C/305****Teaching Hours: 45****OBJECTIVES:**

1. Introduce students to the basic concepts involved in Performance management system.
2. To familiarize students with the various techniques used to appraise performance.
3. To make them more performance oriented effective and efficient HR managers.

UNIT I: The Foundation of Performance Management

Definition, Principles, Concerns, Benefits and Scope of Performance Management. Processes for Managing Performance, Implications for Performance Management.

UNIT II: The process of performance management

Performance management as a process of management; The performance management cycle; The performance management sequence; How performance management works; Performance management activities; Performance management in action.

UNIT III: Performance planning and agreements, Managing performance

Performance and development planning; Role profiles; Objectives setting; Performance measures and assessment; Performance planning; Development planning; The performance agreement. Managing performance throughout the year; The continuing process of performance management; Updating objectives and work plans; Managing continuous learning; Coaching and Mentoring

UNIT IV: Assessing and reviewing performance

Approach to assessment; Factors affecting assessments; Methods of assessment; Overall analysis of performance; Narrative assessment; Rating; Forced distribution; Forced ranking; Quota systems; 360 degree feedback. **Reviewing performance** : The performance review meeting; Performance review difficulties; Performance review issues; Organizational issues; Focus, criteria and impact of Performance review. Using reviews as a communication channel; Balancing past performance against future potential; Performance review problems; Self-assessment; Giving feedback

UNIT V: The Reality of Performance Management

Overall Findings of the Research, Best practice, Views about Performance Management- Problem, Issues Identified by Field Visits- Key to Success.

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. Herman Aguinis (2007) Performance Management, Pearson Education Publishers.
2. Michael Armstrong and Angela Baron (2007) Performance Management, Jaico Publishing House.
3. Robert Bacal (1999), Performance Management, McGraw-Hill

PAPER:21RESEARCHPROJECT

Credits:6

CorePaper

TeachingHours:----

SUBJECT CODE : MO/16C/306

On a selected topic related Human Resource and Organisation Development the student under the supervision of faculty supervisor has to undertake an empirical research and submit a report on that.

PAPER:22 INDUSTRY INSTITUTE INTERFACE-IIISEMESTER-III

Credits:6

CorePaper

No.OfDays:24days

SUBJECT CODE : MO/16C/307

Objectives:

1. To give the man an opportunity to make personal observations with respect to the organization and administration of Corporate Sector.
2. To enable the students to interact with the corporate managers, executives and community/beneficiaries, governmental agencies so as to get a practical exposure to the working of organizations.
3. To enable the students to take part and have a practical experience in the Change Management initiatives undertaken by corporate.
4. To develop the skills essential for the effective management of Corporate and to practically expose them to the unique practices adopted by the Corporate.
5. To prepare them for the future practical learning.

For this purpose the field work for the programme with respect to I Semester the field work will be organized in the following manner.

Nature of Field Work:

Block internship

Methodology:

1. Orientation and observation visits to Corporate Organisations working in different sectors.
2. Individual Student reports submission on the visits made and observation done.
3. Filed work conferences with the faculty supervisors.
4. Observation visit based presentation and seminars.

Paper.23:SoftSkillsIII
SUBJECT CODE : MO/16S/308

Credits:2

LectureHours:30Hours

Interview preparation: Business Trend awareness, Resume writing, How to attend group discussion and personal interview, Entrepreneurial Thinking.

Body, Mind and Soul Integration: Physical well being – Learning useful physical fitness exercises, Health Tips, Yoga – For concentration and control, Spirituality or values for soul (Meditation)

Leadership Development: 7 habits of highly effective people, identifying one's own leadership style, Influencing skills, developing skills for delegation, mentoring, coaching, Team building,

Emotional Intelligence: Understanding Emotion, Temperament and Mood. Self-awareness – sensitivity, Emotion regulation or management, Empathy, Social intelligence.

Paper.24:OUTBOUNDTRAINING

Credits:1

Hours:30

HoursDays:4

SUBJECT CODE : MO/16R/309

The crux of OBT lies in taking a group of people away from their normal environment into the outdoors, and placing a new, unfamiliar set of challenges before them, in the solving of which a whole lot of new equations are thrown up. The programme works on the principle that when a team is thrown together in wilderness or adventure settings, where they have to fend for themselves and meet challenges together, there is growth in many directions.

AREAS COVERED UNDER OBT

TEAM BUILDING/TEAMWORK

Building successful teams while focusing on problem-solving, communication, trust-building, change and conflict resolution.

LEADERSHIP DEVELOPMENT

Identifying and developing traits successfully employed in situations involving strategy, goal setting, planning, resource allocation, empowerment, and decision-making.

CONFLICT RESOLUTION

Improving interpersonal skills, removing communication blocks, building abilities to express and resolve differences in an unstressed manner.

PERSONAL AND PROFESSIONAL EFFECTIVENESS

Improving self-image through emphasis on personal and group achievements, encouragement to stretch beyond perceived limits, and gaining a renewed sense of purpose and commitment.

INTERPERSONAL SKILLS

Develops abilities to relate meaningfully and with confidence in group and individual situations, working towards enhancing group dynamics.

PAPER:25ORGANIZATIONDEVELOPMENT-II**Credits:3****CorePaper****TeachingHours: 45****SUBJECT CODE : MO/16C/401****OBJECTIVES:**

1. Understand different OD interventions
2. To help student explore the different approaches and techniques involved in OD.

UNIT 1 OD interventions: Definition, factors to be considered, choosing and sequencing interventions on activities, classification of OD interventions, results of OD, typology of interventions based on target groups.

Unit-2: INTERVENTIONS

Individual Based Interventions: coaching, counseling, training, behavioral modeling, delegating, leading, morale boosting, mentoring, motivation, etc.,

Dyads/Triads Intervention: Behaviour Modelling, Process Consultation, Third Party Peacemaking Activities, Role Negotiation, Gestalt

Group based Intervention : conflict management, dialoging, group facilitation, group learning, self-directed work teams, large scale interventions, team building, and virtual teams.

Unit-3 Inter-group based Intervention: Organization mirroring, third party peacemaking interventions, partnering Techno structural (Structures, technologies, positions etc.,)

Strategic interventions: Techno structural: Balanced scorecard; business process reengineering; downsizing and outsourcing;

UNIT-

4. Human Resource Management Interventions: Employee Performance Management. Employee Development. Employee Wellness Programs Diversity Management-Drugs in the Workplace- Employee Assistance Programs-Ergonomics: Safe Facilities in the Workplace-HIV/AIDS in the Workplace-Personal Wellness-Preventing Violence in the Workplace-Safety in the Workplace-Spirituality in the Workplace

UNIT 5 The Future and OD: The changing environment, Fundamental strengths of OD, Implications of OD for the client, ethical standards in OD, OD's future **OD Consultant's role**, issues in consultant-client relationship, Power, Politics & OD, Research on OD

TeachingMethods:

Lectures,Assignments,Discussions,Casestudy,Seminars,RolePlay,Processlab.

TextBooks:

1. OrganizationDevelopment,behavioralscienceinterventionsforOrganizationIm
provement, WendellL.French, CecilH.Bell, Veena,Jr,Pearson,PHI.

2. Organizational Design and Development-Concepts and Applications-Dr.
BhupenSrivastava,Biztantra

TextBooks:

1. Organizationaldesignsforexcellence,PradipN.Khadwalla,TMH,2005

2. OrganizationTheory&Design,RichardLDaft,CengageLearning,8thEdition.

3. OrganizationDevelopment,&Transformation,ManagingEffectiveChange,WendellL.F
rench,Cecil H.Bell,Jr,TMH

4. Organizational,Design,andChange-GarethR.Jones,5thEdition,PearsonEducation

PAPER26:CROSSCULTURALBUSINESS MANAGEMENT**Credits:3****CorePaper****TeachingHours: 45****SUBJECT CODE : MO/15C/402****OBJECTIVES:**

- a. To introduce the students about the fundamentals of organizational culture & its dimension.
- b. To impart the skills required for cross cultural business management and make the students competent.
- c. To make the students understand about the corporate culture.

UNIT-I

Introduction: Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Cultural Background of business stake-holders [managers, employees, share holders, suppliers, customers and others] – An Analytical frame work

UNIT-II

Culture and Global Management: Global Business Scenario and Role of Culture- A Framework for Analysis; Elements & Processes of Communication across Cultures; Communication Strategy for/of an Indian MNC and Foreign MNC [with 3 illustrations on each drawing from different geo economic and social contexts] & High Performance Winning Teams and Cultures; Culture Implications for Team Building

UNIT-III

Cross Culture – **Negotiation** & Decision Making: Process of Negotiation and Needed Skills & Knowledge Base – Over view with two illustrations from multi cultural contexts [India – Europe/ India – US settings, for instance]; International and Global Business Operations- Strategy Formulation & Implementation; Aligning Strategy, Structure & Culture in an organizational Context

UNIT-IV

Global Human Resources Management-. Staffing and Training for Global Operations.. Developing a Global Management Cadre.. Motivating and Leading; Developing the values and behaviors necessary to build high-performance organization personnel [individuals and teams included]

UNIT-V

Corporate Culture: The Nature of Organizational Cultures Diagnosing the As-Is Condition; **Designing the Strategy for a Culture Change Building**; Successful Implementation of Culture Change Phase; Measurement of ongoing Improvement

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. International Management: Managing Across Borders And Cultures, 4th Ed, "Deresky Helen," Prentice Hall India, ISBN : 81-203-2227-4, Rs. 295.00
2. The Secret Of A Winning Culture: Building High-Performance Teams, "Esenn Drlarry, Rchildress John," Prentice Hall India, ISBN: 81-203-1713-0, Rs. 195.00
3. Revitalize Your Corporate Culture: Powerful Ways To Transform Your Company Into A High-

Performance Organization, "Cashby Franklin", Prentice Hall India, ISBN: 81-203-1693-2, Rs.295

UNIT –I- Human Resource Accounting :Introduction, concepts of Human Resource Accounting, Objectives of HRA-Advantages and limitations of HRA- Different Approaches and application of HRA in India.

Unit II : HR Analytics – Concept & Evolution of HR Analytics & data sources. HCM : 21 model. Use of workforce analytics to improve decision making. Analytics and prediction. Importance of HR Analytics. Data Analytic techniques using software packages. Future of Human Resource Analytics.

UNIT –III Introduction to HRIS; Data Management for HRIS: Data Formats, Entry Procedure & Process; Data Storage & Retrieval; Transaction Processing, Office Automation and Information Processing & Control Functions; Design of HRIS: Relevance of Decision Making Concepts for Information System Design.

Unit IV HR Management Process I & HRIS: Modules on MPP, Recruitment, Selection, Placement; Module on PA System; T & D Module; Module on Pay & related dimensions; Planning & Control.

UNIT –V HR Management Process II & HRIS: Organization Structure & Related Management Processes including authority & Responsibility Flows, and Communication Process; Organization Culture and Power – Data Capturing for Monitoring & Review; Behavioral Patterns of HR & other Managers and their place in information processing for decision making; Security, Size & Style of Organizations & HRIS: Security of Data and operation of HRIS Modules; Software packages for Human Resource Information System

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. "The Agenda: What Every Business Must Do to Dominate the Decade", "Dr. Michael Hammer, Hammer and Company, One Cambridge Center, Cambridge, MA, 02142
2. A Handbook of Human Resource Management Practice, "Michael Armstrong", Kogan Page
3. Managing and Measuring Employee Performance - Understanding Practice "Elizabeth HOULDSWORTH, Dilum JIRASINGHE", Kogan Page.
4. Accountability in Human Resource Management, "Jack J Phillips", Gulf Professional Publishing.

PAPER:28 WORKPLACE COUNSELLING**Credits:2****Interdisciplinary Paper
Teaching Hours:30
SUBJECT CODE : MO/16ID/404****OBJECTIVES**

1. Introduce the students to fundamentals of counselling and application of workplace counselling.
2. To make the students understand models of workplace counselling.
3. To enhance an understanding about dealing with different kinds of people.

UNIT I INTRODUCTION

Meaning and Definition of Counseling, Counseling process- Stages- Building the counseling relationship and facilitating initial disclosure, In depth exploration, commitment to action and termination, Development of counseling skills, Introduction to important schools of counseling- Psychoanalytic counseling, Gestalt counseling, Rational emotive therapy, Person centered counseling, behavioural counseling.

UNIT II UNDERSTANDING WORKPLACE COUNSELING

Concept-History-Model of Workplace counseling- Training of workplace counseling

UNIT III SETTING UP COUNSELING IN THE WORKPLACE

An Integrative model of individual employee counseling. Preparation- Assessment- Contractual referring- Counseling - termination. Group counseling; Conflict Resolution- Intrapersonal-Interpersonal; Familial, Teambuilding.

UNIT IV DEALING WITH SPECIFIC WORK PROBLEM

Dealing with different people- Sexual Harassment- Work life balance. Unethical behavior in workplace, Travel stress.

UNIT V INDUSTRIAL COUNSELLING

Employee problem counseling-
Problems of Absenteeism, Turnover, Burnout, Depression, Substance Abuse

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. Workplace Counseling, Michael Carroll, Sage Publications, 1999
2. Introduction to Counseling skills – Texts and Activities, Richard Welson – Jones, Sage Publications, 2000

PAPER:29A ENTREPRENEURIALDEVELOPMENT

SUBJECT CODE : MO/15E/405B

Credits:2

ELECTIVEPAPER

TeachingHours:30

-

OBJECTIVES:

1. Tohelpgainknowledgeabouttheconceptsofentrepreneurship
2. Toacquireskillsrequiredtostart andmanageabusiness.

UNITI

The entrepreneurial - Definition - Characteristics of a successful entrepreneur - Entrepreneurial scene in India - Case histories of successful entrepreneurs - Identification ofpotentialentrepreneurs..WomenEntrepreneurship.

UNITII

Entrepreneurial Development Programme and training - Entrepreneurial Environment - Project Identification - Project Formulation - Project Report - Project Appraisal - ProfitabilityAnalysis.

UNITIII

Project Planning - Social COST Benefit analysis - Financial Analysis, Project financing - Selection of site & Equipment - Institutions for ED - Financial Institution & EntrepreneurDevelopment-Bank Financeto entrepreneur-WorkingCapitalManagement.

UNITIV

DevelopmentofsmallScaleIndustries- IncentivesforSSIfromCentralGovernment&StateGovernment / Industrial sickness in SSI, causes and remedies- Selection of the site andEquipment-Plan forproduction.

UNITV

Marketing Feasibility - New Product Ideas and Evaluation - Marketing and pricing policy anddistributingchannels-Problemsofsmallscaleunits.WomenEntrepreneurship

Teaching Methods:

Lectures, Assignments, Discussions, Casestudy, Seminars, Role Play, Processlab

TEXTBOOK & REFERENCE

1. Entrepreneurship Development Programme in India and its Relevance to Developing Countries - VGPatel EDI Publications
2. National Directory of Entrepreneur Trainer - Motivators and Resource Persons - Compiled by S.B. Sareen & H. Anil Kumar EDI Publications
- 3, Entrepreneurship & small Business – Himalaya Publications by Dr. Vasant Desai Publication 2012

PAPER:29B INDUSTRIAL HEALTH, HYGIENE & SAFETY

SUBJECT CODE : MO/16E/405A

Credits:2

ELECTIVE PAPER

Teaching Hours:30

Unit I: Introduction to Industrial Safety : (History and development of safety movement, Need for safety, Safety legislation: Acts and rules, Safety standards and codes, Safety policy: safety organization and responsibilities and authorities of different levels. Accident

sequencetheory, Causes of accidents, Accident prevention and control techniques, Plant safety inspections, Job safety Analysis and investigation of accidents, First aid. Financial costs - direct and indirect social costs of accidents. Compilation procedure for financial costs. Cost data, quality and its limitations - Budgeting.

Unit II: Risk Assessment: Checklist procedure, Preliminary hazard analysis, What if analysis, Failure mode effect analysis, Hazard and operability (HAZOP) studies, Hazard analysis techniques: Fault tree analysis, Event tree analysis, General outline of DOW index, Risk estimation and management,

Unit III: Hazard Identification

Major hazard control, On-site and Off-site emergency preparedness. Identification of hazard, Categorization methods for elimination of hazard, Mechanical hazards; machine guarding, safety with hand tools/ portable power tools, Pressure vessel hazards and their control, Safety in material handling: hazards and safe Practices, safety with storage of materials,

Electrical hazards: classification, safe work practices, Chemical hazards: laboratory safety, bulk handling of chemicals, Fire and explosion hazards, Fire detection, Prevention, control, and extinguishments, Industrial layout, Industrial waste management.

Unit III: Industrial Hygiene: Environmental stresses: physical, chemical, biological and ergonomic stresses, Principles of industrial hygiene, Overview of control measures. Permissible limits. Stress, Exposure to heat, Heat balance, Effects of heat stress, WBGT index

measurement, Control Measures. Chemical agents, IS/UN classification, Flammables, Explosives, Water sensitive chemicals, Oxidants, Gases under pressure, Chemicals causing health hazards: irritants, asphyxiates, anaesthetics, systemic poisons and carcinogens, Chronic and acute exposure, Routes of entry, Types of airborne contaminants, Introduction to air sampling and evaluation methods, Occupational exposure limits, Engineering control measures, Principles of ventilation.

Unit v: Occupational Health Occupational Health: Concept of health and occupational health, Spectrum of health, Occupational and work related diseases, Levels of prevention, History of occupational health, Characteristics of occupational diseases, Essentials of occupational health service, personal protective equipments (respiratory and non-respiratory)

Text Books

1. Reese, C. Occupational health and safety management: a practical approach. Boca Raton, Fla.: Lewis, 2003.
2. Anton, T. Occupational safety and health management. New York McGraw-Hill, 1989

References Books

1. R.K. Jain and Sunil S. Rao, Industrial Safety, Health and Environment Management Systems, Khanna publishers, New Delhi (2006)
2. Slote, L., Handbook of Occupational Safety and Health, John Wiley and Sons, New York.

PAPER-30:INDUSTRYINSTITUTEINTERFACE-IV

Credits:6

CorePaper

No.Of Days: 24 days

SUBJECT CODE : MO/15C/406

Objectives:

1. To give the man opportunity to make personal observations with respect to the organization and administration of Corporate Sector.

2. To enable the students to interact with the corporate managers, executives and community/beneficiaries, governmental agencies so as to get a practical exposure to the working of organizations.

3. To enable the student to take part and have a practical experience in the Change Management initiatives undertaken by corporate.

4. To develop the skills essential for the effective management of Corporate and to practically expose them to the unique practices adopted by the Corporate.

5. To prepare them for the future practical learning.

For this purpose the field work for the programme with respect to I Semester the field work will be organized in the following manner.

Nature of Field Work:

Block internship

Credits:2
Hours

LectureHours:30

SUBJECT CODE: MO/15S/407

Conflictmanagement:Identifyingone'sownsourcesofconflict,stylesofconflictmanagement:Accommodating,Competing,Avoiding,CompromisingandCollaboration.

CampustocompanyTransition:Adaptation,Managingexpectations,developingprofessionalism,Performance management(Learningtomanageone'sownperformance).

Creative thinking: Edward De Bono six thinking Hats, Developing Curiosity, Risk taking,Work life balance, using creativity for stress management, Crisis management, LifestyleManagement.

PositivePsychology:Optimism,developingsenseofgratitude,learningtoappreciate,

PAPER:32 Block Placement**Internship
Month****Duration:1****(AfterIVSemesterExaminations)****SUBJECT CODE : MO/15R/408**

This opportunity is provided at the end of the two year of the programme. It is designed for the learner to integrate theory and practice to enhance competencies in the area of specialty selected by the student and experience self in that role.

Objectives:

1. Develop enhanced practical skills and integrate learning.
2. Develop greater understanding of reality situation through involvement in day today work.
3. Develop appreciation of other's efforts and develop sensitivity to gaps in the programme.
4. Enhance awareness of self in the role of HR Professional/OD Professional.

Process:

1. It is an unsupervised but an compulsory component for course completion.
2. The student will be placed in a setting (local/outstation) continuously for a period of one month.
3. The agency for the placement has to be finalized appropriately (Jointly by the student and the department) before the end of the fourth Semester.
4. The agency may be the one where the student has already been selected for a job placement through campus recruitment or where the student finds chances for absorption after completion of the block placement.
5. These settings are also to be communicated well in advance and written permission obtained.
6. After the completion of the block placement the student has to submit a consolidated report of the activities undertaken and experiences gained during the training period.
7. Students will be allotted faculty members for their contact and submission of reports.
8. The members of faculty to glance through the report submitted and issue block field work completion certificates.

EVALUATION PATTERN

THEORY SUBJECTS

ICA- 25Marks

TwoMarks $5*2=10$

FiveMarks(3outof4) $3*5=15$

Total 25Marks

ESE-100Marks

EightMarks(5outof8) $5*8=40$

TwentyMarks(3Outof5) $3*20=60$

Total 100Marks

FIELDWORK

Internal 50Marks 20MarksforAttendance
30MarksforRecordandConference

External50Marks 30MarksforExternalViva-Voce
20MarksfromtheCompanyGuide

Viva-vocePanel:

One PersonfromIndustryBackground with
morethan5yearsofexperience.OnepersonfromtheDepartment.

RESEARCHPROJECT

Internal 50Marks 20MarksforAttendance
30MarksforRecordandConference

External50Marks 50MarksforExternalViva-Voce

Viva-vocePanel:

OnePersonfromAcademicBackground withmorethan5
yearsofexperience.OnepersonfromtheDepartment.

SOFTSKILLS

50Marks 10MarksforAttendance
10MarksforProjectReport.30
MarksforVivaVoice

Viva-vocePanel:StaffMembersfromtheDepartment



MADRAS SCHOOL OF SOCIAL WORK

(An Autonomous Institution Affiliated to the University of Madras)

32, Casa Major Road, Egmore, Chennai 600008
College Off. : 28194566 / 5126 Principal : 28195125 E-Mail
: principal@mssw.in Website : www.mssw.in

Dr. S. RAJA SAMUEL, M.A., Ph.D.

Principal

This is to certify that the following courses of MA-HR&OD programme focuses on areas of employability/ entrepreneurship/ skill development offered by the institution during the academic year 2018-2019.

Signature of the Principal

Dr. S. RAJA SAMUEL, M.A., Ph.D.,
Principal
Madras School of Social Work (Autonomous)
No. 32, Casa Major Road,
Egmore, Chennai - 600 008.



MA-HR&OD - 2018-2019 - Semester - I	COURSE CODE	Activities/Content with direct bearing on Employability - EM/ Entrepreneurship -EN/ Skill development - SD	Pg.No s.
HUMAN RESOURCE MANAGEMENT	MO/18C/101	EM-HUMAN RESOURCE PLANNING- Recruitment & Selection, Compensation; EN-Induction process, HR-metrics, SD-HR Audit, automation.	Pg11- Pg.13
ORGANIZATIONAL BEHAVIOUR	MO/18C/102	EM-Work Behaviour & Skills based on Psychology; SD- Group dynamics	14-15
MANAGEMENT PRINCIPLES	MO/18C/103	EM- Foundations of Planning & Controlling with other Managerial Skills; EN-Strategic planning; SD-Decision Making theory, styles & approaches	Pg.16- Pg 17

LABOUR LEGISLATIONS	MO/18C/104	EM -Laws of Wages,Welfare & Social Security with various Miscellaneous Acts; SD - Daily Industry life Acts & Laws	18
FUNDAMENTALS OF ACCOUNTING AND FINANCIAL MANAGEMENT	MO/18ID/105	SD -Cost Accounting,Costing and Cost Sheet Concepts; EN - Concepts of Financial Management	19
INDUSTRY INSTITUTE INTERFACE - I	MO/18C/106	EM,EN,SD - Interaction and Practical Learning with the corporate managers, executives and community/beneficiaries, governmental agencies so as to get a practical exposure to the working of organizations.	20
SOFT SKILLS - I	MO/18S/107	EM,SD - Communication : Body posture, Tone, Voice modulation, Speed, Listening Skills, writing skills, presentation skills, public	21

		speaking, Interpersonal Skills & basic Excel Skills Interpersonal Skills: Johari window, networking skills, building trust, Overcoming bias, Respect, self disclosure, dealing with difficult people, managing politics, Collaboration, Learning to work in teams	
MA-HR&OD - 2018-2019 - Semester - II			
LEARNING AND DEVELOPMENT	MO/18C/201	EM - Evaluation of a training program; SD,EN -Designing & Implementing a Training Programme	22
INDUSTRIAL RELATIONS	MO/18C/202	SD -IR Legislations, Grievance Redressal; EM -IR Legislations, Concept & Law of Trade Union	24
RESEARCH METHODOLOGY & STATISTICS	MO/18C/203	SD -Data Analysis & Presentation of Research Results; EM -Data Analysis	25
CHANGE MANAGEMENT	MO/18C/204	EM -Concept of Organizational	26

		Change ;SD- Implementing change in Learning Organization	
MANAGERIAL ECONOMICS	MO/18ID/205	EN,SD -Macro Economics and Business Economic Planning with Social Accounting	28
INDUSTRY INSTITUTE INTERFACE - II	MO/18C/206	EM,EN,SD - Interaction and Practical Learning with the corporate managers, executives and community/ben eficiaries, governmental agencies so as to get a practical exposure to the working of organizations.	30
SOFT SKILLS - II	MO/18S/207	EM,EN,SD - Professional skills -I: English language – Voice & Accent, Business Etiquette, Meeting management, Telephone etiquette, Email etiquette, Intercultural competence. NLP: Neuro	30

		Linguistic Programme	
SUMMER PLACEMENT	MO/18R/208	EM,EN,SD -placement training for learning about the field	31
MA-HR&OD - 2018-2019 - Semester - III			
ORGANIZATIONAL DEVELOPMENT - I	MO/18C/301	SD,EN,EM -OD Process & Organizational Design	32
OPERATIONS MANAGEMENT	MO/18ID/302	EN,SD -Principles of TQM & Capacity Planning	34
CORPORATE PLANNING AND STRATEGIC MANAGEMENT	MO/18C/303	EM -Corporate Level Strategies & Strategy Implementation , EN -Project Implementation , SD -Tools & Techniques for strategic analysis.	35
COMPENSATION MANAGEMENT	MO/18C/304	EN -Compensation Strategy Importance for employees, EM -Structuring Salaries-Component of Salary Structure	37
PERFORMANCE MANAGEMENT	MO/18C/305	SD -Assessing & reviewing performance; E M-Planning &	39

		Managing performance, Field study; EN-Coaching & Mentoring process in PM.	
RESEARCH PROJECT	MO/18C/306	EM,EN,SD- Research and data analysis	41
INDUSTRY INSTITUTE INTERFACE - III	MO/18C/307	EM,EN,SD- Interaction and Practical Learning with the corporate managers, executives and community/beneficiaries, governmental agencies	41
SOFT SKILLS - III	MO/18S/308	EM,EN,SD- G.D & Interview Skills with honing Emotional Intelligence	42
OUTBOUND TRAINING	MO/18R/309	EM,EN,SD- Personal & Professional Effectiveness	43
MA-HR&OD - 2018-2019 - Semester - IV			
ORGANIZATIONAL DEVELOPMENT - II	MO/18C/401	EM- Human Resource Management Interventions , EN- OD consultation, SD -Inter group interventions	44

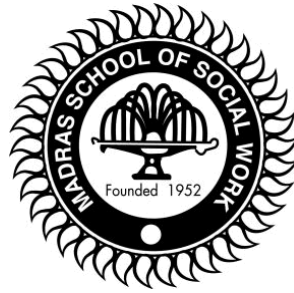
<p>CROSS-CULTURAL BUSINESS MANAGEMENT</p>	<p>MO/18C/402</p>	<p>EM-The HR Challenges of International Business Domestic HRM and IHRM,Expatriate Performance Management - Cultural Adjustment - Paying Expatriates Factors Influencing International Compensation; SD- Negotiations in cultures.</p>	<p>46</p>
<p>HUMAN RESOURCE ACCOUNTING AND INFORMATION SYSTEM</p>	<p>MO/18C/403</p>	<p>EM-Human Resource Accounting and Analytics using Information Sytem,SD- Components of HRIS & Security</p>	<p>48</p>
<p>WORKPLACE COUNSELING</p>	<p>MO/18ID/404</p>	<p>EM-Setting up Workplace counselling and dealing with work place issues,SD- Dealing and understanding the workplace,industrial counselling</p>	<p>49</p>

<p>INDUSTRIAL HEALTH, HYGIENE & SAFETY</p>	<p>MO/18E/405A</p>	<p>SD-Accident Investigation – Purpose – Persons Involved – Accident Causation Model : Task , Material Environment, Personnel and Management .Different Ways of Collecting the facts : Physical Evidence, Witness Accounts, Interviewing.Co st of Accidents : Direct and Indirect Cost .Industrial Safety :History and development of safety movement- Need for safety- Safety legislation- Safety standards and codes, Safety policy: safety organization and responsibilities and authorities of different levels. Provison for safety in Factories Act;</p>	<p>54</p>
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		EM- Hazard Identification.	
ENTREPRENEURIAL DEVELOPMENT	MO/18E/405B	EM,EN,SD- Development of small Scale Industries - Incentives for SSI from Central Government & State Government / Industrial sickness in SSI, causes and remedies- Selection of the site and Equipment - Plan for production.	51
INDUSTRY INSTITUTE INTERFACE - IV	MO/18C/406	EM,EN,SD- Interaction and Practical Learning with the corporate managers, executives and community/beneficiaries, governmental agencies	56

SOFT SKILLS - IV	MO/18S/407	EM,SD -Campus to company Transition: Adaptation, Managing expectations, developing professionalism , Performance management (Learning to manage one's own performance). Creative thinking: Edward De Bono six thinking Hats, Developing Curiosity, Risk taking, Work life balance, using creativity for stress management, Crisis management, Life style Management.	57
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**MADRAS SCHOOL OF SOCIAL
WORK(AUTONOMOUS)
CHENNAI-8**



**MASTER DEGREE COURSE
INHUMANRESOURCEANDORGANISATIONA
L
DEVELOPMENT.(M.A HROD)
COURSESREGULATIONсандSYLLABUS[CBCSPATTERN]
(Tobeintroducedfrom2018-2020 batch)**

Dr. S. Raja Samuel

Signature of the Principal

Dr. S. RAJA SAMUEL, M.A., Ph.D.,
Principal
Madras School of Social Work (Autonomous)
No. 32, Casa Major Road,
Egmore, Chennai - 600 008.



I-ABOUTTHEPROGRAMME

1. INTRODUCTION:

Human Resource & Organization Development[HR&OD] is a practice profession. Today organizations face multiple challenges and threats- threats to effectiveness, efficiency and profitability; Challenges from turbulent environments, increased competition, and changing customer demands; and the constant challenge to maintain congruence among organizational dimensions as technology, strategy, culture and process. Keeping organizations healthy

and viable in today's world is becoming an increasingly challenging and daunting task. Hence there emerges a need to design specialized courses in Organisation Development and produce professionals in Organisation Development[OD].

2. OBJECTIVES OF THE COURSE:

The objectives of the course M.A.in HROD areas follows:

- (1) Demonstrate a basic understanding of the theory, practice, principles, concepts, and language of organization development.
- (2) Demonstrate an understanding of techniques, strategies, models, methods, processes, complexities, paradoxes and conventions of practice used in introducing organization development activities and concepts into an organization.
- (3) Illustrate an awareness of how one observes, interprets, thinks and acts in organizations.
- (4) Demonstrate an understanding of the multiple theoretical approaches to interpreting organizational behavior.
- (5) Illustrate their individual competence in the creation, execution and management of organization development applications.

3. SCOPE OF THE COURSE:

This course focuses on the managerial responsibility for the development of the organization and the diverse technologies that a manager can employ to support organizational improvement. It provides a survey of the organizational literature, culture, values and skills that can be used by the manager, leader, or administrator to influence organizational change. A parallel emphasis will focus on the roles of consultants/facilitators in the organization's development.

3. PATTERN OF THE COURSE.

Adopting the CBCS pattern, the course of study for the MA HR OD degree programme shall extend over 4 semesters (Two years) and shall consist of:

1. Theory courses/ papers (Core (C), Electives (E))
2. Field Practicum (As core paper),
3. Research Project (As core paper).
4. Internship-Summer placement, Block placement.
5. Soft-skills courses (As supportive courses) which are compulsory.

Students will earn the credits only when they pass in papers and successfully complete the course completion component of the programme.

The student has to gain **90 credits** to complete the course, distributed at the rate of Semester-I: 20 credits; Semester II: 23 credits; Semester III: 23 credits; and Semester IV: 24 credits.

In addition to the above for the enhancement of the students' professional competency and employability skills the department also offers opportunity in the form of special Certificate / Diploma course. Enrolment in such courses will be voluntary. Students can earn additional credits (as specified) for these certificate/ diploma courses.

4. -ELIGIBILITY FOR ADMISSION.

A Candidate who has passed bachelor's degree in any discipline from University of Madras or from other university accepted by the syndicate as equivalent thereto is eligible for admission to this course.

Admissions will be based on merits subject to the government and institutional regulations.

5- ELIGIBILITY FOR THE AWARD OF THE DEGREE:

As per the autonomous regulations a candidate in the Madras School of Social Work becomes eligible for the award of the degree of MA HR OD subject to the fulfillment of the following conditions:

1. Undergone the Post-graduate course of study in HR OD offered by the Madras School of Social Work over 4 semesters (Two years full-time) and has earned the prescribed 90 credits.
2. Passed all the theory examinations, participated in the workshops, process labs and completed Study tour, Summer placement and Block fieldwork practicum.
3. Meets all other requirements in vogue as prescribed by the Board of Studies in Management at the time of admission and the amendments introduced to the regulations by the Board of Studies in Management from time to time.

6. CONDITIONS FOR PROMOTION:

A candidate who does not pass the examination relating to any theory paper in each of these semesters shall be permitted to appear in such failed paper in the ensuing supplementary examinations held by the institute. However, to qualify for the award of the degree by the University of Madras, one should have passed in all the examinations held by the college and completed all the courses.

A-CREDITMATRIX.

SE M. NO	NATURE OF THE COURSE AND CREDITS.								TOTAL CREDITS
	Core and Interdisciplinary	CREDIT	Elective	CREDIT	- /Soft Skill/ PAPERS	CREDIT	Internship	CREDIT	
I	5	14	-	-	1	2	1	6	22
II	5	14			1	2	1	6	24
III	5	13			1	2	1	6	29
							RP-1	6	
							OBT-1	1	
IV	5	11	1	2	1	2	1	6	21
Total	20	51	1	2	4	8	6	31	96

**B: SYLLABUS
MATRIXSEMESTERI**

NATURE OF COURSE	CODE	TITLE OF THE COURSE	CREDITS	LECTURE HOURS	EXAM HRS	ICA	ESE	MAX MARKS
Core	MO/18C/101	1. Human Resource Management	3	45	3	50	50	100
Core	MO/18C/102	2. Organizational Behavior	3	45	3	50	50	100
Core	MO/18C/103	3. Principles of Management	3	45	3	50	50	100
Core	MO/18C/104	4. Labour Legislations	3	45	3	50	50	100
Interdisciplinary	MO/18ID/105	5. Fundamentals of Accounting & Financial Management	2	30	3	50	50	100
Core	MO/18C/106	6. Industry Institute Interface I	6	-	-	50	50	100
Record	MO/18S/107	7. Soft skills I	2	30	-			
TOTAL CREDITS			22	----				

SEMESTER II

NATURE OF COURSE	CODE	TITLE OF THE COURSE	CREDITS	LECTURE HOURS	EXAM HRS	ICA	ESE	MAX. MARKS
Core	MO/18C/201	8. Learning & Development	3	45	3	50	50	100
Core	MO/18C/202	9. Industrial Relations	3	45	3	50	50	100
Core	MO/18C/203	10. Research Methodology & Statistics	3	45	3	50	50	100
Core	MO/18C/204	11. Change Management	3	45	3	50	50	100
Interdisciplinary	MO/18ID/205	12. Managerial Economics	2	30	3	50	50	100
Core	MO/18C/206	13. Industry Institute Interface II	6	-	-	50	50	100
Record	MO/18S/207	14. Soft Skills-II	2	30	-			
Record	MO/18R/208	15. Summer Placement (After the Second Semester theory examination during the summer vacation).	2	-	-	No Marks/ Only course completion requirement.		
		TOTAL CREDITS	24	-----				

SEMESTER III

NATURE OF COURSE	CODE	TITLE OF THE COURSE	CREDITS	LECTURE HOURS	EXAM HRS	ICA	ESE	MAX. MARKS
Core	MO/18C/301	16. Organizational Development-I	3	45	3	50	50	100
Interdisciplinary	MO/18ID/302	17. Operations Management	2	30	3	50	50	100
Core	MO/18C/303	18. Corporate Planning and Strategic Management	3	45	3	50	50	100
Core	MO/18C/304	19. Compensation Management	3	45	3	50	50	100
Core	MO/18C/305	20. Performance Management	3	45	3	50	50	100
Core	MO/18C/306	21. Research Project	6	-	-	50	50	100
Core	MO/18C/307	22. Industry Institute Interface III	6	-	-	50	50	100
Record	MO/18S/308	23. Soft skills III	2	-				
Record	MO/18R/309	24. Outbound Training	1	-	-	No Marks/ Only requirement for course completion.		
		TOTAL CREDITS	29		-----			

SEMESTER IV

NATURE OF COURSE	CODE	TITLE OF THE COURSE	CREDITS	LECTURE HOURS	EXAM HRS	ICA	ESE	MAX. MARKS
Core	MO/18C/401	25. Organizational Development-II	3	45	3	50	50	100
Core	MO/18C/402	26. Cross-Cultural Business Management	3	45	3	50	50	100
Core	MO/18C/403	27. Human Resource Accounting and Information System	3	45	3	50	50	100
Interdisciplinary	MO/18ID/404	28. Workplace Counseling	2	30	3	50	50	100
Elective	MO/18E/405B MO/18E/405A	29a.. Entrepreneurial Development 29.b. Industrial Health, Hygiene and Safety	2	30	3	50	50	100
Core	MO/18C/406	30. Industry Institute Interface IV	6	-	-	50	50	100
Record	MO/18S/407	31. Soft skills IV	2	30				
			21	----				
CREDITS								

Note: The Soft skill courses will not be taken into account for classification. But candidates should appear and pass all these subjects for course completion.

C:FIELDPRACTICUM- CREDITMATRIX.

SEMESTER	TYPE OFFIELD DWORK	MINIMUMN UMBER OFDAYS	MINIMUMN UMBER OFHOURS	CREDITS.
I	Observational visits	4	30	6
I	Concurrent fieldwork	12	90	
II	Concurrent fieldwork	24	180	6
II	Summerpla cement*	30 days / onemont h		
III	BlockIn ternship	24	180	6
III	Outbound Training	4	30	1
IV	BlockIn ternship	24	180	6
TOTAL				25

Note:

*Nomarks.Requirementforcoursecompletion.

SYLLABUS

SEMESTER- IPAPER1:HUMANRESOURCEMANAGEMENT (HRM)

Credits:3

Core Paper
SUBJECT CODE :MO/18C/101

Teaching Hours:45

Objectives:

1. To introduce the students to the various concepts and principles of HR.
2. To give them an exposure to implementation of HR policies in Organizations.
3. To give them knowledge about best practices involved in HRM.
4. To motivate students to manage human resource by using best HR practices.

TeaUNITI INTRODUCTION

Definition of HRM, Objectives – Importance- Nature- Scope- Functions- Role and Qualities of a good Personnel Manager, Evolution and growth of personnel management in India. Difference between PM and HRM. Models of HRM- Fombrun Model, Harvard Model, Guest Model and Warwick Model. Strategic Human Resource Management

UNITII HUMANRESOURCEPLANNING

Job Analysis-Need for Job Analysis, Steps in Job Analysis, Methods for collecting

Job

Analysis. Defining Job Description and Specification. **Human Resource Planning**- Meaning, Definition, Importance, Factors Affecting and Different process of Human Resource Planning- Long term and Short term planning- **Succession Planning**

UNITIII RECRUITMENTANDSELECTION

Recruitment- Meaning, Definition- sources – **Internal Sources** – Promotion, Transfer, Employee Referral, Job Bidding **External sources**- Campus Recruitment, Advertisements, Employment Exchanges, Unsolicited Applicants, Field Visits, Labour contractors, Recruitment at the Factory Gate. **Alternatives Sources to Recruitment** – Overtime, Subcontracting, Temporary Employees, Employee Leasing and Outsourcing. **Modern sources of recruitment**. Evaluation of Sources of Recruitment. Recruitment Policies and procedures.

Selection – Meaning, Definition, Steps in Selection process- Application Blank, Preliminary Interview, Test- Types of Test, Interview- Types, Medical Examination, Reference Checks.

Induction – Meaning, Definition, Components

of Induction, Induction Program in companies.

Placement- Definition, Differential Placements.

TalentAcquisition

UNITIV COMPENSATIONMANAGEMENT

Job Evaluation-Meaning,Definition, methods of Jobevaluation - **Performance Appraisal**- Definition-objectives- Traditional and Modern MethodsofPerformance Appraisal-Processof Performance Appraisal –problems with Performance Appraisal - PotentialAppraisal.**Compensation** –nature-Objectives ofCompensation Planning- ComponentsofPay Structure-Factors Influencing Compensation Levels-Choices in designing CompensationSystemExecutive Compensation.**Incentive Plans**- Individual Incentives-Group Incentives andOrganisation wide Incentives- Fringe Benefits. **Employee Separation** : Retirement,Resignation,Dismissal

UNITV MODERNHRM

Mentoring - Knowledge Management - Quality of Work Life –Work Life Balance - -
HRAudit - Human Resource in Mergers and Acquisitions.Employee Empowerment- HR
metrics- Employee Engagement

TeachingMethods:

Lectures,Assignments,Discussions,Casestudy,Seminars,RolePlay,Processlab.

TextBooks:

1. V.S.P.Rao ,2010,Human Resource Management -Texts and Cases,Excel Books PrivateLimited
2. GaryDessler,2016,HumanResourceManagement,Pearson

ReferenceBooks:

1. .DecenzoandRobbins,2007HumanResourceManagement,Wiley,8thEdition.
2. Edwin Flippo, Principles of Personnel Management - Mc.Graw Hill., 4th edition3..UdayKumarHaldar,JuthikaSarkar,2012HumanResourcemanagement.Oxford
4. Vancevich,2012,HumanResourceManagement,McGrawHill.

PAPER 2: ORGANISATIONAL BEHAVIOUR
SUBJECT CODE :MO/18C/102

Credits:3

ElectivePaper

Teaching Hours: 45

Objectives:

1. To introduce the student to human needs and human behaviour.
2. To give them an exposure to living in groups, issues arising out of it and addressing such of those issues.
3. To give them knowledge about leading and motivating people.
4. To give them an exposure to the basics of organization and organizational life.

UNIT I FOCUS AND PURPOSE5 Definition, need and importance of organizational behaviour–Nature and scope– Framework– Organizational behaviour models.

UNIT II INDIVIDUAL BEHAVIOUR Personality – types – Factors

influencing personality – Theories– Management Intervention. Emotions - Emotional Labour –Emotional Intelligence – Theories. Attitudes – Characteristics – Components – Formation –Measurement Values. Perceptions – Importance – Factors influencing perception –Interpersonal perception. Motivation–Importance–Types– Effectsonworkbehavior.

UNIT III GROUP BEHAVIOUR Organization structure – Formation – Groups in organizations–Influence–Group dynamics–Emergence of informal leaders and working norms – Group decision making techniques – Team building - Interpersonal relations – Communication–Control.

UNIT IV LEADERSHIP AND POWER: Meaning Leadership –Leaders VS Managers – Sources of power–Power centers–Power and Politics.

UNIT V DYNAMICS OF ORGANIZATIONAL BEHAVIOUR: Jobsatisfaction– Determinants–Measurements–Influence on behavior.Organizational change–Importance – Stability Vs Change – Proactive Vs Reaction change – the change process – Resistance to change–Managing change.Stress–Work Stressors–Prevention and Management of stress – Balancing work and Life.

Teaching Methods:

Lectures, Assignments, Discussions, Casestudy, Seminars, Role Play, Processlab.

Text Books:

1. Stephen P. Robins, Organisational Behavior, PHI Learning / Pearson Education, 11th edition, 2008.
2. Fred Luthans, 2012, Organization behaviour, McGraw Hill.

Reference Books:

1. Hell Reigel, Slocum and Woodman, Organization behaviour, southwestern, Thomson learning, 9th Edition
2. Udai Pareek, 2011 Understanding Organisational Behaviour, 3rd Edition, Oxford Higher Education
3. Jerald Greenberg, 2011 Behaviour in Organization, PHI Learning. 10th edition.
4. McShane & Von Glinov, 2007 Organisational Behaviour, 4th Edition, Tata McGraw Hill.

Objectives:

1. To introduce the students to concepts and theories of Management.
2. To give them an exposure to the different schools of management thoughts..
3. To give them knowledge about leading and motivating people.
4. To give them an exposure to the basics of organization.

UNIT – I : Management- definition - principles and process of management - the evolution of management thoughts - specific management, administrative management, human relation and system approach to management. **Planning - principles and types of planning - steps in planning - limitations of planning. Policymaking - general policies and specific policies in an organization- basic areas of policymaking and goal setting.**

UNIT II : Organizing - organizational structure and design - authority and hierarchy - span of management - pros and cons of narrow and wide spans of control- optimum span. Use of organizational charts and manuals - lines and staff relationship - delegation - centralization of authority and the pros and cons of each.

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. Types of Communication – process of communication

UNIT IV: Co-ordination and control - Concept of control - process of control - methods of control - application of the process of control at different levels of management - performance standards - Measurements of performance - Remedial action - Needs for co-ordination - Techniques of securing co-ordinations.

UNIT V: Decision making - models and techniques of decision making and implementation - Management by objectives - Management by Exception - Management by walking around.

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. Prasad, L.M, 2013 Principles and practices of Management Sultanchand & Sons
2. Stephen P. Robbins, David A. DeCenzo and Mary Coulter, 2012 Fundamentals of management, Prentice Hall of India, 2012.

Reference Books:

1. Koontz O'Donnell, Principles of Management McGraw Hill publishing co., ltd.,
2. Peter Drucker, The Practices of Management - Hillier publications
3. Robbins: Management, 7th Edition, and PHI
4. Don Hellriegel, Susan E. Jackson and John W. Slocum, Management, 2008 - A competency based approach, Thompson South Western, 11th edition

TeachingMethods:

Lectures,Assignments,Discussions,Casestudy,Seminars,RolePlay,Processlab.

PAPER4:LABOURLEGISLATIONS

Credits:3

Core Paper

Teaching Hours:45hours

SUBJECT CODE : MO/18C/104

OBJECTIVES:

1. To introduce the students to the concept of labour welfare
2. Introduce the students to various legislations pertaining to labour welfare and social security

Unit I: Introduction

Labour Legislation:- Philosophy, origin, concept, objectives & classification, objective of International Labour Organization, International Labour Code, Indian Constitution, Indian labour legislation.

Unit 2: Lawson Working Conditions

The Factories Act, 1948; The Tamil Nadu Shops and Establishment Act, 1947; The Tamil Nadu Catering Establishments Act, 1958; The Contract Labour (Regulation and Abolition) Act, 1970.

Unit 3: Lawson Wages

The Minimum Wages Act, 1948; The Payment of Wages Act, 1936; The Payment of Bonus Act, 1965; Equal Remuneration Act, 1976.

Unit 4: Lawson Welfare & Social Security

The Employees Compensation Act, 1923; The Employees State Insurance Act, 1948; The Employees Provident Fund & Miscellaneous Provisions Act, 1952; The Maternity Benefit Act, 1961; The Payment of Gratuity Act, 1972.

Unit 5: Miscellaneous Acts

The Sexual Harassment of Women at Workplace (Prevention, Prohibition & Redressal) Act, 2013; The Companies Act, 2013- Definition & Types of Company, Steps in the formation of Company, Prospectus, Directors, Winding up of Company

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. N.D. Kapoor, 2017 Elements of Mercantile Law - Sultan Chand & Sons
2. Piyali Ghosh and Shefali Nandan, 2017, Industrial Relations & Labour Law, Mc. Graw Hill Education

Reference Books:

1. P.C. Tripathi, Personnel Management & Industrial Relation, Sultan Chand & Sons
2. R. Venkatapathy & Assisi Menachery - Industrial Relations & Labour Legislation - Aditya Publishers.
3. Balachandran V. 2012, Legal Aspects of Business, Tata McGraw Hill
4. Akhileshwar Pathack, 2009 Legal Aspects of Business, 4th Edition, Tata McGraw Hill, 2018-2020

SEMESTER-

**IPAPER5:FUNDAMENTALS OF ACCOUNTING AND FINANCIAL
MANAGEMENT**

Credits:2

Interdisciplinary Teaching Hours:30
SUBJECT CODE : MO/18ID/105

OBJECTIVES:

1. To introduce the students about the fundamentals of accounting
2. To make the students understand basics of management accounting

Unit 1 Introduction to Accounting

Book-keeping and Accounting: Meaning, Definition, Objectives. Accounting Concepts and Conventions – Journal, Ledger, Trial Balance. Preparation of Final Accounts of company : Trading, Profit and Loss Account, Balance Sheet (Problems). Groups interested in Accounting Information.

Unit 2 Management accounting

Definition, **Scope and Functions of Management Accounting**. Difference between Management Accounting and Financial Accounting. Financial Analysis – Concepts and Objectives, Tools of Financial Analysis: trend analysis, Ratio Analysis. (Problems)

Unit 3 Cost Accounting

Concept of cost, Elements of Cost. Cost Accounting: Objectives – Cost Sheet (Problems). **Classification of cost.** Cost Unit and Cost Centre. Methods of Costing, Techniques of costing. Labour Costing. Labour Turnover – Idle time and Over Time – Causes and Control.

Unit 4 Financial Management

Objectives and Functions of Financial Management, Role of Financial Management in an organization. Objectives of firm – Profit Maximization Vs Wealth Maximization. Capital Structure – Cost of Capital – Computation for each source of finance and weighted average cost of capital – EBIT- EPS Analysis.

Unit 5. Marginal Costing

Marginal Costing – Definition, Break-even point analysis – Contribution, P/V Ratio, Margin of safety, Profit Planning (Problems).

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. M. Y. Khan & P. K. Jain, 2011, Management Accounting, Tata McGraw Hill.
2. M. Y. Khan and P. K. Jain Financial management, 2011, Text, Problems and cases Tata McGraw Hill, 6th edition

Reference Books:

1. Jan Williams, Financial and Managerial Accounting, 2010 The basis for business Decisions, Tata McGraw Hill Publishers.
2. R. L. Gupta & M. Radhasamy, 2017 Advanced Accounting, Sultan Chand & Sons
3. L. M. Pandey, 2012, Financial Management, Vikas Publishing House Pvt. Ltd
4. Prasanna Chandra, 2012, Financial Management, 9th edition, Tata McGraw Hill

PAPER-6:INDUSTRYINSTITUTEINTERFACE-I

Credits:6

CorePaper

No. Of Days: 22-24 days

SUBJECT CODE : MO/18C/106

Objectives:

1. To give the man opportunity to make personal observations with respect to the organization and administration of Corporate Sector.
2. To enable the students to interact with the corporate managers, executives and community/beneficiaries, governmental agencies so as to get a practical exposure to the working of organizations.
3. To enable the student to take part and have a practical experience in the Change Management initiatives undertaken by corporate.
4. To develop the skills essential for the effective management of Corporate and to practically expose them to the unique practices adopted by the Corporate.
5. To prepare them for the future practical learning.

For this purpose the field work for the programme with respect to I Semester the field work will be organized in the following manner.

Nature of Field Work: Observation visits & Concurrent Field Work

Methodology:

1. Orientation and observation visits to Corporate Organizations working in different sectors.
2. Individual Student reports submission on the visits made and observation done.
3. Fieldwork conferences with the faculty supervisors.
4. Observation visit based presentation and seminars.
5. Concurrent fieldwork - students will report in an organization 2 days in a week and have a first hand exposure to the activities of HR department for a period of 6 weeks

Communication: Body posture, Tone, Voice modulation, Speed, Listening Skills, writingskills,presentation skills,publicspeaking,Storytelling,Humor.

Interpersonal Skills: Johari window, networking skills, building trust, Overcoming bias,Respect,selfdisclosure,dealingwithdifficultpeople,managingpolitics,Collaboration,Learni ng toworkint teams.

PersonalityDevelopment:Grooming,Attitude,Values,selfacceptance,selfesteem,Assertiveness,competitiveness,selfconfidence,handling criticism,Resilience.

MS-Excel-I:Listing,Loops,If-Then-ElseformulatingEquations,MergeDocuments,V-LOOKUP,Pivottables.

PAPER8: LEARNING AND DEVELOPMENT**Credits:3****Core Paper**
SUBJECT CODE : MO/18C/201**Teaching Hours:45****Objectives:**

1. To provide an understanding of the nature and process of Training and Development.
2. To provide knowledge on the different Strategies used in training.
3. To induce leadership and mentoring skills among students.

UNIT I

Learning and Technology: Principles and process of Learning, Types of learners, Theories of learning, Reinforcement Theory, Social Learning Theory, Andragogy, Multimedia training, E-learning/Online Learning, Distance Learning.

UNIT II

Introduction to Training Concept, definition, meaning, need for training, importance of Training, Objectives of Training, Concepts of education, Training and Development, Overview of training functions, Types of Training

UNIT III

Process of Training:

Steps in Training, Identification of Job Competencies, Criteria for identifying training needs, (Person Analysis, Task Analysis, Organization Analysis), Assessment of Training Needs, Methods and process of Needs Assessment.

UNIT IV

Designing and implementing Training Programme: Trainer identification, Methods and Techniques of training, designing a training module, (Cross cultural leadership, training the trainer, Change), Management Development Programme, Budgeting of Training,

UNIT V

Evaluation of Training Programme: Kirkpatrick Model of Evaluation, CIRO Model, Cost-Benefit Analysis, ROI of Training.

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. Employee Training & Development, Raymond A. Noe, 7th Edition, MC Grawhill
2. Training and Development: Enhancing Communication and Leadership Skills, 2012 Steven A. Beebe, Timothy P. Mottet and K. David Roach, Pearson

Reference Books:

1. Pepper, Allan D, Managing the Training and Development function, Aldershot
2. Lynton R Pareek U, 1990 Training and development, 2nd ed. New Delhi, Sage Publications
3. Serge P. The Fifth Discipline, 2006, The Art and Practice of Learning Organization, London Century
4. Reid M.A. etc. Training Interventions, 1992 Managing Employee Development, 3rd ed. London IPM

Credits:3

Core Paper

Teaching Hours:45

SUBJECT CODE : MO/18C/202

OBJECTIVES:

1. To introduce the student to the concept of industrial relations
2. Introduce the student to various legislations pertaining to industrial relations

UNIT 1. Introduction

Industrial Relations - Concept and philosophy of IR , model IR system, Approaches to IR: Human Relations approach, Psychological Approach, Sociological Approach, Gandhian Approach, Marxian Approach and Dunlop's Systems Approach.

UNIT 2. Dynamics of Industrial Relations

Collective Bargaining – Meaning, Types, Process of collective bargaining, Approaches and Techniques; Participative Management – Concept - Industrial democracy, participative models, forms of participation, levels of participation, Employee empowerment.

Unit 3: IR Legislations

Salient Provisions of The Industrial Disputes Act 1947, The Industrial Employment (Standing Orders) Act, 1946

Unit 4: Trade Union – Concept and Law

Concept, Features, Functions, History of Trade Union Movement in India, Decline of Trade Unions. The Trade Union Act, 1926

Unit 5: Discipline and Grievance Redressal

Discipline - Approaches; Standing orders, Service Rules, Code of Discipline; Grievance: methods of redressal. Domestic enquiry - principles of Natural Justice, Misconducts, Disciplinary procedures, Punishment, Positive Disciplinary intervention, Remedial counselling

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. Mamoria. C.B & Subba Rao. P , 2017, Dynamics of Industrial Relations, 16th Edition, Mumbai, Himalaya Publishing House
2. Srivatsava S.C. 2013, Industrial Relations & Labour Laws (6th edition) Noida , Vikas Publishing House

Reference Books:

1. Sarma A.M, 2016, Industrial Relations – Conceptual and legal framework (11th edition), Mumbai, Himalaya Publishing House.
2. Rao Subba. P, 2016, Essentials of Human Resource Management & Industrial Relations, Mumbai, Himalaya Publishing House
3. Punekar. S.D. Deodhar, S.B. & Sankaran Saraswathi (2014), Labour Welfare Trade Unionism and Industrial relations (14th edition), Mumbai, Himalaya Publishing House.
4. Sinha. P.R.N, Sinha Indu Bla, Shekar Seema Priyadarshini, 2014,

IIPAPER10:RESEARCH METHODOLOGY &STATISTICS**Credits:3****CorePaper**
SUBJECT CODE : MO/18C/203**TeachingHours:45****Objectives:**

1. To educate students on the applications of research in the field of HR-OD.
2. To teach the entire research process.

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 - normal, 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 - Measures of Central Tendency 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. (Noneed 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 and their application in Management problems solving.

UNIT V **Presentation of Research results:** Tabulation - Need, Nature and Guidelines - ungrouped and grouped frequency tables, charts and diagrams, organizing report: Use of Executive summary, appendix and Bibliography - use of SPSS.

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. Uma Sekaran and Roger Bougie, 2012 Research methods for Business, 5th Edition, Wiley India, New Delhi, 2012.
2. C.R. Kothari & Gaurav & Garg, 2018, Research Methodology – Tools & Techniques, New Age International Publishers

Reference Books

1. O.R. Krishnasami, 2005, Methodology of Research in Social Sciences, Himalaya Publishing House
2. William G Zikmund, Barry J Babin, Jon C. Carr, Atanu Adhikari, Mitch Griffin, 2012 Business Research methods, A South Asian Perspective, 8th Edition, Cengage Learning, New Delhi.
3. Quantitative Methods for Business, 1998, David R. Anderson, Dennis J. Sweeney, Thomas A. Williams, South-Western Educational Publishing
4. Quantitative Techniques, Sp Gupta Pk Gupta, Man Mohan, Sultan Chand & sons

PAPER 11: CHANGE MANAGEMENT

Credits: 3

Core Paper
SUBJECT CODE : MO/18C/204

Teaching Hours: 45

OBJECTIVES:

1. To help gain knowledge about the concepts of change management.
2. To acquire skills required to manage change effectively.
3. To understand the various components and constraints involved in Change management.

UNIT 1 Personal Change

Change: Introduction, meaning, need, implications. Personal Change: Meaning, understanding personal change, and personal change process, components of personal change: Self-awareness, self-analysis, self-efficacy, self-esteem, organizational roles-making organizational role effective and role efficacy, Importance.

UNIT 2 Concept of Organizational Change & several Models

Organizational Change: Definition, nature, types, forces, models of organizational change – Force Field, Kurt Lewin, Systems, 7 Stage and Contemporary Activities Research, Burke-Litwin Model of change, Ralph Kilman 5 sequential stages of organizational change, Ronald Lippitt, Jeanne Watson & Bruce Westly 7 stage Organizational change - Socio-technical system theory and Open system Planning;

Unit 3 Implementing change & Change Agents

Leading the change process, facilitating change, dealing with individual and group resistances, strategies and skills for Communicating change, develop learning Organization

UNIT 4 Organizational Culture & Change: Corporate Culture, types of culture, importance, nature, formal & informal components of organizational culture, functions, creating & sustaining culture, designing strategy for cultural change;

Unit V

Consolidating Change - Signs of consolidation, actions to consolidate change, Some words of Caution in managing Change. **Creativity & Innovation:** Meaning, need, components of creativity & innovation, Organisational constraints, Organisational environment for creativity & innovation.

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. Making Sense of Change Management: A Complete Guide to the Models, Tools and Techniques of Organisational change 2015, Esther Cameroon & Mike Green, Kogan Page Publishers
- 2.. Managing Organizational Change, 2004 V Nilkant, S Ramnarayan, Response Books

ReferenceBooks:

1. ChangeManagment –People side of Change, 2012, Timothy J. Creasey, Jeff Hiatt,ProsciLearning CenterPublications
2. .OrganizationChangeandDevelopment,2012,KavithSingh,ExcelBooks
3. Management of Organizational Change ,2001, K Harigopal – Response Books4..ChangeManagement,conceptsandapplications,RadhaR.Sharma, TMH

PAPER 12: MANAGERIAL ECONOMICS
SUBJECT CODE : MO/18ID/205

Credits:3

Interdisciplinary

Teaching Hours:30

OBJECTIVES:

1. To help gain knowledge about the concepts of micro-economics
2. To acquire skills required to understand and interpret macroeconomic environment in India

Unit 1- Fundamentals of Economics- Economics-Meaning, Definitions, Branches of Economics, Main Divisions of Economics. Managerial Economics-Definition, Characteristics and Significance/Scope of Managerial Economics in an Organization, Difference between Economics and Managerial Economics. Role of Managerial Economist/why Managers should study Managerial Economics. Assignment: Types of Economic Systems.

Unit 2- Demand Analysis and Forecasting- Demand-Meaning, Law of Demand, Demand Schedule and Demand Curve, Why Demand Curve Slopes Downward, Exception to Law of Demand or Perverse Demand Curve, Difference between Change in Demand and amount demanded, Factors determining Demand/ Demand Function, Elasticity of Demand Meaning and Definition, Meaning of Price Elasticity, Income Elasticity and Cross Elasticity of Demand (Only Meaning and Symbolic representation no Problems and methods of calculation). Factors influencing Elasticity of Demand, Importance of Elasticity of Demand, Demand Forecasting-Meaning, Definition, Types of Forecasting, Objectives and Purpose of Forecasting, Importance of Forecasting, Levels of Forecasting Approaches to be adopted for forecasting demand of New products. Assignment: Demand Forecasting Techniques

Unit 3- Supply and Production -Supply-Meaning, Supply Schedule, Law of Supply, Supply Curve, Factors determining Supply/ Determinants of Supply, Expansion and Contraction of Supply Curve, Increase or Decrease in Supply, Elasticity of Supply. Production -Meaning, Types of Utilities, Factors of Production, Production Function, Laws of Production: Laws of Variable Production, Laws of Returns to Scale, Economies of Scale Meaning, Types of Economies of Scale-Internal and External, Diseconomies of Scale-Internal and External

Unit 4- Cost and Revenue Concepts-Cost and Concepts, Break Even Analysis-Meaning, Determinants of BEP, Usefulness and Limitations of Breakeven Analysis. Revenue-Meaning, Kinds of Revenue

Unit 5- National Income-Social Accounting Aggregates, Computation of National Income, Business Cycle and Phases, Characteristics of Business Policy, Inflation and Deflation, Monetary Policy, Central Bank Functions, RBI Functions, RBI and Credit Control measures used by RBI, Fiscal Policy-Meaning, Objectives of Fiscal Policy, Instruments of Fiscal Policy, Limitations of Fiscal Policy. Economic Planning- Definition, Features, Objectives, Planned Vs Unplanned Economy, Competition Act 2002 and Foreign Exchange Management Act 1999 Assignment: Objectives and Provisions of MRTP Act 1969, Foreign Exchange Regulation Act 1973

Teaching Methods:

Lectures, Assignments, Discussions, Casestudy, Seminars, Role Play, Process lab.

Text Books:

1. D.M. Mithany, 2017, Managerial Economics, Himalaya Publishing House
2. H.L. Ahuja, 2016, Business Economics, Sultan Chand Publications

Reference Books:

1. Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, 2010, Economics, 19th edition, Tata McGraw Hill, New Delhi.
2. William Boyes and Michael Melvin, 2005 Textbook of Economics, Biztantra, .
3. N. Gregory Mankiw 2007, Principles of Economics, 3rd edition, Thomson Learning, New Delhi,
4. Richard Lipsey and Alec Charystal, 2011 Economics, 12th edition, Oxford University Press, New Delhi

PAPER: 13: INDUSTRY INSTITUTE INTERFACE-II

Credits: 6

Core Paper

No Of Days: 24

SUBJECT CODE : MO/18C/206

Nature of Field Work: Concurrent Field Work

Methodology:

1. Concurrent field work - students will report in an organization 2 days in a week and have a first hand exposure to the activities of HR department for a period of 12 weeks

PAPER: 14: SOFTSKILLS-II

Credits: 2

Core Paper

SUBJECT CODE : MO/18S/207

Teaching Hours: 30

MBTI: Mayer Briggs Personality Type Indicator, Identifying one's own personality.

Professional skills-I: English language –

Voice & Accent, Business Etiquette, Meeting management, Telephone etiquette, Email etiquette, Intercultural competence.

Potential Realization: Johari Window Assessment, SWOT Assessment, Building Self Confidence.

MS-Excel III: VBA Macros, Click Reporting, Charting Techniques, Media Insertions

PAPER:15:SUMMER PLACEMENT

Credits:2

Period of Placement:30 Days

SUBJECT CODE : MO/18R/208

Objectives:

1. To give the student trainees to make use of the summer vacation by getting placed in a Corporate Organization and to benefit.
2. To prepare them for the next academic year field training.
3. To give them an opportunity of additional learning about the field.

For this purpose the field work for the programme with respect to fourth semester the field work will be organized in the following manner.

Nature of Field Work:

Summer Placement

Methodology:

1. It will be unsupervised placement training.
2. A compulsory requirement for course completion.
3. The student trainees will be given broad guidelines for their interaction with the Organisation and learning.
4. Depending on the students' interest and possibilities, individual placement in an organization will be permitted.
5. After completion of the summer placement training, students are expected to submit a summer placement completion certificate and a consolidated report of their activities and learning during the period of placement.
6. On reopening of the college (in the beginning of the next academic year) students will have to make a presentation of their experiences and learning to the class and thereby information/experience sharing will be facilitated.

PAPER 16: ORGANIZATIONAL DEVELOPMENT-I

Credits:3

Core Paper

Teaching Hours:45

SUBJECT CODE : MO/18C/301

OBJECTIVES:

1. To orient students with the various tools & techniques for Organization Development
2. To acquire the knowledge/skills and dynamics of OD.

Unit-1

Introduction and Characteristics of OD, Foundations of Organizational Development: Conceptual framework of OD, History of OD, First order and second order Change, Values, assumptions and beliefs in OD.

Unit-2

Participation and Empowerment, Teams and teamwork, Parallel learning structures, A normative-re-educative strategy of changing, Applied behavioral science, Action research.

Unit-3

Managing the OD Process: Components of OD Process, Diagnosis, Action & Program Management; Diagnosis: Diagnosing the System, its subunits and Processes, Diagnosis using the Six-box Organizational Model

Unit-4

Third Wave Consulting: The Action Component: nature of OD intervention, analyzing discrepancies: The Program Management Component: Phases of OD Programs, model for managing change, creating parallel learning structures.

Unit-5: Organizational Design – Determinants – Components – Types - Basic Challenges of design –

Differentiation, Integration, Centralization, Decentralization, Standardization, Mutual adjustment Mechanistic and Organic Structures –

Technological and Environmental Impact on Design Importance of Design – Success and Failures in design - Implications for Managers.

.Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. Wendell L. French & Cecil H. Bell, Jr, 2008, Organisational Development, PHI Learning Private Limited
2. Gareth R. Jones, 2011, Organisational Theory, Design & Change, Pearson Education.

Reference Books:

1. Uma Sekaran, 2004 Organisational Behaviour, Mc. Graw Hill
2. Pradip N. Khadwalla, 2005, Organizational designs for excellence,
3. Robert A Paton, James McCalman, 2012, Change Management, A guide to effective implementation, Response Books
4. Adrian Thornhill, Phil Lewis, Mike Millmore and Mark Saunders, 2010, Managing Change - A Human Resource Strategy Approach, Wiley

PAPER 17: OPERATION MANAGEMENT**Credits: 2****Interdisciplinary Paper****Teaching Hours: 30****SUBJECT CODE : MO/18ID/302****Unit – I INTRODUCTION**

Introduction to production and operation management- system- nature , importance and organizational function.-Characteristics of modern production and operation function. Recent trends in production and operation management. Role of operation in strategic management. Production and operation strategy–nature of international operation management

Unit – II CAPACITY PLANNING AND FACILITY PLANNING

Capacity planning- long range, types, capacity requirements planning (CRP); developing capacity alternatives. Aggregate planning- approaches, cost, relationship to master production schedule. Overview of MRP, MRP II, ERP, CAD and CAM

Facility layout-facility location-theories-principles, types, planning tools and techniques

Unit – III INVENTORY MANAGEMENT

Purchasing–objectives, functions, policies, vendor rating and value analysis, store management- nature , layout, classification and coding- inventory – objectives , cost and control techniques. Overview of JIT

Unit – IV PRINCIPLES OF TQM

Introduction- TQM framework- overview of the contribution of Deming, Juran, Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi Techniques- Concept of quality circle, Japanese 5S, Principles & 8D Methodology.

Unit – V PROCESS CAPABILITIES AND QUALITY MANAGEMENT SYSTEM

Total productive maintenance (TPM), BPR- principles, application, re-engineering process benefits and limitations

Quality function development (QFD)- benefits, voice of customers, information, house of quality (HOQ), benchmarking and POKAYOKE

Introduction IS/ISO 9004:2000–Quality management systems- guidelines for performance improvements quality audit.

TeachingMethods:

Lectures,Assignments,Discussions,Casestudy,Seminars,RolePlay,Processlab

TEXT BOOKS

1. Pannerselvam R,2008 Production and Operations Management, Prentice HallIndia,
2. DaleH.Besterfieldetal,2004TotalQualityManagement, Thirdedition, PearsonEducation

ReferenceBooks:

1. AswathappaKandShridharaBhatK,2008Productionand OperationsManagement,HimalayaPublishingHouse.
2. Norman Gaither and Gregory Frazier,2002 Operations Management, SouthWesternCengageLearning,
3. PoornimaM.Charantimath,2003TotalQualityManagement,PearsonEducation,FirstIndian Reprint
4. DouglasC.Montgomery,2008Introduction toStatisticalQualityControl,Wiley StudentEdition,4thEdition,WileyIndiaPvtLimited.

SEMESTER

III PAPER: 18 CORPORATE PLANNING AND STRATEGIC MANAGEMENT

Credits: 3

Core Paper
SUBJECT CODE : MO/18C/303

Teaching Hours: 45

OBJECTIVES:

1. To induce managerial qualities of decision making in a competitive environment.
2. To encourage students to be good managers where Organizational change takes place.
3. To promote corporate values and instill leadership capabilities among students.

Unit 1: Introduction-Definition & nature of Corporate Planning, Advantages and disadvantages. Concept of strategy, levels at which strategy operates, Definition of strategic management, strategic management process, -Strategic intent: Vision, Mission, Goals and Objectives.

Unit 2: Strategic decision making, approaches to strategic decision making.. - Environmental scanning and appraisal, Organizational appraisal, strategic advantage analysis

Unit 3: Strategy Formulation -Corporate level strategies- Stability, Expansion, retrenchment, and Combination strategies -Business level strategies- Cost leadership, Differentiation and focus business strategy Functional Strategies- Financial, marketing, personnel and operations plans and policies. Strategic analysis and choice- **Tools and techniques for strategic analysis**, SWOT analysis, GAP analysis, Porter's five forces model, Value-chain analysis, Benchmarking, BCG Matrix, GE-9 Cell Matrix, TOWS Matrix, Grand Strategy Matrix, McKinsey's 7'S framework.

Unit 4: Strategy Implementation -Interrelationship of formulation and implementation, Resource allocation, Structures for strategies, strategic leadership, corporate culture, politics and power, Ethics and Social responsibility . **Strategic Evaluation and Control Overview, Strategic Control, Techniques of strategic evaluation and control.**

Unit 5: Strategies for the Bottom of the Pyramid, Digitalisation strategies, Tailoring strategy to fit specific industry and company situation. Managing Technology and Innovation-Strategic issues for Non Profit organisations. New Business Models and strategies for Internet Economy- case study

TeachingMethods:

Lectures,Assignments,Discussions,Casestudy,Seminars,RolePlay,Processlab.

TextBooks:-

1. StrategicManagement&BusinessPolicy2009,Azar Kazmi,TataMcGrawHill,3rdEd.
2. Strategic Management, Concepts & Cases,2005 Fred R. David, Pearson Education, 9th Ed.2005.

ReferenceBooks:

1. Hill.,2012,StrategicManagement :AnIntegratedapproach,EditionWiley
2. JohnPearce,RichardRobinsonandAmithaMittal,2012,StrategicManagement,McGrawHill,12thEdition.
3. Crafting and Executing Strategy- The quest for competitive advantage, Concept &Cases- 2010 ,A.A. Thompson, A.J. Strickland, John E. Gamble, Arun K. Jain, Tata McGrawHill
4. BusinessPolicyAndStrategicManagement,P.SubbaRao,HimalayaPublishingHouse.

PAPER19:COMPENSATIONMANAGEMENT

Credits:3

TeachingHours:45

SUBJECT CODE : MO/18C/304

OBJECTIVES:

1. Introduce student to the basic concepts involved in Compensation Management.
2. To familiarize students with the various techniques used to fix salary, incentives, etc.
3. To understand the different techniques of motivating employees through compensation management.

UNIT1

Introduction: Compensation meaning, objectives, nature of compensation, types of compensations, compensation responsibilities, Compensation system design issues: Compensation Philosophies, compensation approaches, decision about compensation, compensation- base to pay, individual Vs team rewards, Perceptions of pay Fairness, legal constraints on pay systems.

UNIT2

Managing Compensation: Strategic Compensation planning, determining compensation- the wage mix, Development of a Base Pay System: Job evaluation systems, the compensation structure- Wage and salary surveys, the wage curve, pay grades and rate ranges, preparing salary matrix, government regulation on compensation, fixing pay, significant compensation issues, Compensation as a retention strategy

UNIT3

Variable Pay and Executive Compensation: Strategic reasons for Incentive plans, administering incentive plans, Individual incentive plans- Piecework, Standard hour plan, Bonuses, Merit Pay, Group incentive plans- Team compensation, Gain sharing incentive Plans, Enterprise incentive plans- Profit Sharing plans, Stock Options, ESOPs, executive compensation elements of executive compensation and its management, International compensation Management.

UNIT4

Managing Employee Benefits: Benefits- meaning, strategic perspectives on benefits- goals for benefits, benefits need analysis, funding benefits, benchmarking benefit schemes, nature and types of benefits, Employee benefits programs- security benefits, retirement security benefits, healthcare benefits, time-off benefits, benefits administration

UNIT-5

Employee benefits required by law, discretionary major employee benefits, creating a work life setting, employee services- designing a benefits package

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

TextBooks:

1. BDSingh, Compensation & Reward Management, Excel Books
2. Strategic Compensation, Joseph J. Martocchio, 3rd Edition, Pearson Education

ReferenceBooks:

1. Milkovich & Newman, Compensation, TMH
2. Richard I. Anderson, Compensation Management in a Knowledge-based World, 10th Edition, Pearson Education
3. Er. Soni Shyam Singh, Compensation Management, Excel Books
4. Dipak Kumar Bhattacharya, 2014, Compensation Management

PAPER: 20 PERFORMANCE MANAGEMENT**Credits: 3****CORE****Teaching Hours: 45****SUBJECT CODE : MO/18C/305****OBJECTIVES:**

1. Introduce students to the basic concepts involved in Performance management system.
2. To familiarize students with the various techniques used to appraise performance.
3. To make them more performance oriented effective and efficient HR managers.

UNIT I: The Foundation of Performance Management

Definition, Principles, Concerns, Benefits and Scope of Performance Management.
Processes for Managing Performance, Implications for Performance Management.

UNIT II: The process of performance management

Performance management as a process of management; The performance management cycle; The performance management sequence; How performance management works; Performance management activities; Performance management in action.

UNIT III: Performance planning and agreements, Managing performance

Performance and development planning; Role profiles; Objectives setting; Performance measures and assessment; Performance planning; Development planning; The performance agreement. Managing performance throughout the year; Competency mapping - Concept Understanding Competencies - Components and employees' issues. - Competency models. Competency Categories - Steps in Developing Competency Model; Organizational Uses of Competency. - Identifying competency requirement for various sectors of employment

The continuing process of performance management; Updating objectives and work plans; Managing continuous learning; Coaching and Mentoring

UNIT IV: Assessing and reviewing performance

Approach to assessment; Factors affecting assessments; Methods of assessment; Overall analysis of performance; Narrative assessment; Rating; Forced distribution; Forced ranking; Quota systems; 360 degree feedback. **Reviewing performance** : The performance review meeting; Performance review difficulties; Performance review issues; Organizational issues; Focus, criteria and impact of Performance review. Using reviews as a communication channel; Balancing past performance against future potential; Performance review problems; Self-assessment; Giving feedback

UNIT V: The Reality of Performance Management

Overall Findings of the Research, Best practice, Views about Performance Management - Problem, Issues Identified by Field Visits - Key to Success.

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

TextBooks:

1. Herman Aguinis, 2007, Performance Management, Pearson Education Publishers.
2. Michael Armstrong and Angela Baron, 2007, Performance Management, Jaico Publishing House.

Reference:

1. Robert Bacal, 1999, Performance Management, McGraw-Hill Publishing.
2. Prem R. Chada, 2003, Performance Management: It's About Performing - Not Just Appraising, Laxmi Publications.
3. Radha R Sharma, 2011, 360 Degree feedback, Competency Mapping and Assessment Centers, Tata Mc-Graw Hill Education Pvt. Ltd., New Delhi.
4. Sanghi & Seema, 2011, The Handbook of Competency Mapping, Response Books, New Delhi.

PAPER:21RESEARCHPROJECT

Credits:6

Core Paper
SUBJECT CODE : MO/18C/306

TeachingHours:----

-
On a selected topic related Human Resource and Organisation Development the student under the supervision of faculty supervisor has to undertake an empirical research and submit a report on that.

II SEMESTER-III

PAPER:22INDUSTRYINSTITUTEINTERFACE-

Credits:6

Core Paper
SUBJECT CODE : MO/18C/307

No.OfDays:24 days

Objectives:

1. To give the man an opportunity to make personal observations with respect to the organization and administration of Corporate Sector.
2. To enable the students to interact with the corporate managers, executives and community/beneficiaries, governmental agencies so as to get a practical exposure to the working of organizations.
3. To enable the students to take part and have a practical experience in the Change Management initiatives undertaken by corporate.
4. To develop the skills essential for the effective management of Corporate and to practically expose them to the unique practices adopted by the Corporate.
5. To prepare them for the future practical learning.

For this purpose the field work for the programme with respect to I Semester the field work will be organized in the following manner.

Nature of Field Work:

Block internship

Methodology:

1. Orientation and observation visits to Corporate Organisations working in different sectors.
2. Individual Student reports submission on the visits made and observation done.
3. Filed work conferences with the faculty supervisors.
4. Observation visit based presentation and seminars.

Semester: III

Paper.23: Soft Skills III

Credits: 2

Lecture Hours: 30 Hours

SUBJECT CODE : MO/18S/308

G.D & Interview preparation: Business Trend awareness, Resumewriting, How to attend group discussion and personal interview, Entrepreneurial Thinking.

Aptitude: Arithmetic and alphabetic Progressions, cyclic expressions, verbal and non-verbal reasoning, time and distance problems.

Leadership Development: 7 habits of highly effective people, identifying one's own leadership style, influencing skills, developing skills for delegation, mentoring, coaching, Team building.

Emotional Intelligence: Understanding Emotions, Temper and Mood. Self awareness – sensitivity, Emotion regulation or management, Empathy, Social intelligence.

Paper.24:OUTBOUNDTRAINING

Credits:1

Hours:30Hours

Days:4

SUBJECT CODE : MO/18R/309

The crux of OBT lies in taking a group of people away from their normal environment into the outdoors, and placing a new, unfamiliar set of challenges before them, in the solving of which a whole lot of new equations are thrown up. The programme works on the principle that when a team is thrown together in wilderness or adventure settings, where they have to fend for themselves and meet challenges together, there is growth in many directions.

AREAS COVERED UNDER OB

TEAM BUILDING/TEAMWORK

Building successful teams while focusing on problem-solving, communication, trust-building, change and conflict resolution.

LEADERSHIP DEVELOPMENT

Identifying and developing traits successfully employed in situations involving strategy, goal setting, planning, resource allocation, empowerment, and decision-making.

CONFLICT RESOLUTION

Improving interpersonal skills, removing communication blocks, building abilities to express and resolve differences in an unstressed manner.

PERSONAL AND PROFESSIONAL EFFECTIVENESS

Improving self-image through emphasis on personal and group achievements, encouragement to stretch beyond perceived limits, and gaining a renewed sense of purpose and commitment.

INTERPERSONAL SKILLS

Develops abilities to relate meaningfully and with confidence in group and individual situations, working towards enhancing group dynamics.

PAPER:25 ORGANIZATIONAL DEVELOPMENT-II**Credits:3****CorePaper****TeachingHours:45****SUBJECT CODE : MO/18C/401****OBJECTIVES:**

1. Understand different OD interventions
2. To help students explore the different approaches and techniques involved in OD.

UNIT 1 OD interventions: Definition, factors to be considered, choosing and sequencing interventions on activities, classification of OD interventions, results of OD, typology of interventions based on target groups.

Unit-2: INTERVENTIONS

Individual Based Interventions: coaching, counseling, training, behavioral modeling, delegating, leading, morale boosting, mentoring, motivation, etc.,

Dyads/Triads Intervention: Behaviour Modelling, Process Consultation, Third Party Peacemaking Activities, Role Negotiation, Gestalt

Group based Intervention : conflict management, dialoging, group facilitation, group learning, self-directed work teams, large scale interventions, team building, and virtual teams.

Unit-3 Inter-

group based Intervention: Organization mirroring, third party peacemaking interventions, partnering Techno structural (Structures, technologies, positions etc.,)

Strategic interventions: Techno structural: Balanced scorecard; business process reengineering; downsizing and outsourcing;

UNIT-

4. Human Resource Management Interventions: Employee Performance Management. Employee Development. Employee Wellness Programs Diversity Management-Drugs in the Workplace- Employee Assistance Programs-Ergonomics: Safe Facilities in the Workplace-HIV/AIDS in the Workplace-Personal Wellness-Preventing Violence in the Workplace-Safety in the Workplace-Spirituality in the Workplace

UNIT 5 The Future and OD: The changing environment, Fundamental strengths of OD, Implications of OD for the client, ethical standards in OD, OD's future. **OD Consultant's role, issues in consultant-client relationship.** Power, Politics & OD, Research on OD

TeachingMethods:

Lectures,Assignments,Discussions,Casestudy,Seminars,RolePlay,Processlab.

TextBooks:

1. OrganizationDevelopment,behavioralscienceinterventionsforOrganizationIm
provement, WendellL.French, CecilH.Bell, Veena,Jr,Pearson,PHI.
2. Organizational Design and Development-Concepts and Applications-Dr.
BhupenSrivastava,Biztantra

TextBooks:

1. Organizationaldesignsforexcellence,PradipN.Khadwalla,TMH,2005
2. OrganizationTheory&Design,RichardLDaft,CengageLearning,8thEdition.
3. OrganizationDevelopment,&Transformation,ManagingEffectiveChange,WendellL.F
rench,CecilH.Bell,Jr,TMH
4. Organizational,Design,andChange-GarethR.Jones,5thEdition,PearsonEducation

PAPER 26: CROSS CULTURAL BUSINESS MANAGEMENT**Credits: 3****Core Paper**
SUBJECT CODE : MO/18C/402**Teaching Hours: 45****OBJECTIVES:**

- a. To introduce the students about the fundamentals of organizational culture & its dimension.
- b. To impart the skills required for cross cultural business management and make the students competent.
- c. To make the students understand about the corporate culture.

UNIT-I

Introduction: Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Cultural Background of business stake-holders [managers, employees, share holders, suppliers, customers and others] – An Analytical framework
UNIT-II
 Culture and Global Management: Global Business Scenario and Role of Culture- A Framework for Analysis; Elements & Processes of Communication across Cultures; Communication Strategy for/of an Indian MNC and Foreign MNC [with 3 illustrations on each drawing from different geo economic and social contexts] & High Performance Winning Teams and Cultures; Culture Implications for Team Building

UNIT-III

Cross Culture – Negotiation & Decision Making: Process of Negotiation and Needed Skills & Knowledge Base – Over view with two illustrations from multi cultural contexts [India – Europe/ India – US settings, for instance]; International and Global Business Operations- Strategy Formulation & Implementation; Aligning Strategy, Structure & Culture in an organizational Context

UNIT-IV

Global Human Resources Management-. Staffing and Training for Global Operations.. Developing a Global Management Cadre.. Motivating and Leading; Developing the values and behaviors necessary to build high-performance organization personnel [individuals and teams included]

UNIT-V

Corporate Culture: The Nature of Organizational Cultures Diagnosing the As-Is Condition; Designing the Strategy for a Culture Change Building; Successful Implementation of Culture Change Phase; Measurement of ongoing Improvement

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

TextBooks:

1. International Management: Managing Across Borders And Cultures, 4th Ed, "Deresky Helen," Prentice Hall India,
2. K. Aswathappa, 2012 International Business,, Tata McGraw Hill, New Delhi

ReferenceBooks:

- 1.. The Secret Of A Winning Culture: Building High-Performance Teams, "Esenn Drlarry, Rchildress John," Prentice Hall India
2. Vyuptakesh Sharan, 2011, International Business, 3rd Edition, Pearson Education in South Asia, New Delhi.
3. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, 2010, International Business, 327th Edition, Cengage Learning, New Delhi
4. John D. Daniels and Lee H. Radebaugh, 2000 International Business, Pearson Education Asia, New Delhi,

UNIT –I- Human Resource Accounting :Introduction, concepts of Human Resource Accounting, Objectives of HRA- Advantages and limitations of HRA- Different Approaches and application of HRA in India.

Unit II : HR Analytics – Concept & Evolution of HR Analytics & data sources. HCM : 21 model. Use of work force analytics to improve decision making. Analytics and prediction. Importance of HR Analytics. Data Analytics techniques using software packages. Future of Human Resource Analytics.

UNIT –III Introduction to HRIS; Data Management for HRIS: Data Formats, Entry Procedure & Process; Data Storage & Retrieval; Transaction Processing, Office Automation and Information Processing & Control Functions; Design of HRIS: Relevance of Decision Making **Concepts for Information System Design**.

Unit IV HR Management Process I & HRIS: Modules on MPP, Recruitment, Selection, Placement; Module on PA System; T & D Module; Module on Pay & related dimensions; Planning & Control.

UNIT –V HR Management Process II & HRIS: Organization Structure & Related Management Processes including authority & Responsibility Flows, and Communication Process; Organization Culture and Power – Data Capturing for Monitoring & Review; Behavioral Patterns of HR & other Managers and their place in information processing for decision making; Security, Size & Style of Organizations & HRIS: Security of Data and operations of HRIS Modules; Software packages for Human Resource Information System

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. Micheal J. Kavanagh, 2006, Human Resource Information Systems: Basics, Applications, and Future Directions, 4th edition, Sage Publications.
2. Tracey Smith, 2013, HR Analytics: The What, Why and How, Createspace Independent Publishing.

References

1. Dr. Michael Hammer, 2016, The Agenda: What Every Business Must Do to Dominate the Decade, Hammer and Company.
2. Michael Armstrong, A Handbook of Human Resource Management Practice, Kogan Page.
3. Elizabeth Houldsworth & Dilum Jiransinghe, Managing and Measuring Employee Performance- Understanding Practice, Kogan Page.
4. Jack J Phillips, Accountability in Human Resource Management, Gulf Professional Publishing.

PAPER:28 WORKPLACECOUNSELLING

Credits:2

**InterdisciplinaryPaper
TeachingHours:30
SUBJECT CODE : MO/18ID/404**

OBJECTIVES

1. Introduce the student to fundamentals of counselling and application of workplace counselling.
2. To make the student understand models of workplace counselling.
3. To enhance an understanding about dealing with different kinds of people.

UNIT I INTRODUCTION

Meaning and Definition of Counseling, Counseling process- Stages - Building the counseling relationship and facilitating initial disclosure, In depth exploration, commitment to action and termination, Development of counseling skills, Introduction to important schools of counseling- Psychoanalytic counseling, Gestalt counseling, Rational emotive therapy, Person centered counseling, behavioural counseling.

UNIT II UNDERSTANDING WORKPLACE COUNSELING

Concept-History-Models of Workplace counseling- Training of workplace counseling

UNIT III SETTING UP COUNSELING IN THE WORKPLACE

An Integrative model of individual employee counseling. Preparation- Assessment- Contractual referring- Counseling - termination. Group counseling; Conflict Resolution- Intrapersonal-Interpersonal; Familial, Teambuilding.

UNIT IV DEALING WITH SPECIFIC WORK PROBLEM

Dealing with different people- Sexual Harassment- Work life balance. Unethical behavior in workplace, Travel stress.

UNIT V INDUSTRIAL COUNSELLING

Employee problem counseling-
Problems of Absenteeism, Turnover, Burnout, Depression, Substance Abuse

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

TextBooks:

1. WorkplaceCounseling,1999,MichaelCarroll,SagePublications
2. IntroductiontoCounselingskills–TextsandActivities,2000RichardWelson–Jones,Sage Publications

ReferenceBooks:

1. ChennaiPractitionersCounsellingApproaches&PractitionersGuide
2. LindaSeligman/LouieW.Reichenberg–
TheoriesofCounseling&Psychotherapy,Pearson
3. Gibson/Mitchell,2015,IntroductiontoCounseling&Guidance,Pearson
4. Asha.K.Kinra,Guidance&counseling,Pearson

Credits:2

ELECTIVEPAPER
SUBJECT CODE : MO/18E/405B

TeachingHours:30

OBJECTIVES:

1. To help gain knowledge about the concepts of entrepreneurship
2. To acquire skills required to start and manage a business.

UNIT I

The entrepreneurial - Definition - Characteristics of a successful entrepreneur - Entrepreneurial scene in India - Case histories of successful entrepreneurs - Identification of potential entrepreneurs.. Women Entrepreneurship.

UNIT II

Entrepreneurial Development Programme and training - Entrepreneurial Environment - Project Identification - Project Formulation - Project Report - Project Appraisal - Profitability Analysis.

UNIT III

Project Planning - Social COST Benefit analysis - Financial Analysis, Project financing - Selection of site & Equipment - Institutions for ED - Financial Institution & Entrepreneur Development - Bank Finance to entrepreneur - Working Capital Management.

UNIT IV

Development of small Scale Industries - Incentives for SSI from Central Government & State Government / Industrial sickness in SSI, causes and remedies - Selection of the site and Equipment - Plan for production.

UNIT V

Marketing Feasibility - New Product Ideas and Evaluation - Marketing and pricing policy and distributing channels - Problems of small scale units. Women Entrepreneurship

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab

TextBooks

1. Dr.VasantDesai,2012,Entrepreneurship&smallBusiness–HimalayaPublications
2. Dr.P.T.Vijayashree&M.Alagammai,2010,EntrepreneurialDevelopment&SmallBusinessManagement,MArgghamPublications

ReferenceBooks

1. VGPatel,EntrepreneurshipDevelopmentProgrammeinIndiaanditsRelevancetoDeveloping Countries-VG PatelEDIPublications
2. P.Saravanel,1997EntrepreneurialDevelopment,EssPeekayPublishingHouse
3. DonaldFKuratko,T.VRao,2012,Entrepreneurship:ASouthAsianperspective.CengageLearning.
4. AryaKumar,2012,Entrepreneurship.Pearson

PAPER:29B INDUSTRIAL HEALTH, HYGIENE & SAFETY

Credits:2

ELECTIVE PAPER
SUBJECT CODE : MO/18E/405A

Teaching Hours:30

Unit I: Introduction to Industrial Safety : (History and development of safety movement, Need for safety, Safety legislation: Acts and rules, Safety standards and codes, Safety policy: safety organization and responsibilities and authorities of different levels. Accident

sequencetheory, Causes of accidents, Accident prevention and control techniques, Plant safety inspections, Job safety Analysis and investigation of accidents, First aid. Financial costs - direct and indirect social costs of accidents. Compilation procedure for financial costs. Cost data, quality and its limitations - Budgeting.

Unit II: Risk Assessment: Checklist procedure, Preliminary hazard analysis, What if analysis, Failure mode effect analysis, Hazard and operability (HAZOP) studies, Hazard analysis techniques: Fault tree analysis, Event tree analysis, General outline of DOW index, Risk estimation and management,

Unit III: Hazard Identification

Major hazard control, On-site and Off-site emergency preparedness. Identification of hazard, Categorization methods for elimination of hazard, Mechanical hazards; machine guarding, safety with hand tools/ portable power tools, Pressure vessel hazards and their control, Safety in material handling: hazards and safe Practices, safety with storage of materials,

Electrical hazards: classification, safe work practices, Chemical hazards: laboratory safety, bulk handling of chemicals, Fire and explosion hazards, Fire detection, Prevention, control, and extinguishments, Industrial layout, Industrial waste management.

Unit III: Industrial Hygiene: Environmental stresses: physical, chemical, biological and ergonomic stresses, Principles of industrial hygiene, Overview of control measures. Permissible limits. Stress, Exposure to heat, Heat balance, Effects of heat stress, WBGT index measurement, Cont

rolMeasures.Chemicalagents,IS/UNclassification,Flammables,Explosives,Watersensitiveche
micals,Oxidants,Gasesunderpressure,Chemicalscausing

health hazards: irritants, asphyxiates, anaesthetics, systemic poisons and carcinogens, Chronic and acute exposure, Routes of entry, Types of airborne contaminants, Introduction to air sampling and evaluation methods, Occupational exposure limits, Engineering control measures, Principles of ventilation.

Unit v: Occupational Health Occupational Health: Concept of health and occupational health, Spectrum of health, Occupational and work related diseases, Levels of prevention, History of occupational health, Characteristics of occupational diseases, Essentials of occupational health service, personal protective equipments (respiratory and non-respiratory)

Text Books

1. Reese, C, 2003, Occupational health and safety management: a practical approach. Boca Raton, Fla.
2. Anton, T, 1989, Occupational safety and health management. New York McGraw-Hill

References Books

1. R.K. Jain and Sunil S. Rao, 2006, Industrial Safety, Health and Environment Management Systems, Khanna publishers, New Delhi
2. Slote, L, Handbook of Occupational Safety and Health, John Wiley and Sons, New York.
3. C. Asfahl, 1984, Industrial Safety, Health & Management
4. David, L. Goetsch, 1995 Occupational Health & Safety for Technologists, Engineers & Managers

PAPER-30:INDUSTRYINSTITUTEINTERFACE-IV

Credits:6

CorePaper

No.Of Days: 24 days

SUBJECT CODE : MO/18C/406

Objectives:

1. To give the man opportunity to make personal observations with respect to the organization and administration of Corporate Sector.
2. To enable the students to interact with the corporate managers, executives and community/beneficiaries, governmental agencies so as to get a practical exposure to the working of organizations.
3. To enable the student to take part and have a practical experience in the Change Management initiatives undertaken by corporate.
4. To develop the skills essential for the effective management of Corporate and to practically expose them to the unique practices adopted by the Corporate.
5. To prepare them for the future practical learning.

For this purpose the field work for the programme with respect to I Semester the field work will be organized in the following manner.

Nature of Field Work:

Block internship

Semester:IV

PAPER :31 Soft Skills IV

Credits:2
Hours

LectureHours:30

SUBJECT CODE : MO/18S/407

Conflictmanagement:Identifyingone'sownsourcesofconflict,stylesofconflictmanagement:Accommodating,Competing,Avoiding,CompromisingandCollaboration.

CampustocompanyTransition:Adaptation,Managingexpectations,developingprofessionalism,Performance management(Learningtomanageone'sownperformance).

Creative thinking: Edward De Bono six thinking Hats, Developing Curiosity, Risk taking,Work life balance, using creativity for stress management, Crisis management, LifestyleManagement.

PositivePsychology:Optimism,developingsenseofgratitude,learningtoappreciate,

EVALUATION PATTERN

THEORY SUBJECTS

ICA- 25Marks

TwoMarks $5*2=10$

FiveMarks(3outof4) $3*5=15$

Total 25Marks

ESE-100Marks

EightMarks(5outof8) $5*8=40$

TwentyMarks(3Outof5) $3*20=60$

Total 100Marks

FIELDWORK

Internal 50Marks 20MarksforAttendance
30MarksforRecordandConference

External50Marks 30MarksforExternalViva-Voce
20MarksfromtheCompanyGuide

Viva-vocePanel:

One PersonfromIndustryBackground with
morethan5yearsofexperience. One personfromtheDepartment.



MADRAS SCHOOL OF SOCIAL WORK

(An Autonomous Institution Affiliated to the University of Madras)

32, Casa Major Road, Egmore, Chennai 600008
College Off. : 28194566 / 5126 Principal : 28195125 E-Mail
: principal@mssw.in Website : www.mssw.in

Dr. S. RAJA SAMUEL, M.A., Ph.D.

Principal

This is to certify that the following courses of MA-HR&OD programme focuses on areas of employability/ entrepreneurship/ skill development offered by the institution during the academic year 2019-2020.

Signature of the Principal

Dr. S. RAJA SAMUEL, M.A., Ph.D.,
Principal
Madras School of Social Work (Autonomous)
No. 32, Casa Major Road,
Egmore, Chennai - 600 008.



	MA - HR&OD - 2019-2020 - Semester - I	Course Code	Activities/Content with direct bearing on Employability - EM/ Entrepreneurship -EN/ Skill development - SD	Pg.N os.
1	HUMAN RESOURCE MANAGEMENT	MO/19C/101	EM -HUMAN RESOURCE PLANNING- Recruitment & Selection, Compensation; EN - Induction process, HR-metrics, SD -HR Audit, automation.	pg - 10-12
2	ORGANIZATIONAL BEHAVIOUR	MO/18C/102	EM -Work Behaviour & Skills based on Psychology; SD - Group dynamics	13-14
3	MANAGEMENT PRINCIPLES	MO/18C/103	EM - Foundations of Planning & Controlling with other Managerial Skills; EN - Strategic planning; SD - Decision Making theory, styles & approaches	17-18

4	LABOUR LEGISLATIONS	MO/18C/104	EM -Laws of Wages,Welfare & Social Security with various Miscellaneous Acts; SD - Daily Industry life Acts & Laws	21-22
5	FUNDAMENTALS OF ACCOUNTING AND FINANCIAL MANAGEMENT	MO/18ID/105	SD -Cost Accounting,Costing and Cost Sheet Concepts; EN - Concepts of Financial Management	24-25
6	INDUSTRY INSTITUTE INTERFACE - I	MO/19C/106	EM,EN,SD - Interaction and Practical Learning with the corporate managers, executives and community/beneficiaries, governmental agencies so as to get a practical exposure to the working of organizations.	27
7	SOFT SKILLS - I	MO/18S/107	EM,SD - Communication : Body posture, Tone, Voice modulation, Speed, Listening Skills, writing skills, presentation skills, public	28

			speaking, Interpersonal Skills & basic Excel Skills Interpersonal Skills: Johari window, networking skills, building trust, Overcoming bias, Respect, self disclosure, dealing with difficult people, managing politics, Collaboration, Learning to work in teams.	
	MA - HR&OD - 2019-2020 - Semester - II			
8	LEARNING AND DEVELOPMENT	MO/18C/201	EM - Evaluation of a training program; SD,EN -Designing & Implementing a Training Programme	30
9	INDUSTRIAL RELATIONS	MO/18C/202	SD -IR Legislations, Grievance Redressal; EM -IR Legislations, Concept & Law of Trade Union	31-32
10	RESEARCH METHODOLOGY & STATISTICS	MO/19C/203	SD -Data Analysis & Presentation of Research Results; EM -Data Analysis	33

11	CHANGE MANAGEMENT	MO/18C/204	EM -Concept of Organizational Change ; SD -Implementing change in Learning Organization	35
12	MANAGERIAL ECONOMICS	MO/18ID/205	EN,SD -Macro Economics and Business Economic Planning with Social Accounting	38-43
13	INDUSTRY INSTITUTE INTERFACE - II	MO/19C/206	EM,EN,SD -Interaction and Practical Learning with the corporate managers, executives and community/beneficiaries, governmental agencies so as to get a practical exposure to the working of organizations.	45
14	SOFT SKILLS - II	MO/18S/207	EM,EN,SD -Professional skills -I: English language – Voice & Accent, Business Etiquette, Meeting management, Telephone etiquette, Email etiquette, Intercultural	46

			competence. NLP: Neuro Linguistic Programme	
15	SUMMER PLACEMENT	MO/18R/208	EM,EN,SD- placement training for learning about the field	46-47
	MA - HR&OD - 2019-2020 - Semester - III			
16	ORGANIZATIONAL DEVELOPMENT - I	MO/18C/301	SD,EN,EM-OD Process & Organizational Design	48-49
17	OPERATIONS MANAGEMENT	MO/18ID/302	EN,SD- Principles of TQM & Capacity Planning	50
18	CORPORATE PLANNING AND STRATEGIC MANAGEMENT	MO/18C/303	EM- Corporate Level Strategies & Strategy Implementatio n, EN-Project Implementatio n,SD-Tools & Techniques for strategic analysis.	53-54
19	COMPENSATION MANAGEMENT	MO/18C/304	EN- Compensation Strategy Importance for employees,EM- Structuring Salaries- Component of Salary Structure	56-57

20	PERFORMANCE MANAGEMENT	MO/19C/305	SD -Assessing & reviewing performance; E M-Planning & Managing performance, Fi eld study; EN -Coaching & Mentoring process in PM.	58-59
21	RESEARCH PROJECT	MO/18C/306	EM,EN,SD -Research and data analysis	62
22	INDUSTRY INSTITUTE INTERFACE - III	MO/18C/307	EM,EN,SD -Interaction and Practical Learning with the corporate managers, executives and community/beneficiaries, governmental agencies	62
23	SOFT SKILLS - III	MO/18S/308	EM,SD -G.D & Interview Skills with honing Emotional Intelligence	63
	MA - HR&OD - 2019-2020 - Semester - IV			
24	ORGANIZATIONAL DEVELOPMENT - II	MO/18C/401	EM -Human Resource Management Interventions , EN - OD consultation, SD -Inter group interventions	65-66
25	CROSS-CULTURAL BUSINESS MANAGEMENT	MO/18C/402	EM -The HR Challenges of International Business	68

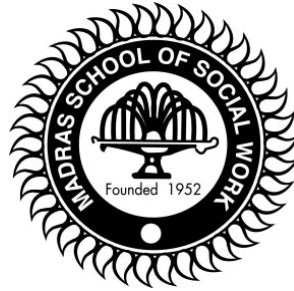
			Domestic HRM and IHRM, Expatriate Performance Management - Cultural Adjustment - Paying Expatriates Factors Influencing International Compensation; SD- Negotiations in cultures.	
26	HUMAN RESOURCE ACCOUNTING AND INFORMATION SYSTEM	MO/19C/403	EM- Human Resource Accounting and Analytics using Information System, SD- Components of HRIS & Security	70-71
27	WORKPLACE COUNSELLING	MO/18ID/404	EM- Setting up Workplace counselling and dealing with work place issues, SD- Dealing and understanding the workplace, industrial counselling	72-73

28	INDUSTRIAL HEALTH, HYGIENE & SAFETY	MO/18E/405A	<p>SD-Accident Investigation – Purpose – Persons Involved – Accident Causation Model : Task , Material Environment, Personnel and Management .Different Ways of Collecting the facts : Physical Evidence, Witness Accounts, Interviewing. Cost of Accidents : Direct and Indirect Cost .Industrial Safety :History and development of safety movement- Need for safety- Safety legislation- Safety standards and codes, Safety policy: safety organization and responsibilities and authorities of different levels. Provison for safety in Factories Act;</p>	77
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			EM- Hazard Identification.	
29	ENTREPRENEURIAL DEVELOPMENT	MO/18E/405B	EM,EN,SD- Development of small Scale Industries - Incentives for SSI from Central Government & State Government / Industrial sickness in SSI, causes and remedies- Selection of the site and Equipment - Plan for production.	75
30	INDUSTRY INSTITUTE INTERFACE - IV	MO/18C/406	EM,EN,SD- Interaction and Practical Learning with the corporate managers, executives and community/beneficiaries, governmental agencies	79
31	OUTBOUND TRAINING	MO/18R/309	EM&SD- Personal & Professional Effectiveness	

32	SOFT SKILLS - IV	MO/18S/407	EM,EN,SD- Campus to company Transition: Adaptation, Managing expectations, developing professionalism , Performance management (Learning to manage one's own performance). Creative thinking: Edward De Bono six thinking Hats, Developing Curiosity, Risk taking, Work life balance, using creativity for stress management, Crisis management, Life style Management.	80
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**MADRAS SCHOOL OF SOCIAL
WORK(AUTONOMOUS)
CHENNAI-8**



**MASTER DEGREE COURSE
INHUMANRESOURCEANDORGANISATIONA
L
DEVELOPMENT.(M.A HROD)
COURSESREGULATIONSandSYLLABUS[CBCSPATTERN]
(Tobeintroducedfrom2019-2021 batch)**

Seve

Signature of the Principal

Dr. S. RAJA SAMUEL, M.A., Ph.D.,
Principal
Madras School of Social Work (Autonomous)
No. 32, Casa Major Road,
Egmore, Chennai - 600 008.



I-ABOUTTHE PROGRAMME

1. INTRODUCTION:

Human Resource & Organization Development[HR&OD] is a practice profession. Today organizations face multiple challenges and threats- threats to effectiveness, efficiency and profitability; Challenges from turbulent environments, increased competition, and changing customer demands; and the constant challenge to maintain congruence among organizational dimensions as technology, strategy, culture and process. Keeping organizations healthy and viable in today's world is becoming an increasingly challenging and daunting task. Hence there emerges a need to design specialized courses in Organisation Development and produce professionals in Organisation Development[OD].

2. OBJECTIVES OF THE COURSE:

The objectives of the course M.A. in HROD are as follows:

- (1) Demonstrate basic understanding of the theory, practice, principles, concepts, and language of organization development.
- (2) Demonstrate an understanding of techniques, strategies, models, methods, processes, complexities, paradoxes and conventions of practice used in introducing organization development activities and concepts into an organization.
- (3) Illustrate an awareness of how one observes, interprets, thinks and acts in organizations.
- (4) Demonstrate an understanding of the multiple theoretical approaches to interpreting organizational behavior.
- (5) Illustrate their individual competence in the creation, execution and management of organization development applications.

3. SCOPE OF THE COURSE:

This course focuses on the managerial responsibility for the development of the organization and the diverse technologies that a manager can employ to support organizational improvement. It provides a survey of the organizational literature, culture, values and skills that can be used by the manager, leader, or administrator to influence organizational change. A parallel emphasis will focus on the roles of consultants/facilitators in the organization's development.

3. PATTERN OF THE COURSE.

Adopting the CBCS pattern, the course of study for the MA HR OD degree programme shall extend over 4 semesters (Two years) and shall consist of:

1. Theory courses/ papers (Core (C), Electives (E))
2. Field Practicum (A score paper),
3. Research Project (A score paper).

4. Internship-Summerplacement,Blockplacement.
5. Soft-skillscourses(Assupportivecourses)whicharecompulsory.

Students will earn the credits only when they pass in papers and successfully complete thecoursecompletioncomponentsoftheprogramme.

The student has to gain **90 credits** to complete the course, distributed at the rate of Semester-I:20credits;SemesterII:23credits;SemesterIII:23 credits;andSemesterIV:24credits.

In addition to the above for the enhancement of the students' professional competency andemployability skills the department also offers opportunity in the form of special Certificate /Diploma course. Enrolment in such courses will be voluntary. Students can earn additionalcredits(asspecified)forthesecertificate/diplomacourses.

4. -ELIGIBILITYFORADMISSION.

A Candidate who has passed bachelor's degree in any disciplinefrom University of Madrasorfromotheruniversityacceptedbythesyndicateasequivalenttheretoiseligibleforadmissiontothis course.

Admissionswillbebasedonmeritsubjecttothegovernmentandinstitutionalregulations.

5- ELIGIBILITYFORTHEAWARDOFTHEDEGREE:

Asperthe autonomoussregulationsa candidate intheMadras SchoolofSocialWork becomeseligible for the award of the degree of MA HR OD subject to the fulfillment of the followingconditions:

1. Undergone the Post-graduate course of study in HR OD offered by the Madras Schoolof Social Work over 4 semesters (Two years full-time) and has earned the prescribed90 credits.
2. Passed all the theory examinations, participated in the workshops, process labs andcompletedStudytour,SummerplacementandBlockfieldwork practicum.
3. MeetsallotherrequirementsinvogueasprescribedbytheBoardofstudiesinManagementatt hetimeofadmissionandtheamendmentsintroducedtotheregulationsbytheBoardofStudies inManagementfromtimetotime.

6.CONDITIONSFORPROMOTION:

A candidate who does not pass the examination relating to any theory paper in each of thesemester shall be permitted to appear in such failed paper in the ensuing supplementaryexaminations held by the institute. However, to qualify for the award of the degree by theUniversity of Madras, one should have passed in all the examinations held by the college andcompleted allthecourses.

A-CREDITMATRIX.

SE M. NO	NATURE OF THE COURSE AND CREDITS.								TOTAL CREDITS
	Core and Interdisciplinary	CREDIT	Elective	CREDIT	- /Soft Skill/ PAPERS	CREDIT	Internship	CREDIT	
I	5	14	-	-	1	2	1	6	22
II	5	14			1	2	1	6	24
III	5	13			1	2	1 RP-1 OBT-1	6 6 1	29
IV	5	11	1	2	1	2	1	6	21
Total	20	51	1	2	4	8	6	31	96

B:SYLLABUSMATRIX

NATURE OF COURSE	CODE	TITLE OF THE COURSE	CREDITS	LECTURE HOURS	EXAM HRS	ICA	ESE	MAX MARKS
Core	MO/19C/101	1. Human Resource Management	3	45	3	50	50	100
Core	MO/18C/102	2. Organizational Behavior	3	45	3	50	50	100
Core	MO/18C/103	3. Management Principles	3	45	3	50	50	100
Core	MO/18C/104	4. Labour Legislations	3	45	3	50	50	100
Interdisciplinary	MO/18ID/105	5. Fundamentals of	2	30	3	50	50	100
Core	MO/19C/106	6. Industry Institute Interface	6	-	-	50	50	100
Record	MO/18S/107	7. Soft skills I	2	30	-			
		TOTAL CREDITS	22	----				

SEMESTER I

SEMESTER II

NATURE OF COURSE	CODE	TITLE OF THE COURSE	CREDITS	LECTURE HOURS	EXAM HRS	ICA	ESE	MAX. MARKS
Core	MO/18C/201	8.Learning&Development	3	45	3	50	50	100
Core	MO/18C/202	9.IndustrialRelations	3	45	3	50	50	100
Core	MO/19C/203	10. Research Methodology & Statistics	3	45	3	50	50	100
Core	MO/18C/204	11.ChangeManagement	3	45	3	50	50	100
Interdisciplinary	MO/18ID/205	12.ManagerialEconomics	2	30	3	50	50	100
Core	MO/19C/206	13. Industry InstituteInterfaceII	6	-	-	50	50	100
Record	MO/18S/207	14.SoftSkills	2	30	-			
Record	MO/18R/208	15.SummerPlacement(After the Second Semestertheoryexaminationduringthesummervacation).	2	-	-	NoMarks/Onlycourse completionrequirement.		
TOTALCREDITS			24	-----				

SEMESTER III

NATURE OF COURSE	CODE	TITLE OF THE COURSE	CREDITS	LECTURE HOURS	EXAM HRS	ICA	ESE	MAX. MARKS
Core	MO/18C/301	16. Organizational Development-I	3	45	3	50	50	100
Interdisciplinary	MO/18ID/302	17. Operations Management	2	30	3	50	50	100
Core	MO/18C/303	18. Corporate Planning and Strategic Management	3	45	3	50	50	100
Core	MO/18C/304	19. Compensation Management	3	45	3	50	50	100
Core	MO/19C/305	20. Performance Management	3	45	3	50	50	100
Core	MO/18C/306	21. Research Project	6	-	-	50	50	100
Core	MO/18C/307	22. Industry Institute Interface III	6	-	-	50	50	100
Record	MO/18S/308	23. Soft skills III	2	-				
Record	MO/18R/309	24. Outbound Training	1	-	-	No Marks/Only requirement for course completion.		
TOTAL CREDITS			29	-----				

SEMESTER IV

NATURE OF COURSE	CODE	TITLE OF THE COURSE	CREDITS	LECTURE HOURS	EXAM HRS	ICA	ESE	MAX. MARKS
Core	MO/18C/401	25. Organizational Development-II	3	45	3	50	50	100
Core	MO/18C/402	26. Cross-Cultural Business Management	3	45	3	50	50	100
Core	MO/19C/403	27. Human Resource Accounting and information system.	3	45	3	50	50	100
Interdisciplinary	MO/18ID/404	28. Workplace Counseling	2	30	3	50	50	100
Elective	MO/18E/405 B	29a. Entrepreneurial Development				50	50	
	MO/18E/405 A	29.b. Industrial Health, Hygiene and Safety	2	30	3			100
Core	MO/18C/406	30. Industry Institute Interface IV	6	-	-	50	50	100
Record	MO/18S/407	31. Soft skills IV	2	30				
TOTAL CREDITS			21	----				

Note: The Soft skill courses will not be taken into account for classification. But candidates should appear and pass all these subjects for course completion.

C:FIELDPRACTICUM- CREDITMATRIX.

SEMESTER	TYPE OF FIELDWORK	MINIMUM NUMBER OF DAYS	MINIMUM NUMBER OF HOURS	CREDITS.
I	Observational visits	4	30	6
I	Block IndustryInstituteInterface	15	90	
II	Block IndustryInstituteInterface	25	180	6
II	Summerplacement*	30days /one month		
III	Block Internship	25	180	6
III	Outbound Training	4	30	1
IV	BlockInternship	25	180	6
TOTAL				25

Note:

*Nomarks.Requirementforcoursecompletion.

SEMESTER- I
PAPER1:HUMANRESOURCEMANAGEMENT
COURSECODE–MO/19C/101

Credits:3

Corecourse

TeachingHours:45

Objectives:

1. To introduce the student to the various concepts and principles of HR.
2. To give them an exposure to implementation of HR policies in Organizations.
3. To give them knowledge about best practices involved in HRM.
4. To motivate students to manage human resource by using best HR practices.

UNIT I

INTRODUCTION

Human Resource-Meaning and Definition. HRM-Meaning, Definition, Nature & Objectives of HRM

Importance of HRM-At the Individual Level, Corporate Level, Organisational and Societal Level.

Scope of HRM-Personnel-Welfare-Industrial Relations.

Functions of HRM-Managerial Functions-Planning, Organising, Directing and Controlling
.Operative Functions – Procurement –Development –Compensation – Maintenance and

Integration.**Role of HR Manager** – Administrative Roles –Operational Roles – Strategic Roles
Qualities and Qualifications Personal Manager-Personal Attributes- Experience & Training –Professional Attitudes-Ethical Attitudes & Compliance.

Evolution of Personnel Management -Industrial Revolution –Scientific Management- Trade Unionism- HR Movement- HR Approach

Evolution and growth of personnel management in India- Early Phase – Legal Phase – Welfare Phase and Development Phase

Difference between PM and HRM.

Models of HRM-Fombrun Model-Harvard Model-Guest Model and Warwick Model.

Strategic Human Resource Management-Definition-Importance

UNIT II HUMAN RESOURCE PLANNING

Job Analysis-Meaning-Definition-**Process**-Organisational Analysis, Selection of representative positions to be analysed, Collection of Job Analysis Data, Preparation of Job Description and Specification. Uses of Job Analysis.

Human Resource Planning-Meaning, Definition, Importance, Process of HRP- Forecasting the demand for human resources-Preparing inventory, Determining Manpower gaps- Formulating HR Plans-**Succession Planning**-Definition-Process

UNIT III RECRUITMENT AND SELECTION

Recruitment-Meaning, Definition-sources-**Internal Sources**-Promotion, Transfer, Employee Referral, Job Bidding **External sources**- Campus Recruitment, Advertisements, Employment Exchanges, Unsolicited Applicants, Field Visits, Labour contractors, Recruitment at the Factory Gate. **Alternatives Sources to Recruitment** – Overtime, Subcontracting, Temporary Employees, Employee Leasing and Outsourcing. **Modern sources of recruitment**. Evaluation of Sources of Recruitment. Recruitment Policies and procedures.

Selection – Meaning, Definition, Steps in Selection process- Application Blank, Preliminary Interview, Test-Types of Test, Interview-Types, Medical Examination, Reference Checks.

Induction-Meaning, Definition, Components of Induction, Induction Program in companies.

Placement-Definition, Differential Placements.

Talent Acquisition-Meaning-Definition

UNIT IV COMPENSATION MANAGEMENT

Job Evaluation-Meaning, Definition, Process of Job Evaluation-Method of Job Evaluation - Ranking Method- Classification Method, Factor Comparison method.

Performance Appraisal-Definition-objectives

Process of Performance Appraisal-

Establish Performance Standards, Communicate Standards, Measure Actual Performance, Comparing Actual Performance with standards and Taking Corrective Action

Persons doing the Appraisal – Supervisors, Peers, Subordinates, Self Appraisal, consultants and Customers

-**Traditional and Modern Methods of Performance Appraisal**-Confidential report-

Essay Evaluation – Critical Incident Method-Checklists and Weighted checklists- Graphic Rating Scale- Forced Choice Method- Management By Objectives- Ranking Method- Paired Comparison Method- Group Appraisal- 360 Degree Feedback- Assessment Centre- Field review Method.

Appraisal Interview and Feedback, Problems with Performance Appraisal – Judgement Errors, Poor Appraisal Forms, Lack of Rater preparedness and Ineffective Organisational Policies and Practices. **Potential Appraisal**. Meaning – Definition – **Steps for introducing a Good Potential Appraisal System** : Role Descriptions, Qualities needed to perform the roles, Rating mechanisms, Organising the system and Feedback

Compensation – nature-Objectives of Compensation Planning-Components of Pay Structure- **Factors Influencing Compensation Levels**: Job needs, Ability to Pay, Cost of living, prevailing wages, Unions, Productivity, state regulation, demand and supply of labour **Choices in designing Compensation System**- Internal vs External Pay, Fixed Vs Variable pay, Performance Vs Membership, Job Vs Individual pay, Below Market vs Above Market, Open Vs Secret pay

Executive Compensation

Incentive Plans- Individual Incentives: Piece rate Work plans, Standard Hour Plans, Bonuses, Performance based incentives, Lumpsum payments, Commission for sales people
Group Incentives- Profit Sharing- Gain Sharing- Employee stock ownership plan

Fringe Benefits – Meaning – Definition – Need – Objectives – **Types of Fringe Benefits** – Payment for time not worked, Employee Security, Safety and Health, Workmen's compensation, Health Benefits, Voluntary Arrangements, Welfare and recreational facilities, Old Age and Retirement Benefits

Employee Separation: Meaning – **Forms of Employee Separation** – Resignation – Retirement – Layoff – Retrenchment – Discharge and Dismissal

UNIT V MODERN HRM

Mentoring – Definition – Functions of Mentoring. – Career and Psychological, Role of mentor and Mentee.

Knowledge Management – Definition – Types of knowledge – Process – Knowledge Acquisition

Quality of Work Life – Meaning – Definition – Factors Affecting QWL – QWL Councils – Measuring QWL and Obstacles to QWL.

Work Life Balance – Meaning – Definitions – Different ways for improving Work life balance.

HR Audit – Meaning – Definition – Objectives – Features – Phases of HR Audit. Pre audit Information, Onsite Review, Record Review and Audit report.

Human Resource in Mergers and Acquisitions.

Employee Empowerment – Definition – Advantages & Disadvantages

HR Metrics – Meaning – Top HR Metrics

Employee Engagement – Definitions – Factors contributing to employee engagement – Recent Trends in Employee engagement. Artificial Intelligence : Meaning – Definition

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. V.S.P.Rao, 2010, Human Resource Management - Texts and Cases, Excel Books Private Limited
2. Gary Dessler, 2016, Human Resource Management, Pearson

Reference Books:

1. Decenzo and Robbins, 2007 Human Resource Management, Wiley, 8th Edition.
2. Edwin Flippo, Principles of Personnel Management - Mc.Graw Hill., 4th edition
3. Uday Kumar Haldar, Juthika Sarkar, 2012 Human Resource management. Oxford
4. Vancevich, 2012, Human Resource Management, Mc Graw Hill.

SEMESTER- I

PAPER2: ORGANISATIONAL BEHAVIOUR

Credits:3

COURSE CODE-MO/18C/102

Teaching Hours:45

Core Course

Objectives:

1. To introduce the student to human needs and human behaviour.
2. To give the man exposure to living in groups, issues arising out of it and addressing such of those issues.
3. To give them knowledge about leading and motivating people.
4. To give the man exposure to the basics of organization and organizational life.

UNIT FOCUS AND PURPOSE

Definition

Need and importance of organizational behaviour

Nature : A separate field of study not discipline , An interdisciplinary approach , An applied science, A Normative approach , A humanistic and optimistic approach , A total system approach, **Scope :** People , Structure, technology, social system, individuals, group of

Individuals Frame work. **Organizational behaviour models:**

Autocratic Model, Custodial Model, Supportive Model, Collegial Model, System Model

UNIT III INDIVIDUAL BEHAVIOUR

Personality

Types : Refer to theories Factors influencing personality :

Heredity, Environment, Situation Theories: Big Personality Traits, MBTI

Personality type , Authoritarianism and Dogmatism, Machiavellianism, Type A

and Type B personality, Management Intervention: **Emotions**- Emotional Labour – Emotional

Intelligence – Theories. **Attitudes**- Characteristics: Components: Cognitive

component, Affective component, Behavioral components Formation: Family Members,

Reference Group, Peer Group influence, Socialization and Learning Process : Measurement

Values: **Perceptions**- Importance of Perception : Five stages of the Perceptual process

Factors influencing perception

Interpersonal perception: Characteristics of the Perceiver, Characteristics of the target,

Characteristics of the Situation. **Motivation**- Importance

Types: Maslow Hierarchy of Needs, Herzberg two-factor theory

of Motivation, McGregor's theory X and theory Y, ERG theory, McClelland's- Needs

Theory, Effects on work behavior

: Implications on Managers and team members,

UNIT III GROUP BEHAVIOUR

Organization structure:

Definition of structure, Types of structure, Mechanistic and Organic organisation, Key concepts of organization structure: Hierarchy of authority, Division of labor, Span of control, Specialization, standardization, Formalization, Centralization, Complexity. **Formation:** Tuckman and Jenson's - Five stage life cycle Model Forming, Storming, Norming, Performing, Adjourning : The Punctuated-Equilibrium Model.

Groups in organizations: Formal groups, Informal groups, Task or project groups, Interest and friendship groups.

Influence

Group dynamics: Nature Types of group, determinant of group behaviour, Group size, Group Norms, Group tasks, Group cohesiveness.

Emergence of informal leaders and working norms

Group decision making techniques: Strength and weakness of group decision making

Team building

Types of teams - Problem solving teams, Self-Managed teams, Cross-functional team, Virtual teams. Team Building process and effectiveness - Goals, strategies, competencies, Gap analysis, Prepare schedule for training, Follow flexible methodology, allocate resources for training, Check the plan agreed with the team for realism, Build in review meetings

Team Building activities -

Interpersonal process, Goal setting, Defining roles, Problem solving Interpersonal relations-

Communication - Types of communication, Communication Process, Function of Communication, Barriers to effective communication, Overcoming barriers to communication

, **Control** - Definition, Characteristics, Locus of control, Impact of control on behaviour.

UNIT IV LEADERSHIP AND POWER:

Meaning Leadership : Nature, Importance, Leadership style and their implications. **Leaders VS Managers :** Kotter's distinction between leadership and management. **Sources of power:** Definition of power, Importance of power, Sources - Legitimate Power, Reward power, coercive Power, Referent power, expert power.

Power centers: Power and Politics: Definition, Sources of power, The effective use of power, Power tactics, Determinants of power, Essence of politics, Types of political activity, ethics of power and politics.

UNIT V DYNAMICS OF ORGANIZATIONAL BEHAVIOUR:

Jobsatisfaction

Determinants: Equitable rewards, Mentally Challenging Jobs, Supportive working conditions supportive Fellow employees, Personality - Job fit

Measurements: Satisfaction & Productivity, Satisfaction & Absenteeism, Satisfaction and turnover Influence on behavior:

Organizational change

Importance, Stability Vs Change, Proactive Vs Reactive change, the change process, Resistance to change, Managing change.

Stress

Work Stressors, Prevention and Management of stress, Balancing work and Life.

TeachingMethods:

Lectures,Assignments,Discussions,Casestudy,Seminars,RolePlay,Processlab.

TextBooks:

1. StephenP.Robins,OrganisationalBehavior,PHILearning/Pearson Education,11thedition,2008.
2. FredLuthans,2012,Organizationbehaviour,McGrawHill.

ReferenceBooks:

1. HellReigel,SlocumandWoodman,Organizationbehaviour,southwestern,Thomsonlearning,9th Edition
2. Udai Pareek,2011 Understanding OrganisationalBehaviour, 3rd Edition, Oxford HigherEducation
3. JeraldGreenberg,2011BehaviourinOrganization,PHILearning.10thedition.
- 4..McShane&VonGlinov,2007OrganisationalBehaviour,4thEdition,TataMcGrawHill.

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SEMESTER- I
PAPER .3 MANAGEMENT PRINCIPLES
COURSECODE- MO/18C/103

Credits:3

CoreCourse

TeachingHours:45

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Objectives:

1. To introduce the student to concepts and theories of Management.
2. To give the man exposure to the different schools of management thoughts..
3. To give them knowledge about leading and motivating people.
4. To give the man exposure to the basics of organization.

UNIT – I : Management- Definition, principles and process of management , management functions, management roles , management skills, important managerial skills- the evolution of management thoughts –Major approaches to management- definition and explanation-specific management, administrative management, human relation and system approach to management. **Planning–foundation of planning-principles and types of planning–goals and plans, types of goals and types of plans approaches to setting goals- approaches to developing plans-steps in planning-limitations of planning-contemporary issues in planning.** Policymaking- general policies and specific policies in an organization-definition and steps in policymaking- basic areas of policymaking and goal setting.

Unit II -Decision making–Definition and understanding the importance of Decision Making- The decision making process- models and techniques of decision making and implementation –Types of decision making- structured and programmed decisions- unstructured and Nonprogrammed decisions – Concepts of Classical Models, Administrative Models, Political Model- Management by objectives, Management by Exception, Management by walking around: definition and detailed explanation.

UNIT III: Organizing-organizational structure and design-nature and purpose of organizing- definition and need for organizational structure-works specialization- departmentalization- authority and hierarchy-chain of command-span of management-pros and cons of narrow and wide spans of control- optimum span definition and basic calculation using the formula -different types of structures in brief. Use of organizational charts and manuals - explanation on lines and staff relationship - formal and informal groups - description of delegation of authority– concepts of power and politics-centralization and decentralization of authority and the pros and cons each in detail.

UNIT IV Communication–Concepts of Business Communication-importance of communication - Traits of Good communication: all the factors of traits of communication in detail- Elements of communication-advantages and disadvantages of different traits of communication- Formal and Informal Channels of communication- distinguishing between Downward and Upward communication– Distinction between formal and informal communication-Followup-

links in the chain of command. Types of Communication - concepts of communication networks - merits and demerits of different types of communication - barriers to communication - essential of good communication system - process of communication - methods of communication

UNIT V: Co-ordination and control- Concept of control - process of control - listing elements of control - methods of control - application of the process of control at different levels of management - Short concepts on Budgetary and non-budgetary control techniques - Managing productivity - Cost control - Purchase control - Maintenance control - Quality control - Planning operations - performance standards - Measurements of performance - Characteristics of an ideal control system - Remedial action - Definition of co-ordination - Needs for co-ordination - Techniques of securing co-ordinations - concepts of work committee, joint management councils, workers directors, co-partnership.

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. Stephen P. Robins, Organisational Behavior, PHI Learning / Pearson Education, 11th edition, 2008.
2. Fred Luthans, 2012, Organization behaviour, McGraw Hill.

Reference Books:

1. Hell Reigel, Slocum and Woodman, Organization behaviour, southwestern, Thomson learning, 9th Edition
2. Udai Pareek, 2011 Understanding Organisational Behaviour, 3rd Edition, Oxford Higher Education
3. Jerald Greenberg, 2011 Behaviour in Organization, PHI Learning, 10th edition.
4. McShane & Von Glinov, 2007 Organisational Behaviour, 4th Edition, Tata McGraw Hill.

SEMESTER I
PAPER 4: LABOUR LEGISLATION SC
COURSE CODE- MO/18C/104

Credits: 3

Core Course

Teaching Hours: 45 hours

OBJECTIVES:

1. To introduce the students to the concept of labour welfare
2. Introduce the students to various legislations pertaining to labour welfare and social security

Unit I: Introduction

Labour Legislation:- Philosophy (Need & Principles of LL)- origin- concept- objectives & classification- objective of International Labour Organization- International Labour Code- Indian Constitution (Fundamental Rights & Directive Principles of State Policy), Indian labour legislation.

Unit 2: Law on Working Conditions

The Factories Act, 1948: Important Definitions- Approval, Licensing and Registration of factories and Notice by occupier- the Inspecting Staff- Health- Safety- Welfare- Provisions relating to hazardous processes- Working hours of adults- Holidays- Employment of young persons- Employment of women- Annual Leave with wages- Special provisions- Penalties & Procedures.

The Tamil Nadu Shops and Establishments Act, 1947: Important Definitions- Working conditions for shops and establishments other than shops- Employment of Children & young persons- Health & Safety- Holidays with wages- Provisions of wages- Appointment, Powers & Duties of Inspector- Penalties- Miscellaneous.

The Tamil Nadu Catering Establishments Act, 1958: Important Definitions- Exemptions- Procedure for registration of catering establishments- Appeal- Change to be communicated- Removal from the registrar- Working conditions- Holidays- Leave with wages- Appointment, Powers & Duties of Inspectors- Miscellaneous Provisions.

The Contract Labour (Regulation and Abolition) Act, 1970: Scope and Application of the Act- Important Definitions- the Advisory Boards- Registration of establishments- Revocation of registration- Effect of non-registration- Prohibition of employment of contract labour- Licensing of Contractors- Revocation, Suspension & Amendment of licences- Appeal- Welfare and Health of contract labour- Penalties & Procedures- Miscellaneous.

Unit 3: Law on Wages

The Minimum Wages Act, 1948: Important Definitions- Fixation and Revision of wages- Advisory Boards- Safeguards in payment of minimum wages- Enforcement of the Act- Offences and Penalties- Miscellaneous.

The Payment of Wages Act, 1936: Application of the Act- Important Definitions- Rules for payment of wages- Deductions from wages- Maintenance of registers and records- Enforcement of the Act- Penalties and Procedures- Miscellaneous.

The Payment of Bonus Act, 1965: Application of the Act- Important Definitions- Eligibility and disqualification for bonus- Determination of bonus-

establishments-Inspectors-OffensesandPenalties-Miscellaneous-Schedules.

The Equal remuneration act, 1976: Important Definitions- Duty of employer to pay equal remuneration to both sexes- No discrimination at the time of recruitment- Advisory Committee- Appointment of authorities- Miscellaneous- Offenses and Penalties.

Unit 4: Lawson Welfare & Social Security

The Employees' Compensation Act, 1923: Scope and Coverage- Important Definitions- Rules regarding employees' compensation- Compensation- Distribution of Compensation- Notice and claim- Miscellaneous- Special provisions relating to Masters & Seamen, Captains & other members of crew of aircrafts, workmen abroad of companies and motor vehicles- Appeal.

The Employees State Insurance Act, 1948: Applicability of the act- Important Definitions- Administration of the scheme (ESI Corporation, Standing Committee, Medical Benefit Council, Officers and staff, Inspectors)- Finance and Audit- Contributions- Rules regarding contributions- Benefits (Sickness, Maternity, Disablement, Dependents', Medical & Funeral benefits, general provisions regarding benefits)- Adjudication of disputes and claims- Penalties- Miscellaneous.

The Employees Provident Fund & Miscellaneous Provisions Act, 1952: Application of the act- Important Definitions- Employees' Provident Fund Scheme- Employees' Pension Scheme and Fund- Employees' Deposit linked Insurance Scheme and Fund- Administration of the schemes- Appellate Tribunal- Inspectors- Offenses and Penalties- Miscellaneous.

The Maternity benefit Act, 1961: Scope and Coverage of the act- Important Definitions- Prohibition of employment- Maternity Benefit- Leave and Nursing breaks- Inspectors- Miscellaneous- Offenses and Penalties.

The Payment of Gratuity Act, 1972: Scope and Coverage- Important Definitions- Payment of Gratuity- Compulsory Insurance- Protection of Gratuity- Nomination- Determination and Recovery of the amount of Gratuity- Inspectors- Offenses and Penalties- Miscellaneous- Obligations and Rights of Employers and Employees.

Unit 5: Miscellaneous Acts

The Sexual Harassment of Women at Workplace (Prevention, Prohibition & Redressal) Act, 2013: Definitions- Constitution of Internal Complaints Committee- Constitution of Local Complaints Committee- Complaint- Inquiry into complaint- Duties of Employer- Duties and Powers of District Officer- Miscellaneous.

The Companies Act, 2013: Definition & Types of Company- Steps in the formation of Company- Prospectus- Directors- Winding up of Company.

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. N.D. Kapoor, 2017 Elements of Mercantile Law - Sultan Chand & Sons

2. Piyali Ghosh

and Shefali Nandan, 2017, Industrial Relations & Labour Law, Mc. Graw Hill Education

Reference Books:

1. P.C. Tripathi, Personnel Management & Industrial Relation, Sultan Chand & Sons

2. .R. Venkatapathy & Assisi Menachery - Industrial Relations & Labour Legislation - Aditya Publishers.

3. Balachandran V. 2012, Legal Aspects of Business, Tata McGraw Hill

4. Akhileshwar Pathack, 2009 Legal Aspects of Business, 4th Edition, Tata McGraw Hill, 20

SEMESTER-I
PAPER 5: FUNDAMENTALS OF ACCOUNTING AND
FINANCIAL MANAGEMENT
COURSE CODE-MO/18ID/105

Credits:2

Teaching Hours:30

Interdisciplinary

OBJECTIVES:

1. To introduce the students about the fundamentals of accounting
2. To make the students understand basics of management accounting

Unit I

Introduction to Accounting-Book keeping-Accounting-Definition of Accounting-Comparison between Bookkeeping and Accounting-Objectives of Accounting-Accounting Concepts and Conventions Journal-Ledger-Trial Balance-Difference between Journal and Ledger-Folio Meaning-Contra Entry-Subsidiary Books-The important subsidiary books used-Cash Book-Purchase Book-Sales Book-Purchase Return Book-Sales Return Book-Bills Receivable Book-Bills Payable Book-Journal Proper-Narration-Double Column Cash Book-Trail Balance: Not A Conclusive Proof of Accuracy-Difference between Reserves and Provisions-Groups Interested in Accounting Information-Problem: Journals, Ledger, Trial Balance and Final accounts of Sole proprietorship and Company Financial Accounts

Unit-II

Definition of Management Accounting-Scope and **Functions of Management**-Accounting-Functions of Management Accounting-Scope of Management Accounting-Difference between Financial Accounting and Management Accounting-Difference between Cost Accounting and Financial Accounting-Difference between Cost Accounting and Management Accounting.-Financial Analysis: Overview of Financial Statement Analysis-Users of Financial Statement Analysis-Methods of Financial Statement Analysis-Problems faced by accountant with Financial Statement Analysis-Ratio Analysis Basic theory-Difference between Solvency Ratio and Liquidity Ratio

Problems: Basic Problem on Ratio Analysis such as Financial Ratio, Coverage Ratio, Operating profit ratio, Turnover ratio,

Unit -III

Cost Accounting-Concept of Cost-The cost concepts which are relevant to business operations and decisions can be studied on the basis of their purpose, under two overlapping categories-Some Accounting **Cost Concepts**: Opportunity Cost and Actual Cost:-Business Costs and Full Costs-Explicit and Implicit or Imputed Costs-Out-of-Pocket and Book Costs-Some Analytical Cost Concepts: Fixed and Variable Costs-Total, Average and Marginal Costs-Short-Run and Long-Run Costs-Incremental Costs and Sunk Costs-Historical and Replacement Costs-Private and Social Costs-Social costs includes-Other Costs Concepts: Urgent and Postponable Cost-Escapable and Unavoidable Costs-Controllable and Non-Controllable Costs-Direct and Indirect Costs (Traceable and Common Costs)-Elements of Cost-Classification of costs: Manufacturing-Cost sheet – format-Cost Unit-Cost Centre- Methods of Costing-Unit costing-Job costing-Contract costing-Batch costing-Operating costing-Process costing-Multiple costing-Uniform costing-Approaches to Cost Accounting-

Please Note: Problem on Cost

Sheet Unit-IV

Objectives and Functions of Financial Management - Meaning of Financial Management -
Scope/Elements - Functions of Financial Management - Role of Financial Management in
an Organisation - Main functions of a Financial Manager - Objectives of Firm -
Profit Maximization and Wealth Maximization - Profit-
Maximization: Favourable Arguments for Profit Maximization -
Unfavourable Arguments for Profit Maximization. - Drawbacks of Profit Maximization -
Wealth Maximization - Favourable Arguments for Wealth Maximization -
Unfavourable Arguments for Wealth Maximization -
Profit Maximization vs. Wealth Maximization - Capital Structure - Concept of Capital Structure -
Definition of Capital Structure - Importance of Capital Structure
The importance of designing a proper capital structure - A complex capital structure pattern -
Value of Firm - Cost of Capital - similar "Cost of" terms mean How are each of the "Cost
of" metrics defined, explained, and calculated - What two different definitions for the Cost
of capital - Weighted average cost of capital WACC - Cost of debt - Cost of equity - Cost of
equity found with the dividend capitalization model approach - Cost of equity found with the
Capital asset pricing model CAPM approach - Cost of borrowing - Cost of funds / Cost of funds
index (COFI) - EBIT - EPS Analysis

Basic Problem on Calculation of EBIT, EPS, Cost of equity found with the Capital asset pricing model
CAPM approach, Calculation of Cost of Borrowing

UNIT-V

Marginal Costing - Meaning, Definition. - The basic assumptions made by marginal costing -
Features of Marginal costing - Break Even Point Analysis - Graphical presentation
(Preparation of break-even chart or CVP graph)

Please Note: Basic Problem on BEP Analysis, Contribution, P/V Ratio, Margin of
Safety, Profit Planning.

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. M. Y. Khan & P. K. Jain, 2011, Management Accounting, Tata McGraw Hill.
2. M. Y. Khan and P. K. Jain Financial management, 2011, Text, Problems and cases Tata McGraw Hill, 6th edition

Reference Books:

1. Jan Williams, Financial and Managerial Accounting, 2010 The basis for business Decisions, Tata McGraw Hill Publishers.
2. R. L. Gupta & M. Radhasamy, 2017 Advanced Accounting, Sultan Chand & Sons
3. L. M. Pandey, 2012, Financial Management, Vikas Publishing House Pvt. Ltd
4. Prasanna Chandra, 2012, Financial Management, 9th edition, Tata McGraw Hill

Theory -40%:Problems – 60%

SEMESTER-I
PAPER-6: INDUSTRY INSTITUTE INTERFACE-
ICOURSECODE –MO/19C/106

Credits:6

CORECOURSE

No.OfDays -15

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Objectives:

1. To give them an opportunity to make personal observations with respect to the organization and administration of Corporate Sector.
2. To enable the students to interact with the corporate managers, executives and community/beneficiaries, governmental agencies so as to get a practical exposure to the working of organizations.
3. To enable the students to take part and have a practical experience in the Management initiatives undertaken by corporate.
4. To develop the skills essential for the effective management of Corporate and to practically expose them to the unique practices adopted by the Corporate.
5. To prepare them for the future practical learning.

For this purpose the field work for the programme with respect to I Semester the field work will be organized in the following manner.

Nature of Field Work: Observation visits & Block Placement Met

Methodology:

1. Orientation and observation visits to Corporate Organizations working in different sectors.
2. Individual Student reports submission on the visits made and observation done.
3. Fieldwork conferences with the faculty supervisors.
4. Observation visit based presentation and seminars.

Semester: I Paper.7:
Soft Skills I
COURSE CODE – MO/18S/107

SEMESTER-1

Credits:2

Lecture Hours:30 Hours

RECORD COURSE

Communication: Body posture, Tone, Voice modulation, Speed, Listening Skills, writingskills, presentationskills, publicspeaking, Storytelling, Humor.

Interpersonal Skills: Johari window, networking skills, building trust, Overcoming bias, Respect, selfdisclosure, dealingwithdifficultpeople, managingpolitics, Collaboration, Learning toworkinteam.

Personality Development: Grooming, Attitude, Values, selfacceptance, selfesteem, Assertiveness, competitiveness, selfconfidence, handling criticism, Resilience.

MS-Excel-I: Listing, Loops, If-Then-ElseformulatingEquations, MergeDocuments, V-LOOKUP, Pivottables.

SEMESTER II

PAPER 8: LEARNING AND DEVELOPMENT COURSE CODE –MO/18C/201

Credits:3

Teaching Hours:45

CORE COURSE

Objectives:

1. To provide an understanding of the nature and process of Training and Development.
2. To provide knowledge on the different Strategies used in training.
3. To induce leadership and mentoring skills among students.

UNIT I

Learning and Technology: Principles and process of Learning, Types of learners, the learning process, learning cycle, Learning styles; Learning Outcomes, conditions of learning; Theories of learning: Reinforcement Theory, Social Learning Theory, Classical, Operant and

Social Cognitive Approaches, Goal Theories: goal orientation, learning orientation, performance orientation; Need Theories: Maslow's Hierarchy, McClelland, Expectancy Theory in terms of learning; Managerial implications on learning, Andragogy- Adult Learning Theory, Blended Learning; Technology used for training: Simulation, Learning Management System; Multimedia training, E-learning/Online Learning, Distance Learning.

UNIT II

Introduction to Training Concept, definition, meaning, need for training: different aspects of needs of employees, importance of Training- various results and outcomes discussed, Objectives of Training, Concepts of education, Training and Development- the similarities and differences between the three, Overview of training functions- Elaborate Types of Training and its processes: on the job training, apprenticeship training, off the job training, induction training, coaching, committee assignments.

UNIT III

Process of Training: Steps in Training- The overall pre-training, training and post-training process, Identification of Job Competencies, Competency Mapping, Developing Skill Matrix and relating it to training needs. Criteria for identifying training needs. Nature and Importance of training need analysis –

Detail on Person Analysis, Task Analysis, Organization Analysis), Classification of training needs: Democratic, diagnostic, analytical, compliance; Other training needs: Normative, felt, expressed, comparative, anticipated future need. Assessment of Training Needs- Methods and process of Needs Assessment: Advantages and disadvantages of various methods of assessment.

UNITIV

Designing and implementing Training Programme: Trainer identification, **Methods and Techniques of training:** considerations in designing a training session like site, instructions conducive to the trainees; selection of proper training method- short lecture, observation, exercises, games, roleplay, checklist, exercises; designing a training module: Program design, develop lesson plan, selection of job aids, and brief concept of obstacles in work environment for transfer of learning. Cross cultural leadership training: Corporate aspect of training in global environment, training the trainer, Training for Change Management; Management Development Programme, Budgeting of Training: Definition of Training Budget, Fixed costs, Variable Costs, Direct Costs, Indirect costs; Financial Resources, Human Resources, Technological resources needed considered for budgeting.

UNITV

Evaluation of Training Programme: Definition on Training Effectiveness, training outcomes, training evaluation, training evaluation design; Reasons for evaluating training; Formative Evaluation, Pilot Testing, Summative Evaluation; Overview, outcomes and reactions of evaluation process in general; Kirkpatrick Model of Evaluation-process, CIRO Model-process, Cost-Benefit Analysis-process, ROI of Training-process.

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. Employee Training & Development, Raymond A. Noe, 7th Edition, MC Grawhill
2. Training and Development: Enhancing Communication and Leadership Skills, 2012 Steven A. Beebe, Timothy P. Mottet and K. David Roach, Pearson

Reference Books:

1. Pepper, Allan D, Managing the Training and Development function, Aldershot
2. Lynton R Pareek U, 1990 Training and development, 2nd ed. New Delhi, Sage Publications
3. Serge P. The Fifth Discipline, 2006, The Art and Practice of Learning Organization, London Century
4. Reid M.A. etc. Training Interventions, 1992 Managing Employee Development, 3rd ed. London IPM

SEMESTER II
PAPER 9: INDUSTRIAL RELATIONS
COURSE CODE – MO/18C/202

Credits: 3

CORE COURSE

Teaching Hours: 45

OBJECTIVES:

1. To introduce the student to the concept of industrial relations
2. Introduce the student to various legislations pertaining to industrial relations

Unit 1. Introduction

Industrial Relations: Features- Nature- Components & Factors affecting IR- Approaches to IR: Human Relations approach, Psychological Approach, Sociological Approach, Gandhian Approach, Marxian Approach & Dunlop's Systems Approach.

Unit 2. Dynamics of Industrial Relations

Collective Bargaining: Definition- Main Features- Forms- Levels- Types- Process of collective bargaining- Techniques & Prerequisites.

Participative Management: Concept- Objectives- Industrial democracy- Forms of Participation- Levels of Participation.

Employee empowerment: Definition- Features- Importance- Barriers & Steps in implementation.

Unit 3: IR Legislations

Salient Provisions of,

The Industrial Disputes Act, 1947: Important definitions- Reference of certain individual disputes to Grievance Settlement Authorities- Procedure for settlement of Industrial Disputes and Authorities under the act (Works Committee, Conciliation Officers, Boards of Conciliation, Courts of Inquiry, Labour Courts, Industrial Tribunals & National Tribunals)- Procedures, Powers & Duties of authorities- Notice of change in conditions of service- Reference of disputes to Boards- Courts or Tribunals- Voluntary reference of disputes to Arbitration- Award and Settlement- Strikes and Lock-outs- Lay-off and Retrenchment- Transfer and Closing down of undertakings- Special provisions relating to Lay-off, Retrenchment and Closure- Unfair Labour Practices- Penalties- Procedures- Schedules to the act.

The Industrial Employment (Standing Orders) Act, 1946: Important Definitions- Procedure for Submission of Draft Standing Orders- Procedure for Certification of Standing Orders- Other Provisions relating to Standing Orders- Enforcement of the Act- Miscellaneous- Penalties- The Schedule.

Unit 4: Trade Union – Concept and Law

Concept- Features- Functions- History of Trade Union Movement in India- Decline of Trade Unions.

The Trade Union Act, 1926: Important definitions- Agreements not affected by the act- Appointment of Registrars- Registration of TU- Cancellation of registration and appeal- Rights and Privileges of a registered TU- Duties and Liabilities of a registered TU- Amalgamation & Dissolution of TU- Regulations & Penalties and Procedures.

Unit5:DisciplineandGrievanceRedressal

Discipline:Nature-Approaches-Code of Discipline-Causes of indiscipline-PrinciplesofNaturalJustice-Disciplinaryprocedures-Types of Punishment.
Grievance:Definition-Nature-Sources&Methodsofredressal.

TeachingMethods:

Lectures,Assignments,Discussions,Casestudy,Seminars,RolePlay,Processlab.

Text Books:

1. Matoria.C.B&SubbaRao.P,2017,DynamicsofIndustrialRelattions,16thEdition,Mumbai,HimalayaPublishingHouse
2. SrivatsavaS.C.2013,IndustrialRelations&LabourLaws(6thedition)Noida,VikasPublishing House

ReferenceBooks:

1. Sarma A.M,2016,IndustiralRelations–Conceptualand legal framework(11thedition),Mumbai,HimalayaPublishingHouse.
2. RaoSubba.P,2016,Essentials of HumanresourceManagement&IndustrialREaltions,Mumbai,HimalayaPublishingHouse
3. Punekar.S.D.Deodhar,S.B.&SankaranSaraswathi(2014),LabourWelfare Trade UnionismandIndustrialrelations(14thedition),Mumbai,HimalyaPublishingHouse.
4. Sinha.P.R.N, Sinha Indu Bla, Shekar Seema Priyadharshini, 2014, IndustrialRelations,TradeUnions&LabourLegislations(2nd edition)NewDelhi,Pearson

**SEMESTERT
IIPAPER 10
RESEARCH METHODOLOGY &
STATISTICS COURSE CODE-MO/19C/203**

Credits:3

Core Paper

Teaching Hours:45

-Objectives:

1. To educate students on the applications of research in the field of HR-OD.
2. To teach the entire research process.

UNIT I Research meaning, scope and objectives - types of research - pure - applied - action-ethnography. Research design - meaning - importance - types 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 - meaning of data - types of data - Questionnaire design, interview, scheduling - scaling techniques - normal, ordinal, ratio, interval - sampling techniques and sample size determination for survey research. Hypothesis - meaning - importance, types, characteristics, Formulation of Hypothesis - Hypothesis testing.

UNIT III Data analysis - Editing and coding of Data - Measures of Central Tendency 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 and their application in Management problem solving.

UNIT V Presentation of Research results: Tabulation - Need, Nature and Guidelines - ungrouped and grouped frequency tables, charts and diagrams, organizing report: Use of Executive summary, appendix and Bibliography - APA, MLA style. Use of Computers in Research and SPSS . Big Data, report writing, Proposal Writing, Ethics in Business Research **Teaching Methods:** Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Thory -70% .Problems-

30% Text Books:

1. Uma Sekaran and Roger Bougie, 2012 Research methods for Business, 5th Edition, Wiley India, New Delhi, 2012.
2. C.R. Kothari & Gaurav & Garg, 2018, Research Methodology - Tools & Techniques, New Age International Publishers

Reference Books

1. O.R. Krishnasami, 2005, Methodology of Research in Social Sciences, Himalaya Publishing House
2. William G Zikmund, Barry J Babin, Jon C. Carr, Atanu Adhikari, Mitch Griffin, 2012 Business Research methods, A South Asian Perspective, 8th Edition, Cengage Learning, New Delhi.
3. Quantitative Methods for Business, 1998, David R. Anderson, Dennis J. 2019-2021

SEMESTER II
PAPER 11: CHANGE
MANAGEMENT COURSE CODE –
MO/18C/204

Credits:3

Core Course

Teaching Hours:45

-OBJECTIVES:

1. To help gain knowledge about the concepts of change management.
2. To acquire skills required to manage change effectively.
3. To understand the various components and constraints involved in Change management.

UNIT 1 Personal Change

Change: Introduction, meaning, need, implications.

Personal Change: Meaning- Personal change process –

Analyse, Set a Goal, Make a Plan, Follow Through and Maintain.

Components of personal change: Self awareness – Definition-Components – Benefits: self analysis, self efficacy- Meaning, Advantages and Disadvantages, Self esteem- Different Ways to Build Self Esteem

Organizational roles- making organizational roles effective and role efficacy, Importance.

UNIT 2 Concept of Organizational Change

Organizational Change: Meaning & Definition

Types of Change-

Happened, Reactive, Anticipatory, Planned, Operational, Strategic, Fundamental, Incremental, Total, Revolutionary.

Forces of Change- External- PEST & Internal – Inadequacy of Administration process, Individual/Group Speculations, Structure Focused Change, Person Focused Change, Profitability Analysis, Resource constraints.

Models of organizational change – Force Field analysis – Process, Lewin's Three Stage Model, Burke Litwin Model of change, Ralph Kilman 5 sequential stages of organizational change, Ronald Lippitt, Jeanne Watson & Bruce Westly 7 stage Organizational change

Socio-technical systems theory Meaning – Definition – Principles

Open system Planning – Meaning – Definition – Benefits

Unit 3 Implementing change

Leading the change – 8 step process, **Facilitating change-** Different ways. **Resistance to change** – Meaning – Types –

Logical & Rational, Psychological & Emotional and Sociological. **Causes of Resistance** – Management of Resistance. Communicating Change

– Strategies-Skills-Methods.**LearningOrganisation**-Meaning-Defintion-History-Need
– Creation of learning Organisation – Building Blocks- Implementation Strategies –
GoldenRules-PeopleBehaviour

UNIT4 Organizational Culture & Change:

Corporate Culture-Meaning-Definition-**Types of culture**-Normative-Pragmatic-Academy – Baseball Team-Club-Fortress-Tough Guy- Bet your Company. Components – Vision, Values, Practice, People, Narrative, place. **Functions of Culture- Creating & sustaining culture**, Cultural Change- Reasons – Relations between Culture and Strategy, Impact of culture on Strategy, Designing strategy for cultural change- Approaches – Top Down – Bottom up – Culture change strategies.

Unit V

Consolidating Change – Meaning - Signs of consolidation, - **Actions to consolidate change**- Redesign roles, Redesign Rewards system, Link Selection decision to change objectives, Encourage voluntary acts of Initiative, Measure progress, Be alert to measurement limitations, don't declare victory too soon, beware escalation of commitment. **Creativity & Innovation**: Meaning, need, components- Expertise, Creative Thinking Skills, Motivation. Importance of creativity & Innovation in business. Climate for Creativity & Innovation – Top Dimensions. Organisational Constraints

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. Making Sense of Change Management: A Complete Guide to the Models, Tools and Techniques of Organisational Change 2015, Esther Cameroon & Mike Green, Kogan Page Publishers

2. Managing Organizational Change, 2004 V Nilkant, S Ramnarayan, Response Books

Reference Books:

1. Change Management – People side of Change, 2012, Timothy J. Creasey, Jeff Hiatt, Prosci Learning Center Publications

2. Organization Change and Development, 2012, Kavith Singh, Excel Books

3. Management of Organizational Change, 2001, K Harigopal – Response Books

4. Change Management, concepts and applications, Radha R. Sharma, TMH

**SEMESTER II
PAPER 12: MANAGERIAL**

ECONOMICS COURSE CODE – MO/18ID/205

Credits:3

Teaching Hours:30

Interdisciplinary

OBJECTIVES:

1. To help gain knowledge about the concept of micro-economics
2. To acquire skills required to understand and interpret macroeconomic environment in India

Unit I

Economics Meaning-Definition-Branches of Economics- Microeconomics -

Macroeconomics Division of Economics-Consumption-Production-Exchange-Distribution-

Public Finance

Managerial Economics Definition-According to Spencer and Siegelman-
According to McGutgan and Moyer-Meaning of Managerial Economics-Characteristics of
Managerial Economics-Scope of Managerial Economics-Theory of Demand-
Theory of Production-Theory of Exchange or Price Theory-Theory of Profit-Theory of Capital
and Investment-Importance of Managerial Economics-Accommodating traditional theoretical
concepts to the actual business behavior and conditions-Estimating economic relationships-
Predicting relevant economic quantities-Understanding significant external forces-
Basis of business policies-Difference between Economics and Managerial Economics-
Role of Managerial Economist-External-Internal-Environmental Studies of a Business Firm-
Business Operations-Specific Functions-Economic Intelligence-Participating in Public
Debates-Role in terms of Indian Context- Macro-forecasting for demand and supply.-
Production planning at macro and micro levels.-Capacity planning and product-
mix determination.-Economics of various production lines.- Economic feasibility of new
production lines / processes and projects-Assistance in preparation of overall development
plans.-Environmental Studies of a Business Firm-Responsibilities of a Managerial Economist-
Types of Economic Systems- Traditional Economic System-Command Economic System-
Market Economic System-Mixed Economic System

Unit-II

The Demand for a Commodity: Meaning, Law, Demand Schedule & Curve and Reasons- The Meaning of
Demand- The Law of Demand- Demand Schedule and Demand Curve- Demand Schedule of an
Individual Consumer- Market Demand Curve- Reasons for the Law of Demand: Why
does Demand Curve Slope Downward- Exceptions to the Law of Demand- Goods having

Prestige Value: Veblen Effect-Giffin Goods-Some Exceptions-Factors determining the Demand-Tastes and Preferences of the Consumers-Incomes of the People-

Changes in the Prices of the Related Goods-Difference between Change in Demand and the Amount Demanded-Expansion and Contraction of Demand demonstrates the expansion and contraction of demand-Increase and Decrease in Demand shows the increase and decrease in demand-Elasticity of Demand and Types of Elasticity of Demand-Types of Price Elasticity of Demand-

Calculate the price elasticity of demand and determine the type of price elasticity-Income Elasticity of Demand: Expression of Income Elasticity of Demand-Types of Income Elasticity of Demand-Cross Elasticity of Demand-Types of Cross Elasticity of Demand-Factors Influencing the Elasticity of Demand-Importance of Elasticity of Demand- Some important points from which you can realize the importance of price elasticity of demand- International trade- Formulation of Government Policies-Factor Pricing-Decision of Monopolist-Paradox of poverty amidst plenty-Demand Forecasting-Procedure to Prepare Sales Forecast-All forecasts are built on one of the three information bases-Types of Forecasting-Forecasts can be broadly classified into-At different levels forecasting may be classified into: Macro-level forecasting, Industry-level forecasting, Firm-level forecasting and- Product-line forecasting-There are different forecasts for different types of products like: Forecasting demand for nondurable consumer goods- Forecasting demand for durable consumer goods, Forecasting demand for capital goods, and Forecasting demand for new-products.-Joel Dean has classified a number of possible approaches as follows: Evolutionary Approach-Substitute Approach-Growth Curve Approach- Opinion-Poll Approach- Sales Experience Approach-Vicarious Approach-Forecasting Techniques-More commonly used methods of demand forecasting- Utility of Forecasting-Forecasts in India-Importance of Forecasting

Unit –III

Supply Meaning-Supply Schedule, Law of Supply and Supply Curve-The statement given for the law of supply is as follows-Supply Schedule-

As supply schedule can be of two types, which are as follows: Individual Supply Schedule-

Market Supply Schedule-Show the market supply schedule of a product supplied by three suppliers-Supply Curve-Shows the individual supply curve for the individual supply schedule-

Shows the market supply curve of market supply schedule-Supply Function-The supply function can be expressed as Assumptions in Law of Supply-Apart from this, there are certain assumptions that are necessary for the application of law of supply-Exception to Law of Supply-Some of the exceptions of law of supply are as follows: Speculation- Agricultural Products- Changes in Other Situations-Factor Determining Supply, Expansion and Contraction of Supply Curve- Natural Conditions-Technical Progress-Change in Factor Prices-Transport-Improvements - Calamities -Monopolies - Fiscal Policy.-Expansion of Supply and Contraction of Supply- Contraction of supply-Increase or Decrease In Supply-Types of Utilities-Factors of Production-Production Function, Laws of Production,Laws of variable Production, Laws of Returns to Scale, Economics of scales Internal and External: Production Function: Law of Variable Proportions and Law of Return to Scale.-

Contents: Introduction- The Production Function- The Law of Variable Proportions- The Law of Returns to Scale- Economies of Scale: Internal and External Economies- Diseconomies of Scale- Methods of Production- There are three methods of production-

The Nature of Production Function- The production function depends upon the following factors- The quantities of input to be used- The state of technical knowledge -The possible processes of production.- The size of the firm- The prices of inputs- Attributes of Production Function: The following are

the important attributes of production function: The production function is a flow concept- A production function is a technical relationship between inputs and output expressed in physical terms- The production function of a firm depends on the state of technology and inputs-

From the economic point of view, a rational firm is interested not in all the numerous possible levels of output but only in

that combination which yields maximum outputs- The short run production function pertains to the given scale of production. The long run production function pertains to the changing scale of production-The Short-Run Production Function-The Long-Run Production Function-Production function is of two types-The Law of Variable Proportions-The law of diminishing returns is based on the following assumptions-Three Stages of Production-Stage-I: Increasing Returns-Causes of Increasing Returns-Stage-II: Diminishing Returns-Its Causes: The Law in General Form-Stage-III: Negative Marginal Returns-The Law of Returns to Scale-Increasing Returns to Scale- Causes of Increasing Returns to Scale- Constant Returns to Scale-Causes

of Constant Returns to Scale: Returns to scale are constant due to: Internal Economies and Diseconomies- External Economies and Diseconomies- Diminishing Returns to Scale-Causes of Diminishing Returns to Scale-Real internal economies which arise from the expansion of a firm- Technical economies are classified as follows- Marketing Economies- Managerial Economies- Risk-Bearing Economies- Economies of Research- Economies of Welfare- Pecuniary Internal Economies- Real External Economies- Diseconomies of Scale- Real internal diseconomies arise from various factors- Pecuniary Internal Diseconomies- Pecuniary External Diseconomies

Unit-IV

Cost and Concepts- Some Accounting Cost Concepts- Opportunity Cost and Actual Cost- Business Costs and Full Costs- Explicit and Implicit or Imputed Costs- Out-of-Pocket and Book Costs- Some Analytical Cost Concepts: Fixed and Variable Costs- Total, Average and Marginal Costs- Average cost- Marginal cost- Short-Run and Long-Run Costs- Incremental Costs and Sunk Costs- Historical and Replacement Costs- Private and Social Costs- Thus, the total cost generated by a firm's working may be divided into two categories- Social costs include- Other Cost Concepts: Urgent and Postponable Cost- Escapable and Unavoidable Costs- Controllable and Non-Controllable Costs- Direct and Indirect Costs (Traceable and Common Costs)- Break Even Analysis Meaning, Determinants of BEP, Usefulness and Limitations of BEP: *Meaning of Break-Even Point*- Assumptions Underlying Break-Even Analysis- Uses of Break-Even Analysis- Limitations of Break-Even Analysis- Revenue Meaning, Kinds of Revenue- Different Types of Revenue

Unit-V

Social Accounting Aggregates: Social Accounting of National Income -Matrix Approach to Social Accounting- A very simple matrix- Matrix I- Matrix II- Importance of Social Accounting Considerations of Social Accounting in Developing Economies- Computation of National Income: Important Methods for Measuring National Income- The national income of a country can be measured by three alternative methods: (i) Product Method (ii) Income Method, and (iii) Expenditure Method- Business Cycle and Phases 5 Phases of a Business Cycle- Characteristics of Business Policy: Definition of Business Policy- Features of Business Policy- Inflation and Deflation- RBI Functions- Monetary Policy and Fiscal Policy- RBI Credit Control Measures- Important Methods adapted by RBI to Control Credit Creation OR Methods of Credit Control used by Central Bank- Which is Superior- Either variable cash reserveratio or open market operations- The following are the important methods of credit control under selective method: Rationing of Credit

.-DirectAction-MoralPersuasion-Methodof Publicity-Regulation of Consumer's Credit.-
RegulatingtheMarginalRequirementsonSecurityLoans-Objectivesoffiscalpolicy,Instrumentsof

fiscal Policy, Limitations of Fiscal Policy-The following are the objectives of fiscal policy: To maintain and achieve full employment- To stabilise the price level- To stabilise the growth rate of the economy- To maintain equilibrium in the balance of payments- To promote the economic development of underdeveloped countries- Fiscal Policy for Economic Growth-The compensatory fiscal policy has two approaches: Built-in stabilisers; and Discretionary fiscal policy-Instruments of Fiscal Policy: Major Instruments of Fiscal Policy –Budget - Different budgetary principles have been formulated by the economists, prominently known as: Annual budget-cyclical balanced budget and fully managed compensatory budget-Economic Planning Definition, Features, objectives-Anti-Inflationary Tax Policy-Public works are supported as an anti-depression device-The government borrowing may assume any of the following forms mentioned as under: Borrowing from Non-Bank Public- Borrowing from Banking System-Drawing from Treasury- Printing of Money-Aims of Economic Plan-Features of Economic Plan-Need for Economic Plan-Types of Economic Plan-Planned Vs Unplanned Economy-Planned Economy-Market Economy- Market economy takes decisions based on market forces-Difference between Planned Economy and Market Economy-Competition Act 2002: Anti-Competitive Agreements-Types of agreement: Abuse of dominant position- Competition Commission of India-Foreign Exchange Management Act, 1999- Foreign Exchange Regulation Act (FERA) of 1973

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. D.M. Mithany, 2017, Managerial Economics, Himalaya Publishing House 2. H
- .L. Ahuja, 2016, Business Economics, Sultan Chand Publications

Reference Books:

1. Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, 2010, Economics, 19th edition, Tata McGraw Hill, New Delhi.
2. William Boyes and Michael Melvin, 2005 Textbook of economics, Biztantra, .
3. N. Gregory Mankiw 2007, Principles of Economics, 3rd edition, Thomson learning, New Delhi,
4. Richard Lipsey and Alec Charystal, 2011 Economics, 12th edition, Oxford, University Press, New Delhi

SEMESTER II
PAPER: 13: INDUSTRY INSTITUTE INTERFACE-
II COURSE CODE –MO/19C/206

Credits:6

Core Paper

No Of Days:25

**Nature of Field Work: Block Field
Work Methodology:**

-

Objectives:

1. To give the man an opportunity to make personal observations with respect to the organization and administration of Corporate Sector.
2. To enable the student to interact with the corporate managers, executives and community/beneficiaries, governmental agencies so as to get a practical exposure to the working of organizations.
3. To enable the student to take part and have a practical experience in the Change Management initiatives undertaken by corporate.
4. To develop the skills essential for the effective management of Corporate and to practically expose them to the unique practices adopted by the Corporate.
5. To prepare them for the future practical learning.

For this purpose the field work for the programme with respect to I Semester the field work will be organized in the following manner.

Nature of Field Work:
Block internship

**PAPER: 14: SOFTSKILLS-
IICOURSECODE-
MO/18S/207**

**Credits:2
RECORDCOURSE**

MBTI: MayerBriggsPersonalityTypeIndicator, Identifying one's own personality.

Professional skills-I: English language –
Voice & Accent, Business Etiquette, Meeting management, Telephone etiquette, Email etiquette, Intercultural competence.

Potential Realization: Johari Window Assessment, SWOT Assessment, Building Self Confidence.

MS-Excel III: VBAMacros, Click Reporting, Charting Techniques, Media Insertions

**SEMESTER II
PAPER: 15: SUMMER
PLACEMENT COURSECODE –
MO/18R/208**

**Credits:2
RECORDCOURSE**

Period of Placement: 30 Days

Objectives:

1. To give the student trainee an opportunity to make use of the summer vacation by getting placed in a Corporate Organization and to benefit.
2. To prepare them for the next academic year field training.
3. To give them an opportunity of additional learning about the field.

For this purpose the fieldwork for the programme with respect to fourth semester the fieldwork will be organized in the following manner.

Nature of Field Work:

Summer Placement

Methodology:

1. It will be unsupervised placement training.
2. A compulsory requirement for course completion.
3. The student trainees will be given broad guidelines for their interaction with the Organisation and learning.
4. Depending on the student's interest and possibilities individual placement in an organization will be permitted.
5. After completion of the summer placement training students are expected to submit summer placement completion certificate and a consolidated report of their activities and learning during the period of placement.
6. On reopening of the college (in the beginning of the next academic year) Students will have to make a presentation of their experiences and learning to the class and thereby

information/experience sharing will be facilitated.

SEMESTER III
PAPER 16: ORGANIZATION DEVELOPMENT-
ICOURSECODE-MO/18C/301

Credits:3
CORE PAPER

Teaching Hours:45

OBJECTIVES:

1. To orient students with the various tools & techniques for Organization Development
2. To acquire the knowledge/skills and dynamics of OD.

Unit-1

Introduction – definitions – Beckhard 1969 – and Characteristics of OD, Foundations of Organizational Development: Kurt Lewin three stage model, Ronald Lipet seven stage model, Ralph Kilman five critical leverage points. Conceptual framework of OD, History of OD – T. group, survey feedback, action research socio technical and socio clinical approaches., First order and second order Change, Values, assumptions and beliefs in OD.

Unit-2

Participation and Empowerment – meaning of participation and empowerment. Teams and teamwork – characteristics of teams. Parallel learning structures – idea groups, action groups, implementation groups etc.. A normative-re-educative strategy – meaning of norms – changes in normative reorientation, Applied behavioral science – pure science – applied science (diagrammatical representation) Action research – diagnostic, participant, empirical, experimental. – process of action research.

Unit-3

Managing the OD Process: Components of OD Process, Diagnosis, Action & Program Management; Diagnosis: Diagnosing the System, its subunits and Processes, Diagnosis using the Six-box Organizational Model

Unit-4

Third Wave Consulting: The Action Component: nature of OD intervention, analyzing discrepancies: The Program Management Component: Phases of OD Programs, model for managing change, creating parallel learning structures.

Unit-5: Organizational Design – Determinants – Components – Types – Basic Challenges of design –

Differentiation, Integration, Centralization, Decentralization, Standardization, Mutual adjustment Mechanistic and Organic Structures –

Technological and Environmental Impact on Design Importance of Design – Success and Failures in design – Implications for Managers.

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

TextBooks:

1. Wendell L. French & Cecil H. Bell, Jr, 2008, Organisational Development, PHI Learning Private Limited

SEMESTER II

1. Srivatsava S. C. 2013, Industrial Relations & Labour Laws (6th edition) Noida, Vikas Publishing House

Reference Books:

1. Sarma A. M, 2016, Industrial Relations – Conceptual and legal framework (11th edition), Mumbai, Himalaya Publishing House.
2. Rao Subba. P, 2016, Essentials of Human Resource Management & Industrial Relations, Mumbai, Himalaya Publishing House
3. Punekar. S. D. Deodhar, S. B. & Sankaran Saraswathi (2014), Labour Welfare Trade Unionism and Industrial relations (14th edition), Mumbai, Himalaya Publishing House.
4. Sinha. P. R. N, Sinha Indu Bla, Shekar Seema Priyadharshini, 2014, Industrial Relations, Trade Unions & Labour Legislations (2nd edition) New Delhi,

SEMESTER III
PAPER 17: OPERATIONS
MANAGEMENT COURSE CODE –MO/18ID/302

Credits:2
Interdisciplinary Paper

Teaching Hours:30

Unit –I INTRODUCTION

Introduction to production and operation management: Characteristics, Objectives and Classification of Production system- Objectives of Operations Management- System- Nature-Importance and Organizational function- Characteristics of modern production and operation function- Recent trends in production and operation management- Role of operation in strategic management- Production and Operation Strategy (Basic Operation Strategy, Characteristics of successful strategy, Levels, Formulation of Operations Strategy)
– Nature of international Operation Management.

Unit–II CAPACITY PLANNING AND FACILITY PLANNING

Capacity planning: Types- capacity requirements planning (CRP)- developing capacity alternatives- Aggregate planning (approaches, cost, relationship to Master Production Schedule, Function of Master Production Schedule)- Overview of MRP (three inputs: Master Production Schedule, Bill of Materials & Inventory Status), MRPII, ERP, CAD and CAM.

Facility location: Need for selecting a suitable location- Factors governing facility/plant location. Facility layout: Meaning- Factors governing- Principles- Types (Process, Product, Fixed position, Combination of mixed layout) - Planning tools and techniques (Process chart, Diagram, Travel chart, Templates, Scale models)

Unit–III INVENTORY MANAGEMENT

Purchasing: Objectives- Functions- Vendor Rating (Sources of information on potential vendors, Methods- Experience rating, Weighted Point, Cost Ratio) - Value Analysis (Types of values, Function & its types, Benefits)

Store Management: Nature- layout (factors governing, principles)- Classification and Coding- Inventory: Objectives- Cost and Control techniques (ABC Analysis, HML analysis, VED analysis, FSN analysis, SDE analysis, GOLF analysis and SOS analysis) - Overview of JIT (Philosophy, Seven wastes, Benefits).

Unit–IV PRINCIPLES OF TQM

Introduction: TQM framework- Overview of the contribution of Deming (PDCA Cycle, 14 points, 7 Deadly diseases), Juran (Internal Customer, Cost Quality, Juran Trilogy, Juran's 10 steps of improvement), Crosby (Zero defects, 4 absolutes, 14 steps), Masaaki Imai (Kaizen), Feigenbaum (Total Quality Control, Hidden Plant, Quality Cost), Ishikawa (Quality Circle, Fishbone diagram, 7 basic tools of quality), Taguchi Techniques (Quality Loss function) - Concept of quality circle Japanese 5S, Principles of 8D Methodology.

Unit–V PROCESS CAPABILITIES AND QUALITY MANAGEMENT SYSTEM

Total productive maintenance (TPM)- BPR (Principles, Application, Re-engineering process, Benefits and Limitations)- Quality function development (QFD) (benefits, Voice of Customers, information, House of Quality (HOQ))- Benchmarking- POKAYOKE. Introduction IS/ ISO 9004:2000 – Quality management systems- guidelines for performance improvements quality audit.

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab

TEXT BOOKS

1. Pannerselvam R, 2008 Production and Operations Management, Prentice Hall India,
2. Dale H. Besterfield et al, 2004 Total Quality Management, Third edition, Pearson Education

Reference Books:

1. Aswathappa K and Shridhara Bhat K, 2008 Production and Operations Management, Himalaya Publishing House.
2. Norman Gaither and Gregory Frazier, 2002 Operations Management, South Western Cengage Learning,
3. Poornima M. Charantimath, 2003 Total Quality Management, Pearson Education, First Indian Reprint
4. Douglas C. Montgomery, 2008 Introduction to Statistical Quality Control, Wiley Student Edition, 4th Edition, Wiley India Pvt Limited.

SEMESTER III

PAPER: 18CORPORATE PLANNING AND STRATEGIC MANAGEMENT C

COURSE CODE – MO/18C/303

Credits: 3

Teaching Hours: 45

CORE COURSE

OBJECTIVES:

1. To induce managerial qualities of decision making in a competitive environment.
2. To encourage students to be good managers where organizational change takes place.
3. To promote corporate values and instill leadership capabilities among students.

Unit 1: Introduction - Definition - nature of Corporate Planning, Advantages and disadvantages.

Features of strategy - Strategy relates the firm to its environment, Strategy is the right combination of factors both external and internal, Strategy is relative combination of actions. Strategy may even involve contradictory action, Strategy is forward looking.

Levels at which strategy operates - Corporate - Business - Functional

Strategic management - Meaning - Definition

Strategic management process - Environmental Scanning -

Internal & External: Strategy Formulation – Defining the Mission – specifying the Objectives - Strategy – Policy - Strategy Implementation - Programs – Budgets – Procedures – Strategy Evaluation & Control

Strategic intent: Vision – Meaning – Definition, Mission - Meaning - Definition: Difference between Vision and Mission, Goals and Objectives – Meaning – Definition, Difference between Goals and Objectives.

Unit 2:

Strategic decision making - Meaning & Definition

Approaches to strategic decision making - Entrepreneurial – Adaptive - Planning – Logical Incrementalism.

- Environmental scanning and appraisal - Micro and Macro Environment. Macro - PESTEL Analysis. Micro - Customers, Suppliers, shareholders - competitors.

Environmental Search – Sources of information - Verbal – Spying – Corporate planning departments - Publications – Forecasting. Environmental Diagnosis - ETOP - Meaning - Components of ETOP

Unit3:StrategyFormulation

Corporate level strategies- Stability Strategies –Meaning – Variants – No change- Profit- Proceed withcaution:

ExpansionStrategies–Meaning–Types–InternalGrowthStrategy–ConcentricExpansion – Market Development, Product Development,Innovation. Vertical Integration – Backwardand Forward Integration ,Diversification – Concentric and Conglomerate.External GrowthStrategy–Mergers–Meaning–Types–Concentric-Conglomerate-Horizontal- Vertical.IssuesinMergers.Acquisition–Meaning–Issues–DefiningObjectives- Methods.AcquisitionProcess- Setting Task force for Acquisition,Identifying Target Organisation, Conducting DueDiligence, Making Acquisition Bid, Acquisition of Target Organisation – Post AcquisitionAction .Joint Venture –Meaning –Defintion –Issues of Joint Venture – Objectives , Choice ofpartner, Pattern of shareholding and Management Pattern: Problems .Strategic Alliance –Meaning–Defintion–TypesofStrategicAlliance– TechnologyDevelopment–Operations&Logistics-MarketingAlliance.

Retrenchmentstrategy–Meaning–Defintions–Types-Turnaround–Divestment–Liquidation.

CombinationStrategy

Business level strategies- Cost leadership- Meaning –Sources of Becoming Cost Leader,Benefits&Risks

Differentiation –Meaning–SourcesofDifferentiation–Benefits&Risks

Focus–Meaning–SourcesofAchievingFocus –Benefits&Risks

Functional Strategies-Meaning – Types : Financial, Marketing, Logistics, Operations , HRM,Purchase,IT,R&D.

Strategic analysis and choice- Meaning –Process : Focusing on Strategic Alternatives, GapAnalysis,EvaluationofStrategicAlternativesandchoice.

Tools and techniques for strategic analysis: SWOT analysis, GAP analysis, Porter’s fiveforcesmodel-ThreatofEntrants–

BargainingpowerofBuyers,Bargainingpowerofsuppliers,threat of substitutes and Rivalry among established companies,Value-chain analysis-Primaryand Support activities , Benchmarking- Meaning – Types –Phases , BCG Matrix, GE-9 CellMatrix, TOWSMatrix, GrandStrategyMatrix, Mckinsey’s7’S framework.

Unit4:StrategyImplementation-

Interrelationshipofformulationandimplementation,ActivatingStrategy–

InstitutionalisationofStrategy–StrategyCommunicationandAcceptance: Formulation of Actions plans – One shot Actions- Programmes – Budgets-Procedures : Standing Actions- Policies –Procedures-Rules :Translating General Objectivesinto Specific Objectives -MBO : Resource Mobilisation and Resource Allocation – Tools –Budgeting–Capital–performance– ZBB-StrategicBudgeting.ProblemsofResourceAllocation.

ProjectImplementation–Definition–PhasesofProject–Conception–Defintion- Planning&Organising Phase,Implementation–Clean-up

Procedural Implementation- Steps – Licensing requirements-FMEA Requirements- ForeignCollaborationProcedure-CapitalIssueRequirements-Import&Exportrequirements- Incentives&Benefits

Structural Implementation – Definition – Forms – Entrepreneurial – Functional – Divisional – Matrix – Other Forms – Team based – virtual – Boundaryless. Strategy-Structure relationship

Behavioural Implementation – Issues – Leadership: Strategic Leadership – Role of Leadership in strategy Implementation: Introducing Change, Integrating conflicting Interests, Developing Motivations system, Setting Organisational climate, Leadership development. Strategy & Leadership styles, corporate culture – Meaning – Relating Culture & strategy. politics and power, Ethics and Social responsibility – Corporate Governance
. Strategic Evaluation and Control Overview, Strategic Control, Techniques of strategic evaluation and control.

Unit 5: Bottom of the Pyramid – Definition – Strategies , Digitalisation strategies, Tailoring strategy to fit specific industry and company situation. Managing Technology and Innovation – Strategic issues for Non Profit organisations. New Business Models and strategies for Internet Economy – case study

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:-

1. Strategic Management & Business Policy 2009, Azar Kazmi, Tata McGraw Hill, 3rd Ed.
2. Strategic Management, Concepts & Cases, 2005 Fred R. David, Pearson Education, 9th Ed. 2005.

Reference Books:

1. Hill., 2012, Strategic Management : An Integrated approach, Edition Wiley
2. John Pearce, Richard Robinson and Amitha Mittal, 2012, Strategic Management, McGraw Hill, 12th Edition.
3. Crafting and Executing Strategy- The quest for competitive advantage, Concept & Cases- 2010 , A.A. Thompson, A.J. Strickland, John E. Gamble, Arun K. Jain, Tata McGraw Hill
4. Business Policy And Strategic Management, P. Subba Rao, Himalaya Publishing House.

**PAPER 19: COMPENSATION
MANAGEMENT COURSE CODE-
MO/18C/304**

**Credits:3
CORE COURSE**

Teaching Hours:45

OBJECTIVES:

1. Introduce students to the basic concepts involved in Compensation Management.
2. To familiarize students with the various techniques used to fix salary, incentives, etc.
3. To understand the different techniques of motivating employees through compensation management.

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Unit-I

Introduction of Compensation Management - Meaning -
The Definition of Compensation Management - Compensation Management so important -
Objectives of Compensation - Nature of Compensation - Compensation System - Direct
Compensation - Indirect Compensation - The main characteristics of the compensation system -
some of the additional objectives of compensation management - Types of Compensation - Disability
Compensation - Dependency and Indemnity Compensation - Special Monthly Compensation -
Claims Based on Special Circumstances -
Compensation Responsibilities Employer Responsibilities - Employee Responsibilities -
Compensation Systems: Design and Goals - Compensation Approaches - A Classic Approach
to Compensation - Steps in the Classical Approach to Compensation - Setting Up a
Compensation System - Pricing and Surveying - Salary Structure - Job Evaluation - A Two-
component Approach to Compensation - Salary increases and bonuses can link pay to performance. -
Pay for performance drives the two-component program -
Three Expatriate Compensation Approaches - Going Rate Approach - Balance Sheet Approach -
Compensation Philosophy Planning and Design: What is a compensation philosophy? What
should be included in a compensation philosophy? - Importance of Compensation Philosophy -
Should the compensation philosophy be reviewed? - Consistency - Communication - Quality of
compensation philosophy -
Compensation strategy includes a balance between internal equity and external competitiveness -
Organizational strategy - Develop a compensation philosophy - Components -
Individual vs team reward - Perceptions of pay fairness - Legal compliance - Legal constraints in the
pay system - Article: - A Compensation Professional's Headache

Unit-II

Managing Compensation-Strategic Compensation Planning-compensation strategy- Compensation Strategy and HR Strategy-Compensation Strategy Importance- Compensation Strategy Importance for managers- Compensation Strategy Importance for employees- Structuring Salaries-Component of Salary Structure-Development of Base Pay System-Job Evaluation systems-Compensation Structure-Flowchart on Salary structure-Wage salary survey report of India-Articles in wage curve and pay grades-Salary Matrix-Preparing Salary Matrix-Government regulation on compensation-Articles on law relating to the compensation in India-Significant Compensation Issues - Compensation as a retention strategy-Articles on 8 steps to improving retention strategy

Unit -III

Variable Pay and Executive Compensation-Types of Variable Pay-Variable Pay Plan Participation by Employee Groups-Types of Variable Pay Plans-Successes and Failures of Variable Pay Plans-Guidelines for Variable Pay Plans Conditions for Successful Variable Pay Plans-Individual Incentives-Bonus as a Percentage of Salary (averages for non-sales employees)-Special Incentive Programs-Special Incentive Award Types-Sales Compensation and Incentives-Sales Performance Criteria-Balancing Sales Compensation and Ethical Concerns-Team-Based Variable Pay-Characteristics of Team-Based Rewards-Problems with Team-Based Incentives-Organizational Incentives-Profit Sharing-Objectives of profit-sharing plans-Enterprises Incentive Plan-ESOP Employee stock ownership plan-Executive Compensation Management-Articles on Stopping paying executives for the performance-International Compensation Management.- Major Components in an International Compensation Package

Unit-IV

Managing Employee Benefits-Meaning,-An articles on An Over view of Employee Benefits-Strategy Perceptive on Benefits-HR Benefits of a Needs Assessment-Why Needs Assessments Are Vital-Managing Policies, Programs, and Activities-Define the Rules and Guidelines -Funding benefits-Is benefits benchmarking still relevant-Why benchmark benefits-Decide which benefits to benchmark-Shift in employers' approach to benchmarking- The cost of benchmarking-Employee Benefits Programs-An Articles on Employee Benefits Program-Types of Benefits-Security Benefits-Retirement Benefits-Security Benefits-Healthcare benefits-Time off benefits -Administration of benefits

Unit-V

Employee Benefits required by Law -A report on Employee benefits required by law in India-Discretionary major employee benefit-An Open Manual to conduct Discretionary Major Employee Benefits-Creating a work life setting-An Articles on Setting Work-Life Boundaries Is More Productive Than Striving for Work-Life-Employee Services-Employee Services Definition-Employee Services Function-Employee Services Personnel-Employee Assistance Programs-Employee Services Future-Difference between Employee Benefits & Employee Services-Services-Benefits-Importance-Pros and Cons-Types of Employee Services-Flexible Work Schedules-Wellness Programs-Child Care-

Product/Service Discounts-Challenges for

employee services-Why employee services-Make your employees happier and your company more successful-Software for employee services-Designing a benefit Package-How to Design an Employee Benefits Program-Five factors to consider when designing benefits plans

Text Books:

1. B D Singh, Compensation & Reward Management, Excel Books
2. Strategic Compensation, Joseph J. Martocchio, 3rd Edition, Pearson Education

Reference Books:

1. Milkovich & Newman, Compensation, TMH
2. Richard I. Anderson, Compensation Management in a Knowledge-based world, 10th edition, Pearson Education
3. Er. Soni Shyam Singh, Compensation Management, Excel Books.
4. Dipak Kumar Bhattacharya, 2014, Compensation Management

**PAPER:20 PERFORMANCE
MANAGEMENT COURSE CODE –
MO/19C/305**

Credits:3

Teaching Hours:45

CORE COURSE

OBJECTIVES:

1. Introduce students to the basic concepts involved in Performance management system.
2. To familiarize students with the various techniques used to appraise performance.
3. To make them more performance oriented effective and efficient HR managers.

UNIT I: The Foundation of Performance Management

Definition, Principles, Concerns-history of performance management : basic comparison of different methods of appraisal followed and its demerits, the meaning of performance, influences and factors performance, Benefits and Scope of Performance Management: characteristics of an ideal performance- Implications for Performance Management.

UNIT II: The process of performance management

Performance management as a process of management: performance management values; The performance management cycle- Performance management activities - Detailed concept of performance sequence; How performance management works- Performance management organization- Performance Management programme : The elaborate Overall Performance Management concepts of an organization; Performance management in action- a brief on day to day Performance management in People management.

UNIT III: Performance planning and agreements, Managing performance

Performance and development planning: Planning Manager Performance- Role profiles : definition and explanation; Define Key result areas, learning about role profiles and Role description; Objective setting: Organizational and individual Performance plan; Performance planning; Development planning- Monitoring Manager Performance and Mentoring Manager Development- basic concepts of each component like supervision, monitoring, communication, delegation, counselling, development, coaching, review discussions; The performance agreement: Performance review meeting; Managing performance throughout the year: Stock taking the performance and potential throughout the year. The continuing process of performance management; Updating objectives and work plans; Managing continuous learning; Coaching and Mentoring: Definition, process and techniques of coaching; Definition and process of Mentoring; Difference between coaching and mentoring.

UNIT IV: Assessing and reviewing performance

Performance measures and assessment: Approach to assessment; Behavioral Approaches: understanding behavioral competencies and trait Approaches Factors affecting assessments, ; Methods of assessment; Overall analysis of performance; Types of measures: Key performance Indicators; Balanced Scorecard; Field Review method, Confidential Reports, Narrative Self-assessment; Rating Scales- Behaviourally anchored rating scales; Management by objectives Forced distribution; Forced ranking; Quota systems; 360- degree feedback, 720- degree feedback, **Reviewing performance** : The performance review meeting; Performance review difficulties; Performance review issues; Organizational issues; Focus, criteria

and impact of Performance review. Using reviews as a communications channel;

Balancing past performance against future potential; Performance review problems; Self-assessment; Giving feedback

UNIT V: The Reality of Performance Management

Overall Findings of the Research: the result of research on Performance Management in different areas, Best practice: latest methods used in industry, Views about Performance Management- Problem, Issues Identified by Field Visits- explanation on different field study with the evaluation criteria; Key to Success.

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. Herman Aguinis, 2007, Performance Management, Pearson Education Publishers.
2. Michael Armstrong and Angela Baron, 2007, Performance Management, Jaico Publishing House.

Reference:

1. Robert Bacal, 1999, Performance Management, McGraw-Hill Publishing.
2. Prem R. Chada, 2003, Performance Management: It's About Performing - Not Just Appraising, Laxmi Publications.
3. Radha R Sharma, 2011, 360 Degree feedback, Competency Mapping and Assessment Centers, Tata Mc-Graw Hill Education Pvt. Ltd., New Delhi.
4. Sanghi & Seema, 2011, The Handbook of Competency mapping, Response Books, New Delhi.

Semester-
III PAPER: 21 RESEARCH PROJECT
COURSE CODE – MO/18C/306

Credits: 6
CORE COURSE

Teaching Hours: ----

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On a selected topic related Human Resource and Organisation Development the student under the supervision of faculty supervisor has to undertake an empirical research and submit a report on that.

--- **SEMESTER-III**
PAPER: 22 INDUSTRY INSTITUTE INTERFACE-
III COURSE CODE- MO/18C/307

Credits: 6

No. Of Days: 25 days

CORE COURSE

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Objectives:

1. To give the man an opportunity to make personal observations with respect to the organization and administration of Corporate Sector.

2. To enable the student to interact with the corporate managers, executives and community/beneficiaries, governmental agencies so as to get a practical exposure to the working of organizations.

3. To enable the student to take part and have a practical experience in the Change Management initiatives undertaken by corporate.

4. To develop the skills essential for the effective management of Corporate and to practically expose them to the unique practices adopted by the Corporate.

5. To prepare them for the future practical learning.

For this purpose the field work for the programme with respect to I Semester the field work will be organized in the following manner.

Nature of Field Work:

Block internship

Semester:III Paper.23:
Soft Skills III
COURSE CODE –MO/18S/308

Credits:2
RECORD COURSE

Lecture Hours:30 Hours

G.D&Interview preparation: Business Trend awareness, Resumewriting, How to attend group discussion and personal interview, Entrepreneurial Thinking.

Aptitude: Arithmetic and alphabetic Progressions, cyclic expressions, verbal and non-verbal reasoning, time and distance problems.

Leadership Development: 7 habits of highly effective people, identifying one's own leadership style, influencing skills, developing skills for delegation, mentoring, coaching, Team building,

Emotional Intelligence: Understanding Emotions, Temper and Mood. Self awareness – sensitivity, Emotion regulation or management, Empathy, Social intelligence.

**SEMESTER III Paper.24:
OUTBOUND TRAINING
COURSE CODE – MO/18R/309**

Credits: 1 RECORD

Hours: 30 Hours

Days: 4

COURSE

The crux of OBT lies in taking a group of people away from their normal environment into the outdoors, and placing a new, unfamiliar set of challenges before them, in the solving of which a whole lot of new equations are thrown up. The programme works on the principle that when a team is thrown together in wilderness or adventure settings, where they have to fend for themselves and meet challenges together, there is growth in many directions.

AREAS COVERED UNDER OB

TEAM BUILDING/TEAMWORK

Building successful teams while focusing on problem-solving, communication, trust-building, change and conflict resolution.

LEADERSHIP DEVELOPMENT

Identifying and developing traits successfully employed in situations involving strategy, goal setting, planning, resource allocation, empowerment, and decision-making.

CONFLICT RESOLUTION

Improving interpersonal skills, removing communication blocks, building abilities to express and resolve differences in an unstressed manner.

PERSONAL AND PROFESSIONAL EFFECTIVENESS

Improving self image through emphasis on personal and group achievements, encouragement to stretch beyond perceived limits, and gaining a renewed sense of purpose and commitment.

INTERPERSONAL SKILLS

Develops abilities to relate meaningfully and with confidence in group and individual situations, working towards enhancing group dynamics.

SEMESTER IV
PAPER:25 ORGANIZATION DEVELOPMENT-
IICOURSE CODE-MO/18C/401

Credits:3
CORECOURSE

TeachingHours:45

OBJECTIVES:

- Understand different OD interventions
- To help student explore the different approaches and techniques involved in OD.

UNIT 1 OD interventions: Definition, Factors to be considered, choosing and sequencing intervention activities. Classification of OD interventions: Families of OD Interventions -Diagnostic Activities , Team Building activities , Inter group activities , Survey feedback activities, Education and training activities, technostructural and structural activities, Process Consultation activities , strategic management activities , sensitivity training , organisational transformational activities, Force field analysis. Results of OD: awareness of changing socio-cultural norms or dysfunctional current norms , increased interaction and communication - confrontation, education, participation, increased accountability, increased energy and optimism
Typology of interventions based on target groups: Individual Based Interventions, Dyads/Triads Intervention, Group based Intervention, Inter-group based Intervention, Strategic interventions, Human Resource Management Interventions Definition, factors to be considered, choosing and sequencing intervention activities, classification of OD interventions, results of OD, typology of interventions based on target groups..

Unit-2: INTERVENTIONS

Individual Based Interventions: coaching, counseling, training, behavioral modeling, delegating, leading, morale boosting, mentoring, motivation, etc.,

Dyads/Triads Intervention: Behaviour Modelling, Process Consultation, Third Party Peacemaking Activities, Role Negotiation, Gestalt

Group based Intervention : conflict management, dialoging, group facilitation, group learning, self-directed work teams, large scale interventions, team building, and virtual teams.

Unit-3 Inter-group based Intervention: Organization mirroring, third party peacemaking (Walton's approach) interventions, partnering Techno structural (Structures, technologies, positions etc..)

Strategic interventions: Technostructural: Balanced scorecard; Technostructural: Balanced scorecard - Definition, Use, Concept, Original business perspective, Measurement, Strategy Map, examples. Business process reengineering: Downsizing and outsourcing; business process reengineering; downsizing and outsourcing;

UNIT-4. Human Resource Management Interventions: Employee Performance Management. Employee Development. Employee Wellness Programs Diversity

Management-Drugs in the Workplace-Employee Assistance Programs-
Ergonomics: Safe Facilities in the Workplace-HIV/AIDS in the Workplace-Personal
Wellness-Preventing Violence in the Workplace-Safety in the Workplace-
Spirituality in the Workplace

UNIT 5 The Future and OD: The changing environment, Fundamental strengths of OD, Implications of OD for the client, ethical standards in OD Ethical standards in OD : Misrepresentation & collusion, Misuse of Data, manipulation & Coercion, Value & goal conflicts, Technical Ineptness. OD's future: Technological innovation Economic development, Ecological sustainability, Cultural diversity, Re-engineering, Shared vision, organisation transformation **OD Consultant's role**, issues in consultant-client relationship ,OD's future. OD Consultant's role, issues in consultant-client relationship, Power- concept, meaning and types. Politics & OD, Research on OD .

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. Organization Development, behavioral science interventions for Organization Improvement, Wendell L. French, Cecil H. Bell, Veena, Jr, Pearson, PHI.
2. Organizational Design and Development- Concepts and Applications- Dr. Bhupen Srivastava, Biztantra

Text Books:

1. Organizational designs for excellence, Pradip N. Khadwalla, TMH, 2005
2. Organization Theory & Design, Richard L Daft, Cengage Learning, 8th Edition.
3. Organization Development, & Transformation, Managing Effective Change, Wendell L. French, Cecil H. Bell, Jr, TMH
4. Organizational, Design, and Change- Gareth R. Jones, 5th Edition, Pearson Education

Semester IV
PAPER 26: CROSS CULTURAL BUSINESS
MANAGEMENT COURSE CODE –MO/18C/402

Credits:3
CORE COURSE

Teaching Hours:45

OBJECTIVES:

- a. To introduce the students about the fundamentals of organizational culture & its dimension.
- b. To impart the skills required for cross cultural business management and make the students competent.
- c. To make the students understand about the corporate culture.

UNIT-I

Introduction Corporate Culture Definitions - The Basic features of corporate culture - Necessary for a company to change to a "team culture:" - Organizational Culture and Change - Preparing for change may be assisted by a nine-step process - Corporate communication: extended definition

Cultural background of business stake holders, Case Study: Nike's trouble in Asia - Managing the Corporate Image - Experiment to Illustrate the Nature of Ethics - The Basics of Ethics - Today's Most Important Managerial Issue - Case Study: Ethical business practices - The importance of ethics in business Ethics at work The supply chain and distribution process Ethical business practices Ethics and employment policies Creating a Culture among Employees - A Commitment to Diversity - A Fun Place to Work Creating an image as an Employer - eLearning Project-based Learning - Corporate Universities An Analytical framework

UNIT-II

Culture and Global Management: Global business Scenario and Role of culture - A framework for work for analysis; Elements & processes of communication across cultures; Communication Strategy for/of an Indian MNC and Foreign MNC (With 3 illustrations on each drawing from different geo economic and social contexts) & high performance winning teams and cultures; culture Implications for Team building Analysis Social & Cultural Environment - Basic aspects of society and culture - Culture and its characteristics Cultural dimension - I Meaning of time - The language of friendship - Cultural dimension - II The language of religion The art of gift giving - The search for cultural universals - Exhibit: true Europeans - Exhibit: Culture shapes foreign marketing Elements of culture - Exhibit: it's not the gift that counts, but how you present it - Analytical approaches to cultural factors - Maslow's hierarchy of needs - The self-reference criterion and perception. Environmental sensitivity - Influence of culture on consumption - Influence of culture on communication processes - Subculture - Processes of communication across cultures Adaptation - Degree of Adaptation - Cultural Imperatives - Cultural Exclusives - METHODS OF DOING BUSINESS - Sources and Level of Authority Exhibit: Meishi - Presenting Business Card in Japan Communications Emphasis - Negotiations Emphasis - Gender Bias International Business - Building high performance winning teams across cultures - Factors Affecting

TeamBuildingacrossCultures-TeamBuildingacrossCultures-
DifferencesinLabourMarketCharacteristics-CulturalDifferences-
DifferencesinRegulatoryEnvironment-AltitudetowardsEmployment-
DifferenceinConditionsofEmployment-StaffingPolicyDeterminants-InternationalNegotiation-
CulturalProblemsInInternationalNegotiationsInternationalAssetProtection-
CoercionandPressure

BilateralandMultilateralAgreementsetc.CulturalDimension1IsMurphyBrownFrench?Cultural
Dimension 2 Children Should Be Seen but Not Heard - CommunicationStrategy A Global
Product - Marketing Strategy 1 A Tough Grandma -Marketing Strategy 2Global, Maybe;
Effective, Maybe Not - Marketing Strategy 3 Pan-European Advertising -
BusinesscultureinchinaKeyConceptsinUnderstanding Chinese- CultureFrenchculture

UNIT-III

Cross culture – negotiation and decision making- **negotiation** - Cultural implications
formanagers and negotiators Process of Negotiation and Needed skills & knowledge Base –
overviewwithtwoillustrationsfrommulti-culturalcontexts(IndiaEurope/India–
USsettingsforInstance)InternationalandGlobalBusinessOperationsStrategyFormulation&Impl
ementation;AligningStrategy,Structure&CultureinanOrganizationalContext-
PreliminariesSevenaspectsofthenegotiationsettingAttheNegotiationTableAfterNegotiations
The negotiation processVariables in the negotiating processCharacteristics
ofnegotiationCultural Differences That Affect NegotiationsWin-Win Negotiation: Finding a
faircompromiseNegotiation: Needed skills and Knowledge Base India and Europe -
culturalcontexts-Indiaandus-culturalcontextsAmericanculture–
KeyconceptsandvaluesWorkingwith Americans: cultural challenge- Decision –making: a
cross- cultural outlookProgrammedand Non-programmed Decision-MakingThe Impact of
Culture on Non-programmed DecisionMakingDecision making process- International and
global operation - Strategy formulation -Strategy implementation - Structure & culture in an
organizational context-Integrated globalstructures-Cultureinanorganizationalcontext

UNIT-IV

GlobalHumanResourceManagement-StaffingandTrainingforGlobalOperations.Developing a
global Management Cadre. Motivating and Leading; Developing the values
andbehaviorsnecessarytobuildhigh-
performanceorganizationpersonnel(Individualsandteamsincluded)NatureofGlobalHumanReso
urceManagement-**TheHRChallengesofInternationalBusiness Domestic HRM and IHRM
Compared- Managing International HR Activities -Strategic International Human Resource
Management - How Inter-country Differences affectHRM- Economic systems** - Legal and
industrial Relations Factors- Improving InternationalAssignmentsthroughSelection-
SelectingInternationalManagers-StaffingforGlobalOperations-RecruitmentandSelection-
ValuesandInternationalStaffingPolicy-EthnocentricStaffing-
PolycentricStaffingRegiocentricStaffing-GeocentricStaffing
- CultureandStaffing-TrainingandDevelopmentTrainingforExpatriates-LanguageTraining -
Practical Training - Increasing the Competence of Current Workers - Training
andMaintainingInternationalEmployees-InstructionalSystemDesign-
ImplementingInstructionalDesignInTheOrganization-
OrientingandTrainingEmployeeesonInternationalAssignment-TheExpatriateWorkforce-
UsingExpatriates:ProsandCons-ExpatriateFailure
- Expatriatesselection-PreparingforForeignAssignment-
DevelopingaGlobalManagementCadre: Motivating and Leading Developing a Global

Management Cadre International Cadre - Management Development and Strategy - Expatriate
Performance Management - Cultural Adjustment -
Paying Expatriates Factors Influencing International

Compensation – Repatriation Motivation -Theories of Motivation Maslow's Hierarchy of Needs-Theory X and Theory Y-Motivation Hygiene Theory

The Three needs Theory. Goal Setting Theory Reinforcement Theory-Equity Theory Expectancy Theory Leading-Team Leadership-Leading through Empowerment - Developing the values and behaviours necessary to build high performance organization personnel-individuals and teams included-Developing the Values and Behaviours- Values and International Staffing Policy - Values and Behaviours necessary to Build High Performance Organization Personnel-Individual Practices for High Performance -Team Work for High Performance-High Performance Work Teams

UNIT-V

Corporate Culture : Nature of Organizational Cultures Diagnosing the As-Is Conditions; Designing the strategy for a Culture Change Building; Successful Implementation of Culture Change Phase; Measurement of ongoing Improvement-Introduction about culture-Elements of culture -cultural artifact is the 24-hour hotline for customers that both Citibank and HDFC provide. Classification of cultural diversity -Classifying organizational culture -Diagnosing organizational culture-Importance of diagnosing organizational culture-The Cultural Assessment-Identifying and diagnosing organization culture-Some techniques that assist in identifying/diagnosing an organization's culture Diagnosing the cultural elements could be difficult for the following reasons-Designing the strategy for a culture change-Predictors of Readiness for Change-Aspects should be kept in mind while dealing with change-Resistance to change-Reasons for resistance to change-Six approaches to deal with resistance to change-Change Equation-The change management strategy-The Role of a Change Agent in Organizational Change-The management stages involved in change-Jim Canterucci defines change leaders on five levels-Competencies of Change Agents-Successful implementation of culture change Implementing Culture Change-Nine Pitfalls of Organizational Change-Major Factors Determining Successful Organizational Change-How to Change Successfully-Outcomes of Effective Organizational Change Management-The Organizational Change Management Process-These seven phases of Organizational Change Management Process Measurement of ongoing improvement-The role of the top management in the change process-The role of the middle management in the change process-Choice of metrics for measurement-Components of successful change

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. International Management: Managing Across Borders And Cultures, 4th Ed, "Deresky Helen," Prentice Hall India,
2. K. Aswathappa, 2012 International Business,, Tata McGraw Hill, New Delhi

Reference Books:

- 1.. The Secret Of A Winning Culture: Building High-Performance Teams, "Esenn Drlarry, Rchildress John," Prentice Hall India
2. Vyuptakesh Sharan, 2011, International Business, 3rd Edition, Pearson Education in South Asia, New Delhi.
3. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, 2010, International Business, 32 7th Edition, Cengage Learning, New Delhi
4. John D. Daniels and Lee H. Radebaugh, 2000 International Business, Pearson Education Asia, New Delhi, 2019-2021

PAPER27:HUMANRESOURCEACCOUNTINGANDINFORMATIONSYSTEM
COURSECODE–MO/19C/403

Credits:3

TeachingHours:45

CORECOURSE

UNIT –I- Human Resource Accounting :Introduction-meaning and definition of HRA,conceptofHumanCapitalconceptsofHumanResource:developmentoftheconceptofHRA;Importance of HRA, Objectives of HRA- Advantages andlimitations of HRA; HRA formangers and HR Professionals; Different Approaches and application of HRA in India: costsinvolvedinhumanresource;(i)costbasedapproaches-historicalcost,replacementcost,opportunity cost, standard cost (ii) Monetary value based approaches: The Lev and SchwartzModel,TheEricFlamholtzModel,MorseModel(iii)Non-monetaryvalue-basedapproaches:LikertModel,TheFlamholtzModel,OganModel.Also Problems with ModelsAdvantagesandDisadvantagesofthesame.

Unit II : HR Analytics – Concept &EvolutionofHR Analytics&data sources: traditionalvs contemporary HR measures; Definition of Business Analytics, HR- Analytics; HCM : 21model.Use of work force analytics to improve decision making; Stages of HR Analytics:DescriptiveAnalytics,Predictiveanalytics,Prescriptiveanalytics,typesofdatamodelingforanalytics.Typesofprogramminglogicusedinanalytics.ImportanceofHRAnalytics .Data Analytics techniques using software packages. Future of Human Resource Analytics-toolsusedinanalytics.

UNIT –III Introduction to HRIS: Definition of Information System, Definition and conceptofMIS,definitionandconceptofHRIS,BasicfeaturesofHRIS;ElementsofDataManagement for HRIS: definition of data, information, System, basic functions of a system,**Componentsofinformationssystem**,informationssystemactivities;differentiatebetweeninformationssystemandinformationstechnology;DataFormats-vector,scalarandcombinations,EntryProcedure&Process;DataStorage&Retrieval:datamining, datawarehouse, data marts, databases, types of databases; Transaction Processing System and its two wayofdataprocessing,TypesofTPS,TPSfunctions,OfficeAutomationandInformationProcessing & Control Functions; Design of HRIS: Relevance ofDecision Making ConceptsforInformationSystemDesign:DecisionSupportSystem,relationbetweenlevelsofmanagerialdecisionmakingand informationcharacteristics.

Unit IV HR Management Process I & HRIS: Modules on MPP- Definition on manpowerplanning,stepsofMPP,ModuleofHRISforMPP,Recruitment,Selection,Placement-HRISmodules ; Module on PA System: concept of Performance Appraisal system, process ofinformation storage and flow Performance Appraisal; T & D Module: Training Data , trainingflow chart, training process data flow, block diagram for training and development module;Module on Pay & related dimensions: components relating payroll and human informationsystem,leavemanagement,claimmanagement,advance/loanmanagement,salarymanagement details ; Planning & Control- manufacturing resources planning, reports andchartsusingHRIS.

UNIT–

VHR Management Process II & HRIS: Organization Structure & Related Management Processes including authority & Responsibility Flows: four levels of organizational growth recognized by management professionals, types of organizational structures and its relation to design of HRIS and Communication Process, ; Organization Culture and Power – Data Capturing for Monitoring & Review: quality of information for the users; Behavioral Patterns of HR & other Managers and their place in information processing for decision making: behavioral traits, concept of understanding the system design and evaluation ; Security, Size & Style of Organizations & HRIS: Security of Data and operations of HRIS Modules; Software packages for Human Resource Information System

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. Micheal J. Kavanagh, 2006, Human Resource Information Systems: Basics, Applications, and Future Directions, 4th edition, Sage Publications.
2. Tracey Smith, 2013, HR Analytics: The What, Why and How, Createspace Independent Publishing .

References

1. Dr. Michael Hammer, 2016, The Agenda: What Every Business Must Do to Dominate the Decade, Hammer and Company.
2. Michael Armstrong, A Handbook of Human Resource Management Practice, Kogan Page. 3. Elizabeth Houldsworth & Dilum Jiransinghe, Managing and Measuring Employee Performance - Understanding Practice, Kogan Page.
4. Jack J Phillips, Accountability in Human Resource Management, Gulf Professional Publishing.

Interdisciplinary

PaperOBJECTIVES

1. Introduce the student to fundamentals of counselling and application of workplace counselling.
2. To make the students understand models of workplace counselling.
3. To enhance an understanding about dealing with different kinds of people.

UNIT I INTRODUCTION

Meaning and Definition of Counseling- Counseling process- Stages (Building the counseling relationship and facilitating initial disclosure, In depth exploration, commitment to action and termination), Development of counseling skills- Introduction to important schools of counseling (Psychoanalytic counseling, Gestalt counseling, Rational emotive therapy, Person centered counseling, Behavioural counseling).

UNIT II UNDERSTANDING WORKPLACE COUNSELING

Concept- History- Models of Workplace counseling (Counselling- orientation model, Brief-therapy, Problem- focussed, Work- orientated, Manager- based, Externally based, Internally based, Welfare-based, Organizational-change)- Training of workplace counseling

UNIT III SETTING UP COUNSELING IN THE WORKPLACE

An Integrative model of individual employee counseling (Preparation, Assessment, Contractual Referring, Counseling, Termination)- Group counseling- Conflict Resolution- Intrapersonal- Interpersonal (Familial, Team building).

UNIT IV DEALING WITH SPECIFIC WORK PROBLEM

Dealing with different people: Sexual Harassment- Work life balance- Unethical behavior in workplace- Travel stress.

UNIT V INDUSTRIAL COUNSELLING

Employee problem counseling: Problems of Absenteeism- Turnover- Burnout- Depression- Substance Abuse.

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. Workplace Counseling, 1999, Michael Carroll, Sage Publications

2. Introduction to Counseling skills – Texts and Activities, 2000 Richard Welson–Jones, Sage Publications

Reference Books:

1. Chennai Practitioners Counselling Approaches & Practitioners Guide
2. Linda Seligman/Louie W. Reichenberg – Theories of Counseling & Psychotherapy, Pearson
3. Gibson/Mitchell, 2015, Introduction to Counseling & Guidance, Pearson
4. Asha. K. Kinra, Guidance & counseling, Pearson

SemesterIV
PAPER:29A ENTREPRENEURIAL
DEVELOPMENTCOURSECODE –
MO/18E/405B

Credits:2

TeachingHours:30

ELECTIVEPAPER

OBJECTIVES:

1. To help gain knowledge about the concepts of entrepreneurship
2. To acquire skills required to start and manage a business.

UNIT

The entrepreneurial-Definition-Characteristicsof a successful entrepreneur-
Entrepreneurial scene in India-Case histories of successful entrepreneurs-
Identification of potential entrepreneurs.. Women Entrepreneurship.

UNITII

Entrepreneurial Development Programme and training- Entrepreneurial Environment-
Project Identification-Project Formulation-Project Report-Project Appraisal-
Profitability Analysis.

UNITIII

Project Planning - Social COST Benefit analysis - Financial Analysis, Project financing -
Selection of site & Equipment - Institutions for ED - Financial Institution &
Entrepreneur Development-Bank Finance to entrepreneur-Working Capital Management.

UNITIV

Development of small Scale Industries - Incentives for SSI from Central Government &
State Government / Industrial sickness in SSI, causes and remedies- Selection of the site
and Equipment-Plan for production.

UNITV

Marketing Feasibility - New Product Ideas and Evaluation - Marketing and pricing policy
and distributing channels- Problems of small scale units. Women Entrepreneurship

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab

TextBooks

1. Dr. Vasant Desai, 2012, Entrepreneurship & small Business – Himalaya Publications
2. Dr. P. T. Vijayashree & M. Alagammai, 2010, Entrepreneurial Development & Small Business Management, M Arggham Publications

ReferenceBooks

1. VG Patel, Entrepreneurship Development Programme in India and its Relevance to Developing Countries - VG Patel EDI Publications
2. P. Saravanavel, 1997 Entrepreneurial Development, Ess Peekay Publishing House
3. Donald F Kuratko, T. V Rao, 2012, Entrepreneurship: A South Asian perspective. Cengage Learning.
4. Arya Kumar, 2012, Entrepreneurship. Pearson

PAPER:29B INDUSTRIAL HEALTH, HYGIENE & SAFETY C

COURSE CODE –MO/18E/405A

Credits:2

Teaching Hours:30

ELECTIVE PAPER

Unit I: Introduction to Accidents & Industrial Safety:

Accidents- Definition – Causes of Accidents : Inherent Hazards, collision, Slips or Falls on Floors & Stair Castings, Miscellaneous Causes and Direct and Proximate causes. **Accident Causation Theories–**

Domino Theory, Pure Chance Theory, Biased Liability theory, Accident Prone theory and Multiple Causation theory . **Techniques for Accident Prevention :**

Job Hazard Analysis, Job Safety Observation, Preventive Maintenance Program, Special Emphasis Program. **Accident Investigation–** Purpose–Persons Involved–**Accident Causation Model**

: Task, Material Environment, Personnel and Management . **Different Ways of Collecting the facts :** Physical Evidence, Witness Accounts, Interviewing. **Cost of Accidents:** Direct and Indirect Cost. **Industrial Safety**

: History and development of safety movement- Need for safety- Safety legislation- Safety standards and codes, Safety policy: safety organization and responsibilities and authorities of different levels. Provision for safety in Factories Act.

Unit II: Risk Assessment: Meaning-Importance, Preliminary hazard analysis, What if analysis, Failure mode effect analysis, Hazard and operability (HAZOP) studies, Hazard analysis techniques: Fault tree analysis, Event tree analysis, General outline of DOW index, Risk estimation and management,

Unit III: Hazard Identification

Major hazard control, On-site and Off-site emergency preparedness. Identification of hazard, Categorization methods for elimination of hazard, Mechanical hazards; machine guarding, safety with hand tools/ portable power tools, Pressure vessel hazards and their control, Safety in material handling: hazards and safe Practices, safety with storage of materials,

Electrical hazards: classification, safe work practices, Chemical hazards: laboratory safety, bulk handling of chemicals, Fire and explosion hazards, Fire detection, Prevention, control, and extinguishments, Industrial layout, Industrial waste management.

Unit III: Industrial Hygiene: Environmental stresses: physical, chemical, biological and ergonomic stresses, Principles of industrial hygiene, Overview of control measures. Permissible limits. Stress, Exposure to heat, Heat balance, Effect of heat stress, WBGT index measurement, Control Measures. Chemical agents, IS/UN classification, Flammables, Explosives, Water sensitive chemicals, Oxidants, Gases under pressure, Chemicals causing health hazards: irritants, asphyxiants, anaesthetics, systemic poisons and carcinogens, Chronic and acute exposure, Routes of entry, Types of airborne contaminants, Introduction to

airsamplingandevaluationmethods,Occupationalexposurelimits,Engineeringcontrolmeasures, Principles ofventilation.

Unitv:OccupationalHealthOccupationalHealth:Conceptofhealthandoccupationalhealth,Spec trum of health, Occupational and work related diseases, Levels of prevention, History ofoccupationalhealth,Characteristicsofoccupationaldiseases,Essentialsofoccupationalhealthser vice,personalprotectiveequipments(respiratoryand non-respiratory)

TextBooks

1. Reese,C.Occupationalhealthandsafetymanagement:apracticalapproach.BocaRaton,Fla .:Lewis,2003.
2. Anton,T. Occupationalsafetyand health management. NewYorkMcGraw-Hill,1989

ReferencesBooks

1. R.K.JainandSunilS.Rao,IndustrialSafety,HealthandEnvironmentManagementSystems, Khannapublishers,New Delhi(2006)2.
2. Slote.L,Handbook of Occupational Safety andHealth,JohnWilleyandSons,NewYork.

SemesterIV

PAPER-30:INDUSTRY INSTITUTE INTERFACE – IVCOURSECODE –MO/18C/406

Credits:6

No.OfDays: 25days

CORECOURSE

-

Objectives:

1. To give the man an opportunity to make personal observations with respect to the organization and administration of Corporate Sector.
2. To enable the student to interact with the corporate managers, executives and community/beneficiaries, governmental agencies so as to get a practical exposure to the working of organizations.
3. To enable the student to take part and have a practical experience in the Change Management initiatives undertaken by corporate.
4. To develop the skills essential for the effective management of Corporate and to practically expose them to the unique practices adopted by the Corporate.
5. To prepare them for the future practical learning.

For this purpose the field work for the programme with respect to I Semester the field work will be organized in the following manner.

Nature of Field Work:

Block internship

Semester:IV

PAPER:31 Soft Skills
IVCOURSECODE-
MO/18S/407

Credits:2

LectureHours:30

RECORDCOURSE

Conflictmanagement:Identifyingone'sownsourcesofconflict,stylesofconflictmanagement:Accommodating,Competing,Avoiding,CompromisingandCollaboration.

CampustocompanyTransition:Adaptation,Managingexpectations,developingprofessionalism,Performancemanagement(Learningtomanageone'sownperformance).

Creative thinking: Edward De Bono six thinking Hats, Developing Curiosity, Risk taking,Work life balance, using creativity for stress management, Crisis management, LifestyleManagement.

PositivePsychology:Optimism,developingsenseofgratitude,learningtoappreciate,

EVALUATION

PATTERN THEORY SUBJECTS

ECTS

ICA- 25Marks

TwoMarks $5*2=10$

FiveMarks(3outof4) $3*5=15$

Total 25Marks

ESE-100Marks

EightMarks(5outof8) $5*8=40$

TwentyMarks(3Outof5) $3*20=60$

Total 100Marks

FIELDWORK

Internal 50Marks 20MarksforAttendance
30MarksforRecordandConference

External50Marks 30MarksforExternalViva-Voce
20MarksfromtheCompanyGuide

Viva-vocePanel:

One PersonfromIndustryBackground with
morethan5yearsofexperience.OnepersonfromtheDepartment.

RESEARCHPROJECT

Internal 50Marks 20MarksforAttendance
30MarksforRecordandConference

External50Marks 50MarksforExternalViva-Voce

Viva-vocePanel:

OnePersonfromAcademicBackgroundwithmorethan5

yearsofexperience.OnepersonfromtheDepartment.



MADRAS SCHOOL OF SOCIAL WORK

(An Autonomous Institution Affiliated to the University of Madras)

32, Casa Major Road, Egmore, Chennai 600008
College Off. : 28194566 / 5126 Principal : 28195125 E-Mail
: principal@mssw.in Website : www.mssw.in

Dr. S. RAJA SAMUEL, M.A., Ph.D.

Principal

This is to certify that the following courses of MA-HR&OD programme focuses on areas of employability/ entrepreneurship/ skill development offered by the institution during the academic year 2020-2021.

Signature of the Principal

Dr. S. RAJA SAMUEL, M.A., Ph.D.,
Principal
Madras School of Social Work (Autonomous)
No. 32, Casa Major Road,
Egmore, Chennai - 600 008.



	MA - HR&OD - 2020-2021	Course Code	Activities/Content with direct bearing on Employability -EM/ Entrepreneurship- EN/ Skill development - SD	Pg.No.
	MA - HR&OD - 2020-2021 - Semester - I			
1	HUMAN RESOURCE MANAGEMENT	MO/20C/101	EM -HUMAN RESOURCE PLANNING-Recruitment & Selection,Compensation ; EN -Induction process,HR-metrics, SD - HR Audit,automation.	pg 10-pg 12
2	ORGANIZATIONAL BEHAVIOUR	MO/20C/102	EM -Work Behaviour & Skills based on Psychology; SD - Group dynamics	pg 13-pg 15
3	MANAGEMENT PRINCIPLES	MO/20C/103	EM -Foundations of Planning & Controlling with other Managerial Skills; EN -Strategic planning; SD -Decision Making theory,styles & approaches	18-19
4	LABOUR LEGISLATIONS	MO/20C/104	EM -Laws of Wages,Welfare& Social Security with various Miscellaneous Acts; SD - Daily Industry life Acts & Laws	20-21
5	FUNDAMENTALS OF ACCOUNTING AND FINANCIAL MANAGEMENT	MO/20ID/106	SD -Cost Accounting,Costing and Cost Sheet Concepts; EN - Concepts of Financial Management	24-26

7	SOFT SKILLS - I	MO/20S/107	EM,SD-Communication: Body posture, Tone, Voice modulation, Speed, Listening Skills, writing skills, presentation skills, public speaking,Interpersonal Skills & basic Excel Skills Interpersonal Skills: Johari window, networking skills, building trust, Overcoming bias, Respect, self disclosure, dealing with difficult people, managing politics, Collaboration, Learning to work in teams.	27
	MA - HR&OD - 2020-2021 - Semester - II			
8	LEARNING AND DEVELOPMENT	MO/20C/201	EM- Evaluation of a training program; SD,EN- Designing & Implementing a Training Programme	29
9	INDUSTRIAL RELATIONS	MO/20C/202	SD-IR Legislations, Grievance Redressal; EM-IR Legislations,Concept & Law of Trade Union	31-32
10	RESEARCH METHODOLOGY & STATISTICS	MO/20C/203	SD- Data Analysis & Presentation of Research Results; EM- Data Analysis	33
11	CHANGE MANAGEMENT	MO/20C/204	EM- Concept of Organizational Change ; SD- Implementing change in Learning Organization	38-39
12	MANAGERIAL ECONOMICS	MO/20ID/205	EN,SD- Macro Economics and Business	40-45

			Economic Planning with Social Accounting	
13	INDUSTRY INSTITUTE INTERFACE - II	MO/20C/206	EM,EN,SD -Interaction and Practical Learning with the corporate managers, executives and community/beneficiaries, governmental agencies so as to get a practical exposure to the working of organizations.	47
14	SOFT SKILLS - II	MO/20S/207	EM,EN,SD -Professional skills -I: English language – Voice & Accent, Business Etiquette, Meeting management, Telephone etiquette, Email etiquette, Intercultural competence. NLP: Neuro Linguistic Programme	48
15	SUMMER PLACEMENT	MO/20R/208	EM,EN,SD - placement training for learning about the field	49
	MA - HR&OD - 2020-2021 - Semester - III			
16	ORGANIZATIONAL DEVELOPMENT - I	MO/20C/301	SD,EN,EM -OD Process & Organizational Design	51
17	OPERATIONS MANAGEMENT	MO/20ID/302	EN,SD -Principles of TQM & Capacity Planning	54
18	CORPORATE PLANNING AND STRATEGIC MANAGEMENT	MO/20C/303	EM -Corporate Level Strategies & Strategy Implementation, EN -Project Implementation, SD -Tools & Techniques for strategic analysis.	56-57
19	COMPENSATION MANAGEMENT	MO/20C/304	EN -Compensation Strategy Importance for	59-61

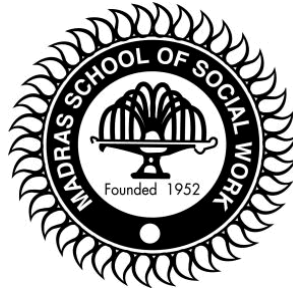
			employees,EM-Structuring Salaries-Component of Salary Structure	
20	PERFORMANCE MANAGEMENT	MO/20C/305	SD -Assessing & reviewing performance;EM-Planning & Managing performance,Field study;EN- Coaching & Mentoring process in PM.	65
21	RESEARCH PROJECT	MO/20C/306	EM,EN,SD -Research and data analysis	67
22	INDUSTRY INSTITUTE INTERFACE - III	MO/20C/307	EM,EN,SD -Interaction and Practical Learning with the corporate managers, executives and community/beneficiaries, governmental agencies	67
23	SOFT SKILLS - III	MO/20S/308	EM,SD -G.D & Interview Skills with honing Emotional Intelligence	68
	MA - HR&OD - 2020-2021- Semester - IV			
24	ORGANIZATIONAL DEVELOPMENT - II	MO/20C/401	EM -Human Resource Management Interventions , EN - OD consultation, SD -Inter group interventions	70-71
25	CROSS-CULTURAL BUSINESS MANAGEMENT	MO/20C/402	EM -The HR Challenges of International Business Domestic HRM and IHRM,Expatriate Performance Management - Cultural Adjustment - Paying Expatriates Factors Influencing International	72-74

			Compensation; SD - Negotiations in cultures.	
26	HUMAN RESOURCE ACCOUNTING AND INFORMATION SYSTEM	MO/20C/403	EM -Human Resource Accounting and Analytics using Information Sytem, SD - Components of HRIS & Security	76-77
27	WORKPLACE COUNSELLING	MO/20ID/404	EM -Setting up Workplace counselling and dealing with work place issues, SD -Dealing and understanding the workplace,industrial counselling	80
28	INDUSTRIAL HEALTH, HYGIENE & SAFETY	MO/20E/405A	SD -Accident Investigation – Purpose –Persons Involved – Accident Causation Model : Task , Material Environment, Personnel and Management .Different Ways of Collecting the facts : Physical Evidence, Witness Accounts, Interviewing.Cost of Accidents : Direct and Indirect Cost .Industrial Safety :History and development of safety movement- Need for safety- Safety legislation- Safety standards and codes, Safety policy: safety organization and responsibilities and authorities of different levels. Provison for safety in Factories Act;	82

			EM - Hazard Identification.	
29	ENTREPRENEURIAL DEVELOPMENT	MO/20E/405B	EM,EN,SD -Development of small Scale Industries - Incentives for SSI from Central Government & State Government / Industrial sickness in SSI, causes and remedies- Selection of the site and Equipment - Plan for production.	84
30	INDUSTRY INSTITUTE INTERFACE - IV	MO/20C/406	EM,EN,SD -Interaction and Practical Learning with the corporate managers, executives and community/beneficiaries, governmental agencies	
31	OUTBOUND TRAINING	MO/20R/309	EM&SD -Personal & Professional Effectiveness	
32	SOFT SKILLS - IV	MO/20S/407	EM,EN,SD -Campus to company Transition: Adaptation, Managing expectations, developing professionalism, Performance management (Learning to manage one's own performance). Creative thinking: Edward De Bono six thinking Hats, Developing Curiosity,	86

			Risk taking, Work life balance, using creativity for stress management, Crisis management, Life style Management.	
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**MADRAS SCHOOL OF SOCIAL
WORK(AUTONOMOUS)
CHENNAI-8**



**MASTERDEGREECOURSEIN
HUMANRESOURCEANDORGANISATIONALDEVELOPMENT.(
M.A HROD)
COURSESREGULATIONSANDSYLLABUS[CBCSPATTERN]
(Tobeintroducedfrom2020-2022 batch)**

Seve

Signature of the Principal

Dr. S. RAJA SAMUEL, M.A., Ph.D.,
Principal
Madras School of Social Work (Autonomous)
No. 32, Casa Major Road,
Egmore, Chennai - 600 008.



I-ABOUTTHE PROGRAMME

1. INTRODUCTION:

Human Resource & Organization Development[HR&OD] is a practice profession. Today organizations face multiple challenges and threats- threats to effectiveness, efficiency and profitability; Challenges from turbulent environments, increased competition, and changing customer demands; and the constant challenge to maintain congruence among organizational dimensions as technology, strategy, culture and process. Keeping organizations healthy and viable in today's world is becoming an increasingly challenging and daunting task. Hence there emerges a need to design specialized courses in Organisation Development and produce professionals in Organisation Development[OD].

2. OBJECTIVES OF THE COURSE:

The objectives of the course M.A. in HR&OD are as follows:

- (1) Demonstrate basic understanding of the theory, practice, principles, concepts, and language of organization development.
- (2) Demonstrate an understanding of techniques, strategies, models, methods, processes, complexities, paradoxes and conventions of practice used in introducing organization development activities and concepts into an organization.
- (3) Illustrate an awareness of how one observes, interprets, thinks and acts in organizations.
- (4) **Demonstrate an understanding of the multiple theoretical approaches to interpreting organizational behavior.**
- (5) Illustrate their individual competence in the creation, execution and management of organization development applications.

3. SCOPE OF THE COURSE:

This course focuses on the managerial responsibility for the development of the organization and the diverse technologies that a manager can employ to support organizational improvement. It provides a survey of the organizational literature, culture, values and skills that can be used by the manager, leader, or administrator to influence organizational change. A parallel emphasis will focus on the roles of consultants/facilitators in the organization's development.

3. PATTERN OF THE COURSE.

Adopting the CBCS pattern, the course of study for the MA HR OD degree programme shall extend over 4 semesters (Two years) and shall consist of:

1. Theory courses/ papers (Core (C), Electives (E))
2. Field Practicum (A score paper),
3. Research Project (A score paper).

4. Internship-Summerplacement,Blockplacement.
5. Soft-skillscourses(Assupportivecourses)whicharecompulsory.

Students will earn the credits only when they pass in papers and successfully complete thecoursecompletioncompo6entsoftheprogramme.

The student has to gain **96 credits** to complete the course, distributed at the rate of Semester-I:22credits;SemesterII:24credits;Semester III:29 credits;andSemesterIV: 21credits.

In addition to the above for the enhancement of the students' professional competency andemployability skills the department also offers opportunity in the form of special Certificate /Diploma course. Enrolment in such courses will be voluntary. Students can earn additionalcredits(asspecified)forthesecertificate/diplomacourses.

4. -ELIGIBILITYFORADMISSION.

ACandidatewhohaspassedbachelor'sdegreeinanydisciplinefromUniversityofMadrasorfrom other university accepted by the syndicate as equivalent thereto is eligible for admissiontothis course.

Admissionswillbebasedonmeritsubjecttothegovernmentandinstitutionalregulations.

5- ELIGIBILITYFORTHEAWARDOFTHEDEGREE:

Asperthe autonomoussregulationsa candidate intheMadras SchoolofSocialWork becomeseligible for the award of the degree of MA HR OD subject to the fulfillment of the followingconditions:

1. Undergone the Post-graduate course of study in HR OD offered by the Madras Schoolof Social Work over 4 semesters (Two years full-time) and has earned the prescribed96 credits.
2. Passed all the theory examinations, participated in the workshops, process labs andcompletedStudytour,SummerplacementandBlockfieldwork practicum.
3. MeetsallotherrequirementsinvogueasprescribedbytheBoardofstudiesinManagementatt hetimeofadmissionandtheamendmentsintroducedtotheregulationsbytheBoardofStudies inManagementfromtimetotime.

6.CONDITIONSFORPROMOTION:

A candidate who does not pass the examination relating to any theory paper in each of thesemester shall be permitted to appear in such failed paper in the ensuing supplementaryexaminations held by the institute. However, to qualify for the award of the degree by theUniversity of Madras, one should have passed in all the examinations held by the college andcompleted allthecourses.

A-CREDITMATRIX.

SE M. NO	NATURE OF THE COURSE AND CREDITS.								TOTAL CREDITS
	Core and Interdisciplinary	CREDIT	Elective	CREDIT	- /Soft Skill/ PAPERS	CREDIT	Internship	CREDIT	
I	5	14	-	-	1	2	-	-	16
II	5	14			1	2	1	6	24
III	5	13			1	2	1 RP-1 OBT-1	6 6 1	29
IV	5	11	1	2	1	2	1	6	21
Total	20	51	1	2	4	8	6	31	90

**B: SYLLABUS
MATRIXSEMESTERI**

NATUR EOFCO URSE	SUBJECT CODE	TITLEOFTHECOURSE	CRED ITS	LECTU REHO URS	EXA MH RS	ICA	ESE	MAXM ARKS
Core	MO/20C/101	1. Human Resource Management	3	45	3	50	50	100
Core	MO/20C/102	2. Organizational Behaviour	3	45	3	50	50	100
Core	MO/20C/103	3. Management Principles	3	45	3	50	50	100
Core	MO/20C/104	4. Labour Legislations	3	45	3	50	50	100
Interdisci plinary	MO/20ID/105	5. Fundamentals of Accounting & Financial Management	2	30	3	50	50	100
Record	MO/20S/107	7. Soft skills I	2	30	-			
TOTAL CREDITS			16	----				

SEMESTER II

NATU REOF COUR SE	SUBJECT CODE	TITLE OF THE COURSE	CREDITS	LEC TUR EHO URS	EXAM HRS	ICA	ESE	MAX. MARK S
Core	MO/20C/201	8.Learning & Development	3	45	3	50	50	100
Core	MO/20C/202	9.Industrial Relations	3	45	3	50	50	100
Core	MO/20C/203	10. Research Methodology & Statistics	3	45	3	50	50	100
Core	MO/20C/204	11.Change Management	3	45	3	50	50	100
Interdis ciplinar y	MO/20ID/205	12.Managerial Economics	2	30	3	50	50	100
Core	MO/20C/206	13. Industry Institute Interface I	6	-	-	50	50	100
Record	MO/20S/207	14.SoftSkills	2	30	-			
Record	MO/20R/208	15.SummerPlacement(After the Second Semestertheoryexamination duringthesummervacation).	2	-	-	NoMarks/Onlycoursec ompletionrequirement.		
		TOTALCREDITS	24	-----				

SEMESTER III

NATURE OF COURSE	SUBJECT CODE	TITLE OF THE COURSE	CREDITS	LECTURE HOURS	EXAM HRS	ICA	ESE	MAX. MARKS
Core	MO/20C/301	16. Organizational Development-I	3	45	3	50	50	100
Interdisciplinary	MO/20ID/302	17. Operations Management	2	30	3	50	50	100
Core	MO/20C/303	18. Corporate Planning and Strategic Management	3	45	3	50	50	100
Core	MO/20C/304	19. Compensation Management	3	45	3	50	50	100
Core	MO/20C/305	20. Performance Management	3	45	3	50	50	100
Core	MO/20C/306	21. Research Project	6	-	-	50	50	100
Core	MO/20C/307	22. Industry Institute Interface II	6	-	-	50	50	100
Record	MO/20S/308	23. Softskills III	2	-				
Record	MO/20R/309	24. Outbound Training	1	-	-	No Marks/Only requirement for course completion.		
TOTAL			29					
CREDITS								

SEMESTER IV

NATURE OF COURSE	SUBJECT CODE	TITLE OF THE COURSE	CREDITS	LECTURE HOURS	EXAM HRS	ICA	ESE	MAX. MARKS
Core	MO/20C/401	25. Organizational Development-II	3	45	3	50	50	100
Core	MO/20C/402	26. Cross-Cultural Business Management	3	45	3	50	50	100
Core	MO/20C/403	27. Human Resource Accounting and Information System	3	45	3	50	50	100
Interdisciplinary	MO/20ID/404	28. Workplace Counseling	2	30	3	50	50	100
Elective	MO/20E/405A	29a. Industrial Health, Hygiene and Safety	2	30	3	50	50	100
	MO/20E/405B	29.b. Entrepreneurial Development						
Core	MO/20C/406	30. Industry Institute Interface III	6	-	-	50	50	100
Record	MO/20S/407	31. Softskills IV	2	30				
	TOTAL		21	----				
	CREDITS							

Note: The Softskill courses will not be taken into account for classification. But candidates should appear and pass all these subjects for course completion.

C:FIELDPRACTICUM- CREDITMATRIX.

SEMESTER	TYPE OF FIELDWORK	MINIMUM NUMBER OF DAYS	MINIMUM NUMBER OF HOURS	CREDITS.
I	Observational visits	4	30	6
I	Block Industry Institute Interface	15	90	
II	Block Industry Institute Interface	25	180	6
II	Summer placement*	30days /one month		
III	Block Internship	25	180	6
III	Outbound Training	4	30	1
IV	Block Internship	25	180	6
TOTAL				25

Note:

*No marks. Requirement for course completion.

UNIT III RECRUITMENT AND SELECTION

Recruitment-Meaning, Definition-sources-**Internal Sources**-Promotion, Transfer, Employee Referral, Job Bidding **External sources**- Campus Recruitment, Advertisements, Employment Exchanges, Unsolicited Applicants, Field Visits, Labour contractors, Recruitment at the Factory Gate. **Alternatives Sources to Recruitment** - Overtime, Subcontracting, Temporary Employees, Employee Leasing and Outsourcing. **Modern sources of recruitment**. Evaluation of Sources of Recruitment. Recruitment Policies and procedures. **Selection** - Meaning, Definition, Steps in Selection process- Application Blank, Preliminary Interview, Test- Types of Test, Interview-Types, Medical Examination, Reference Checks. **Induction** - Meaning, Definition, Components of Induction, Induction Program in companies. **Placement**-Definition, Differential Placements. **Talent Acquisition**-Meaning-Definition

UNIT IV COMPENSATION MANAGEMENT

Job Evaluation-Meaning, Definition, Process of Job Evaluation- Methods of Job Evaluation - Ranking Method-Classification Method, Factor Comparison method.

Performance Appraisal-Definition-objectives
Process of Performance Appraisal-
Establish Performance Standards, Communicate Standards, Measure Actual Performance, Comparing Actual Performance with standards and Taking Corrective Action

Persons doing the Appraisal - Supervisors, Peers, Subordinates, Self Appraisal, consultants and Customers

-Traditional and Modern Methods of Performance Appraisal-Confidential report-Essay Evaluation - Critical Incident Method-Checklists and Weighted checklists- Graphic Rating Scale-Forced Choice Method-Management By Objectives-Ranking Method-Paired Comparison Method-Group Appraisal-360 Degree Feedback-Assessment Centre-Field review Method.

Appraisal Interview and Feedback, Problems with Performance Appraisal - Judgement Errors, Poor Appraisal Forms, Lack of Rater preparedness and Ineffective Organisational Policies and Practices. **Potential Appraisal**. Meaning - Definition - **Steps for introducing a Good Potential Appraisal System** : Role Descriptions, Qualities needed to perform the roles, Rating mechanisms, Organising the system and Feedback

Compensation - nature-Objectives of Compensation Planning-Components of Pay Structure- **Factors Influencing Compensation Levels**: Job needs, Ability to Pay, Cost of living, prevailing wage rates, Unions, Productivity, state regulation, demand and supply of labour **Choices in designing Compensation System**-Internal vs External Pay, Fixed Vs Variable pay, Performance Vs Membership, Job Vs Individual pay, Below Market vs Above Market, Open Vs Secret pay

Executive Compensation

Incentive Plans-Individual Incentives: Piece rate Work plans, Standard Hour Plans, Bonuses, Performance based incentives, Lumpsum payments, Commission for sales people

Group Incentives- Priestman Production Bonus, Rucker plan and Co-partnership

and **Organisationwide Incentives-Profit Sharing-Gain Sharing-Employee stock ownership plan**
Fringe Benefits –Meaning – Defintion –Need – Objectives – **Types of Fringe Benefits** –
Paymentfortimenotworked,EmployeeSecurity,SafetyandHealth,Workmen’scompensation,Hea
lthBenefits,VoluntaryArrangements,Welfareandrecreationalfacilities,OldAge
andRetirementBenefits
EmployeeSeparation:Meaning–**FormsofEmployeeSeparation**–Resignation–Retirement–
Layoff-Retrenchment–DischargeandDismissal

UNIT V MODERN HRM

Mentoring–Defintion–FunctionsofMentoring.-CareerandPsychological,Roleofmentor
andMentee.

KnowledgeManagement–Defintion–Types of knowledge -Process–
KnowledgeAcquisition

QualityofWorkLife–Meaning-Definition-FactorsAffectingQWL-QWLCouncils–Measuring
QWL andObstaclestoQWL.

WorkLifeBalance–Meaning-Defintions–DifferentwaysforimprovingWorklifebalance.

HR Audit–Meaning–Defintion–Objectives-Features-Phases of HR
Audit.PreauditInformation,OnsiteReview,RecordReviewandAuditreport.

HumanResourceinMergersandAcquisitions.

EmployeeEmpowerment-Defintion-Advantages&Disadvantages

HRmetrics- Meaning–TopHRMetrics

EmployeeEngagement-DEfintions-Factorscontributingtoemployeeengagement-

RecentTrendsinEmployeeengagement

ArtificialIntelligence:Meaning–

DefinitionHR **Automation**

TeachingMethods:

Lectures,Assignments,Discu
ssions,Casestudy,Seminars,RolePlay,Processlab.

TextBooks:

1. V.S.P.Rao,2010,HumanResourceManagement-Textsand

Cases,ExcelBooksPrivateL

imited

2. GaryDessler,2016,HumanResourceManagement,Pearson

ReferenceBooks:

1. .DecenzoandRobbins,2007HumanResourceManagement,Wiley,8thEdition.

2. Edwin Flippo, Principles of Personnel Management - Mc.Graw Hill., 4th
edition3..UdayKumarHaldar,Juthika

Sarkar,2012HumanResourcemanagement.Oxford

4. Vancevich,2012,HumanResourceManagement,McGrawHill.

LearningOutcomes:

Students will have an understanding of the basic concepts, functions and processes of
humanresource management and will be able to develop the knowledge ,skills to solve the
actualhumanresourceissuesintheorganization

CoreCourse

Objectives:

1. To introduce the student to human needs and human behaviour.
2. To give them an exposure to living in groups, issues arising out of it and addressing such of those issues.
3. To give them knowledge about leading and motivating people.
4. To give them an exposure to the basics of organization and organizational life.

UNIT I FOCUS AND PURPOSE

Definition

Need and importance of organizational behaviour

Nature : A separate field of study not discipline , An interdisciplinary approach , An applied science, A Normative approach , A humanistic and optimistic approach , A total system approach, **Scope :** People , Structure, technology, social system, individuals, group of Individuals Framework. **Organizational behaviour models:** Autocratic Model, Custodial Model, Supportive Model, Collegial Model, System Model

UNIT II INDIVIDUAL BEHAVIOUR

Personality

Types : Refer to theories Factors influencing personality :

Heredity, Environment, Situation Theories: Big Personality Traits, MBTI Personality type , Authoritarianism and Dogmatism, Machiavellianism, Type A and Type B personality, Management Intervention: **Emotions**- Emotional Labour – Emotional Intelligence – Theories. **Attitudes**- Characteristics: Components: Cognitive component, Affective component, Behavioral components Formation: Family Members, Reference Group, Peer Group influence, Socialization and Learning Process : Measurement Values: **Perceptions**- Importance of Perception : Five stages of the Perceptual process Factors influencing perception Interpersonal perception: Characteristics of the Perceiver, Characteristics of the target, Characteristics of the Situation. **Motivation**- Importance Types: Maslow Hierarchy of Needs, Herzberg two-factor theory of Motivation, McGregor's theory X and theory Y, ERG theory, McClelland's- Needs Theory, Effect on work behavior : Implications on Managers and team members,

UNIT III GROUP BEHAVIOUR

Formation: Tuckman and Jenson's-

Five stage lifecycle Model Forming, Storming, Norming, Performing, Adjourning: The Punctuated-Equilibrium Model.

Groups in organizations: Formal groups, Informal groups, Task or project groups, Interest and friendship groups.

Influence

Group dynamics: Nature Types of group, determinants of group behaviour, Group size, Group Norm

ms ,Grouptasks ,Groupcohesiveness.
Emergenceofinformalleadersandworkingnorms

Group decision making techniques: Strength and weakness of group decision making
Teambuilding

Types of teams- Problem solving teams, Self-Managed teams, Cross-functional team, Virtual teams.
Team Building process and effectiveness- Goals, strategies, competencies, Gap analysis, Prepare schedule for training, Follow flexible methodology, allocate resources for training, Check the plan agreed with team for realism, Build in review meetings

Team Building activities

Interpersonal process, Goal setting, Defining roles, Problem solving Interpersonal relations-
Control- Definition, Characteristics, Locus of control, Impact of control on behaviour.

UNIT IV LEADERSHIP AND POWER:

Meaning Leadership : Nature, Importance, Leadership style and their implications. **Leaders VS Managers** : Kotter's distinction between leadership and management. **Sources of power**: Definition of power, Importance of power, Sources- Legitimate Power, Reward power, coercive Power, Referent power, expert power. **Power centers: Power and Politics**: Definition, Sources of power, The effective use of power, Power tactics, Determinants of power, Essence of politics, Types of political activity, ethics of power and politics.

UNIT V DYNAMICS OF ORGANIZATIONAL BEHAVIOUR:

Jobsatisfaction

Determinants: Equitable rewards, Mentally Challenging Jobs, Supportive working conditions supportive Fellow employees, Personality-Job fit
Measurements: Satisfaction & Productivity, Satisfaction & Absenteeism, Satisfaction and turnover
Influence on behavior:

Organizational change

Importance, Stability Vs Change, Proactive Vs Reactive change, the change process, Resistance to change, Managing change.

Stress

Work Stressors, Prevention and Management of stress, Balancing work and Life.

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. Stephen P. Robbins, Organisational Behavior, PHI Learning/Pearson Education, 11th edition, 2008.
2. Fred Luthans, 2012, Organization behaviour, McGraw Hill.

Reference Books:

1. Hell Reigel, Slocum and Woodman, Organization behaviour, southwestern, Thomson learning, 9th Edition
2. Udai Pareek, 2011 Understanding Organisational Behaviour, 3rd Edition, Oxford Higher Education
3. Jerald Greenberg, 2011 Behaviour in Organization, PHI Learning, 10th edition.
4. McShane & Von Glinov, 2007 Organisational Behaviour, 4th Edition, Tata McGraw Hill.

Learning Outcomes:

- I. The nature, scope and various models of OB are comprehended by the student.
- II. The students are exposed to the Types of personalities, various emotions, attitudes, perceptions and motivation theories.
- III. An exposition on Organisational structure, team formation, group dynamics, decisionmaking in groups and its methods; The nuances of team building, communication in groups and a brief understanding of control.
- IV. The meaning of leadership in management, types of leadership styles and theories associated with it. An understanding of the difference between leaders and managers and consequently the flow of power and the work of politics in organization.
- V. The factors of job satisfaction and a brief understanding on Organisational change is understood. Factors of stress and means of preventing stress and managing it, is comprehended by students.

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SEMESTER- I
PAPER.3MANAGEMENTPRINCIPLES
COURSECODE- MO/20C/103

Credits:3

CoreCourse

TeachingHours:45

Objectives:

1. To introduce the student to concepts and theories of Management.
2. To give them an exposure to the different schools of management thoughts..
3. To give them knowledge about leading and motivating people.
4. To give them an exposure to the basics of organization.

UNIT – I : Management- Definition, principles and process of management , management functions, management roles , management skills, important managerial skills- the evolution of management thoughts –Major approaches to management- definition and explanation-specific management, administrative management, human relation and system approach to management. **Planning–foundations of planning- principles and types of planning – goals and plans,** **types of goals and types of plans approaches to setting goals- approaches to developing plans-steps in planning-limitations of planning-** contemporary issues in planning. Policy making- general policies and specific policies in an organization- definition and steps in policy making- basic areas of policy making and goal setting.

Unit II -Decision making–Definition and understanding the importance of Decision Making- The decision making process- models and techniques of decision making and implementation –Types of decision making- structured and programmed decisions- unstructured and Nonprogrammed decisions – Concepts of Classical Models, Administrative Models, Political Model- Management by objectives, Management by Exception, Management by walking around: definition and detailed explanation.

UNIT III: Organizing–organizational structure and design-nature and purpose of organizing- definition and need for organizational structure- work specialization-departmentalization- authority and hierarchy-chain of command-span of management-pros and cons of narrow and wide spans of control- optimum span definition and basic calculation using the formula -different types of structures in brief. Use of organizational charts and manuals - explanation on lines and staff relationship - formal and informal groups -description of delegation of authority– concepts of power and politics-centralization and decentralization of authority and the pros and cons each in detail.

UNIT IV Communication–Concepts of Business Communication-importance of communication - Traits of Good communication: all the factors of traits of communication in detail- Elements of communication- advantages and disadvantages of different traits of communication- Formal and Informal Channels of communication- distinguishing between Downward and Upward communication– Distinction between formal and informal communication- Follow up - standard indoctrination

explaining why consultative direction links in the chain of command. Types of Communication-
concepts of communication

networks-meritsanddemeritsofdifferenttypesofcommunication-barrierstocommunication
-essentialofgoodcommunicationsystem-processofcommunication-methodsofcommunication

UNIT V: Co-ordination and control - Concept of control - process of control - listing elements of control - methods of control - application of the process of control at different levels of management - Short concepts on Budgetary and non-budgetary control techniques-Managing productivity-Cost control-Purchase control-Maintenance control-Quality control-Planning operations-performance standards-Measurements of performance-Characteristic of an ideal control system- Remedial action -Definition of co-ordination-Needs for co-ordination-Techniques of securing co-ordinations-conceptsofworkcommittee,jointmanagementcouncils,workers directors,co-partnership.

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. Prasad, L.M, 2013 Principles and practices of management. Sultanchand & Sons
2. Stephen P. Robbins, David A. DeCenzo and Mary Coulter, 2012 Fundamentals of management, Prentice Hall of India, 2012

Reference Books:

1. Koontz O'Donnell, Principles of Management. Mcgraw Hill publishing co. ltd
2. Peter Drucker, The Practices of Management – Hillied Publications
3. Robbins: Mangement, 7th Edition and PHI.
- 4.. Don Hellriegel, Susan E. Jackson and John W. Slocum, Management 2008- A competency based approach, Thompson southwestern, 11th edition.

Learning Outcomes:

- Students will be acquainted with various management theories and their application.
- They will be able to Plan, organize, direct and co-ordinate management activities in organization.
- Students will be familiarized with decision making and controlling techniques.

SEMESTER I
PAPER 4: LABOUR LEGISLATION SC
COURSE CODE- MO/20C/104

Credits: 3

Core Course

Teaching Hours: 45 hours

OBJECTIVES:

1. To introduce the students to the concept of labour welfare
2. Introduce the students to various legislations pertaining to labour welfare and social security

Unit I: Introduction

Labour Legislation:- Philosophy (Need & Principles of LL)- origin- concept- objectives & classification- objective of International Labour Organization- International Labour Code- Indian Constitution (Fundamental Rights & Directive Principles of State Policy), Indian labour legislation.

Unit 2: Lawson Working Conditions

The Factories Act, 1948: Important Definitions- Approval, Licensing and Registration of factories and Notice by occupier- the Inspecting Staff- Health- Safety- Welfare- Provisions relating to hazardous processes- Working hours of adults- Holidays- Employment of young persons- Employment of women- Annual Leave with wages- Special provisions- Penalties & Procedures.

The Tamil Nadu Shops and Establishment Act, 1947: Important Definitions- Working conditions for shops and establishments other than shops- Employment of Children & young person- Health & Safety- Holidays with wages- Provisions of wages- Appointment, Powers & Duties of Inspector- Penalties- Miscellaneous.

The Tamil Nadu Catering Establishments Act, 1958: Important Definitions- Exemptions- Procedure for registration of catering establishments- Appeal- Change to be communicated- Removal from the registrar- Working conditions- Holidays- Leave with wages- Appointment, Powers & Duties of Inspectors- Miscellaneous Provisions.

The Contract Labour (Regulation and Abolition) act, 1970: Scope and Application of the act- Important Definitions- the Advisory Boards- Registration of establishments- Revocation of registration- Effect of non-registration- Prohibition of employment of contract labour- Licensing of Contractors- Revocation, Suspension & Amendment of licences- Appeal- Welfare and Health of contract labour- Penalties & Procedures- Miscellaneous.

Unit 3: Laws on Wages

The Minimum Wages Act, 1948: Important Definitions- Fixation and Revision of wages- Advisory Boards- Safeguards in payment of minimum wages- Enforcement of the act- Offenses and Penalties- Miscellaneous.

The Payment of Wages Act, 1936: Application of the act- Important Definitions- Rules for payment of wages- Deductions from wages- Maintenance of registers and records- Enforcement of the act- Penalties and Procedures- Miscellaneous.

The Payment of Bonus Act, 1965: Application of the act- Important Definitions- Eligibility and disqualification for bonus- Determination of bonus- Special provisions with respect to certain establishments- Inspectors- Offenses and Penalties- Miscellaneous- Schedules.

The Equal remuneration act, 1976: Important Definitions- Duty of employer to pay equal remuneration to both sexes- No discrimination at the time of recruitment- Advisory Committee- Appointment of authorities- Miscellaneous- Offenses and Penalties.

Unit 4: Lawson Welfare & Social Security

The Employees' Compensation Act, 1923: Scope and Coverage- Important Definitions- Rules regarding employees' compensation- Compensation- Distribution of Compensation- Notice and claim- Miscellaneous- Special provisions relating to Masters & Seamen, Captains & other members of crew of aircrafts, workmen abroad of companies and motor vehicles- Appeal.

The Employees State Insurance Act, 1948: Applicability of the act- Important Definitions- Administration of the scheme (ESI Corporation, Standing Committee, Medical Benefit Council, Officers and staff, Inspectors)- Finance and Audit- Contributions- Rules regarding contributions- Benefits (Sickness, Maternity, Disablement, Dependents', Medical & Funeral benefits, general provisions regarding benefits)- Adjudication of disputes and claims- Penalties- Miscellaneous.

The Employees Provident Fund & Miscellaneous Provisions Act, 1952: Application of the act- Important Definitions- Employees' Provident Fund Scheme- Employees' Pension Scheme and Fund- Employees' Deposit linked Insurance Scheme and Fund- Administration of the schemes- Appellate Tribunal- Inspectors- Offenses and Penalties- Miscellaneous.

The Maternity benefit Act, 1961: Scope and Coverage of the act- Important Definitions- Prohibition of employment- Maternity Benefit- Leave and Nursing breaks- Inspectors- Miscellaneous- Offenses and Penalties.

The Payment of Gratuity Act, 1972: Scope and Coverage- Important Definitions- Payment of Gratuity- Compulsory Insurance- Protection of Gratuity- Nomination- Determination and Recovery of the amount of Gratuity- Inspectors- Offenses and Penalties- Miscellaneous- Obligations and Rights of Employers and Employees.

Unit 5: Miscellaneous Acts

The Sexual Harassment of Women at Workplace (Prevention, Prohibition & Redressal) Act, 2013: Definitions- Constitution of Internal Complaints Committee- Constitution of Local Complaints Committee- Complaint- Inquiry into complaint- Duties of Employer- Duties and Powers of District Officer- Miscellaneous.

The Companies Act, 2013: Definition & Types of Company- Steps in the formation of Company- Prospectus- Directors- Winding up of Company.

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. N.D. Kapoor, 2017 Elements of Mercantile Law - Sultan Chand & Sons
- 2.

Piyali Ghosh and Shefali Nandan, 2017, Industrial Relations & Labour Law, Mc. Graw Hill Education

Reference Books:

1. P.C. Tripathi, Personnel Management & Industrial Relation, Sultan Chand & Sons
2. .R. Venkatapathy & Assisi Menachery- Industrial Relations & Labour Legislation - Aditya Publishers.

3. Balachandran V. 2012, Legal Aspects of Business, Tata McGraw Hill
4. Akhileshwar Pathack, 2009 Legal Aspects of Business, 4th Edition, Tata McGraw Hill, 20

Learning Outcomes:

- a) Gain a broad intellectual understanding of labor law and individual employment rights
- b) Understand the intersection of legal rules and the three stages of employment-- formation, stability, and termination of the employment relationship.
- c) Learn the legal factors that do--and ought to-- justify statutory, contractual, and common law interference with employment
- d) Increase the intellectual understanding and begin the professional skill development of employment

SEMESTER- I
PAPER5:FUNDAMENTALSOFACTINGANDFINANCIALMANAGEMENT

COURSECODE-MO/20C/106

Credits:2

TeachingHours:30

Interdisciplinary

OBJECTIVES:

1. To introduce the students about the fundamentals of accounting
2. To make the students understand basics of management accounting

Unit I

Introduction to Accounting-Book keeping-Accounting-Definition of Accounting-Comparison between Bookkeeping and Accounting-Objectives of Accounting-Accounting Concepts and Conventions Journal-Ledger-Trial Balance-Difference between Journal and Ledger-Folio Meaning- Contra Entry-Subsidiary Books-The important subsidiary books used-Cash Book-Purchase Book-Sales Book-Purchase Return Book-Sales Return Book-Bills Receivable Book-Bills Payable Book-Journal Proper-Narration-Double Column Cash Book-Trail Balance: Not A Conclusive Proof of Accuracy-Difference between Reserves and Provisions-Groups Interested in Accounting Information-Problem: Journals, Ledger, Trial Balance and Final accounts of Sole proprietorship and Company Final Accounts

Unit-II

Definition of Management Accounting-Scope and **Functions of Management**-Accounting-Functions of Management Accounting-Scope of Management Accounting-Difference between Financial Accounting and Management Accounting-Difference between Cost Accounting and Financial Accounting-Difference between Cost Accounting and Management Accounting.-Financial Analysis: Overview of Financial Statement Analysis-Users of Financial Statement Analysis-Methods of Financial Statement Analysis-Problems faced by accountant with Financial Statement Analysis-Ratio Analysis Basic theory-Difference between Solvency Ratio and Liquidity Ratio

Problems: Basic Problem on Ratio Analysis such as
Financial Ratio, Coverage Ratio, Operating profit ratio, Turnover ratio,

Unit -III

Cost Accounting-Concept of Cost-The cost concepts which are relevant to business operations and decisions can be studied on the basis of their purpose, under two overlapping categories-Some Accounting **Cost Concepts**: Opportunity Cost and Actual Cost:-Business Costs and Full Costs-Explicit and Implicit or Imputed Costs-Out-of-Pocket and Book Costs-Some Analytical Cost Concepts: Fixed and Variable Costs-Total, Average and Marginal Costs-Short-Run and Long-Run Costs-Incremental Costs and Sunk Costs-Historical and Replacement Costs-Private and Social Costs-Social costs includes-Other Costs Concepts: Urgent and Postponable Cost-Escapable and Unavoidable Costs-Controllable and Non-Controllable Costs-Direct and Indirect Costs (Traceable and Common Costs)-Elements of Cost-Classification of costs: Manufacturing-Cost sheet – format-Cost Unit-Cost Centre-Methods of Costing-Unit costing-Job costing-Contract costing-Batch costing-Operating costing-Process costing-Multiple costing-Uniform costing-Approaches to Cost Accounting-Reconciliation of Cost and Financial Accounts-Integral Accounting-Non-Integral Accounting-Need for Reconciliation of Cost and

Please Note: Problem on Cost

Sheet Unit-IV

Objectives and Functions of Financial Management - Meaning of Financial Management - Scope/Elements - Functions of Financial Management - Role of Financial Management in an Organisation - Main functions of a Financial Manager - Objectives of Firm - Profit Maximization and Wealth Maximization - Profit Maximization: Favourable Arguments for Profit Maximization - Unfavourable Arguments for Profit Maximization. - Drawbacks of Profit Maximization - Wealth Maximization - Favourable Arguments for Wealth Maximization - Unfavourable Arguments for Wealth Maximization - Profit Maximization vs. Wealth Maximization - Capital Structure - Concept of Capital Structure - Definition of Capital Structure - Importance of Capital Structure - The importance of designing a proper capital structure - A complex capital structure pattern - Value of Firm - Cost of Capital - similar "Cost of" terms mean - How are each of the "Cost of" metrics defined, explained, and calculated - What two different definitions for the Cost of capital - Weighted average cost of capital WACC - Cost of debt - Cost of equity - Cost of equity found with the dividend capitalization model approach - Cost of equity found with the Capital asset pricing model CAPM approach - Cost of borrowing - Cost of funds / Cost of funds index (COFI) - EBIT - EPS Analysis

Basic Problem on Calculation of EBIT, EPS, Cost of equity found with the Capital asset pricing model CAPM approach, Calculation of Cost of Borrowing

UNIT-V

Marginal Costing - Meaning, Definition. - The basic assumptions made by marginal costing - Features of Marginal costing - Break Even Point Analysis - Graphical presentation (Preparation of break-even chart or CVP graph)

Please Note: Basic Problem on BEP Analysis, Contribution, P/V Ratio, Margin of Safety, Profit Planning.

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. M. Y. Khan & P. K. Jain, 2011, Management Accounting, Tata McGraw Hill.
2. M. Y. Khan and P. K. Jain Financial management, 2011, Text, Problems and cases Tata McGraw Hill, 6th edition

Reference Books:

1. Jan Williams, Financial and Managerial Accounting, 2010 The basis for business Decisions, Tata McGraw Hill Publishers.
2. R. L. Gupta & M. Radhasamy, 2017 Advanced Accounting, Sultan Chand & Sons
3. L. M. Pandey, 2012, Financial Management, Vikas Publishing House Pvt. Ltd
4. Prasanna Chandra, 2012, Financial Management, 9th edition, Tata McGraw Hill

Theory -40%:Problems– 60%

Outcome:

1. Students will be thorough with fundamentals such as Financial Accounting, Cost Accounting and Management Accounting.
2. Here the student will understand how these three accounts are related to each other and what the benefits in maintaining records of such accounts.
3. Students will be well versed with the uses of Management accounting in decision making part since which is part and parcel of business now a days. Due to various recent Merger and Acquisition etc.

Semester:
IPaper.7:SoftSkillsI
COURSE CODE –MO/20S/107

SEMESTER-1

Credits:2

Lecture Hours:30Hours

RECORD COURSE

Communication: Body posture, Tone, Voice modulation, Speed, Listening Skills, writing skills, presentation skills, public speaking, Storytelling, Humor.

Interpersonal Skills: Johari window, networking skills, building trust, Overcoming bias, Respect, self disclosure, dealing with difficult people, managing politics, Collaboration, Learning to work in teams.

Personality Development: Grooming, Attitude, Values, self acceptance, self esteem, Assertiveness, competitiveness, self confidence, handling criticism, Resilience.

MS-Excel-I: Listing, Loops, If-Then-Else formulating Equations, Merge Documents, V-LOOKUP, Pivot tables.

SEMESTER II

PAPER 8: LEARNING AND DEVELOPMENT COURSE CODE –MO/20C/201

Credits:3

Teaching Hours:45

CORE COURSE

Objectives:

1. To provide an understanding of the nature and process of Training and Development.
2. To provide knowledge on the different Strategies used in training.
3. To induce leadership and mentoring skills among students.

UNIT I

Learning and Technology: Principles and process of Learning, Types of learners, the learning process, learning cycle, Learning styles; Learning Outcomes, conditions of learning; Theories of learning: Reinforcement Theory, Social Learning Theory, Classical, Operant and Social Cognitive Approaches, Goal Theories: goal orientation, learning orientation, performance orientation; Theory in terms of learning; Managerial implications on learning, Andragogy - Adult Learning Theory, Blended Learning; Technology used for training: Simulation, Learning Management System & Software ; Multimedia training, E-learning/Online Learning, Distance Learning.

UNIT II

Introduction to Training Concept, definition, meaning, need for training: different aspects of need of employees, importance of Training - various results and outcomes discussed, Objectives of Training, Concepts of education, Training and Development - the similarities and differences between the three, Overview of training functions - Elaborate Types of Training and its processes: on the job training, apprenticeship training, off the job training, induction training, coaching, committee assignments

UNIT III

Process of Training: Steps in Training- The overall pre-training, training and post-training process, Identification of Job Competencies, Competency Mapping, Developing Skill Matrix and relating it to training needs. Criteria for identifying training needs. Nature and Importance of training need analysis –

Detail on Person Analysis, Task Analysis, Organization Analysis), Classification of training needs: Democratic, diagnostic, analytical, compliance; Other training needs: Normative, felt, expressed, comparative, anticipated future need. Assessment of Training Needs- Methods and process of Needs Assessment: Advantages and disadvantages of various methods of assessment.

UNIT IV

Designing and implementing Training Programme: Trainer identification, Methods and Techniques of training: considerations in designing a training session like site, instructions conducive to the trainees; selection of proper training method- short lecture, observation, exercises, games, roleplay, checklist, exercises; designing a training module: Program design, develop lesson plan, selection of job aids, and brief concept of obstacles in work environment for transfer of learning. Cross cultural leadership training: Corporate aspect of training in global environment, training the trainer, Training for Change Management; Management Development Programme, Budgeting of Training: Definition of Training Budget, Fixed costs, Variable Costs, Direct Costs, Indirect costs; Financial Resources, Human Resources, Technological resources needed considered for budgeting.

UNIT V

Evaluation of Training Programme: Definition on Training Effectiveness, training outcomes, training evaluation, training evaluation design; Reasons for evaluating training; Formative Evaluation, Pilot Testing, Summative Evaluation; Overview, outcomes and reactions of evaluation process in general; Kirkpatrick Model of Evaluation-process, CIROModel-process, Cost-Benefit Analysis-process, ROI of Training-process.

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. Employee Training & Development, Raymond A. Noe, 7th Edition, MC Grawhill
2. Training and Development: Enhancing Communication and Leadership Skills, 2012 Steven A. Beebe, Timothy P. Mottet and K. David Roach, Pearson

Reference Books:

1. Pepper, Allan D, Managing the Training and Development function, Aldershot
2. Lynton R Pareek U, 1990 Training and development, 2nd ed. New Delhi, Sage Publications
3. Serge P. The Fifth Discipline, 2006, The Art and Practice of Learning Organization, London Century

4. Reid M.A.etc. Training Interventions, 1992Managing Employee Development, 3rd ed.LondonIPM

LearningOutcome:

- I. To familiarise with concepts of learning related to training ; the styles , theories andtypes of learning which forms an inherent understanding to develop modules fortraining. New approaches and technologies used in blended learning of the recenttrainingmethods.
- II. A detailed understanding of Training and Development; its concepts and types oftraining.The differentrelationship betweenEducation,traininganddevelopment.
- III. Elaborateunderstandingonthestagesintheprocessoftraining.Ways ofanalysingtheneedsoftrainingandDetailsofCompetencyidentification,mappinganddevelopment
- IV. .ExtensiveunderstandingonCostsincurredfortrainingisacquired.
- V. An understanding and learning on various Evaluation methods of training designs andmethodsofanalysisforthesameis understood

SEMESTER II
PAPER 9: INDUSTRIAL RELATIONS SC
COURSE CODE – MO/20C/202

Credits:3

CORE COURSE

Teaching Hours:45

OBJECTIVES:

1. To introduce the student to the concept of industrial relations
2. Introduce the student to various legislations pertaining to industrial relations

Unit 1. Introduction

Industrial Relations: Features- Nature- Components & Factors affecting IR-
Approaches to IR: Human Relations approach, Psychological Approach, Sociological Approach, Gandhian Approach, Marxian Approach & Dunlop's Systems Approach.

Unit 2. Dynamics of Industrial Relations

Collective Bargaining: Definition- Main Features- Forms- Levels- Types-
Process of collective bargaining- Techniques & Prerequisites.

Participative Management: Concept- Objectives- Industrial democracy- Forms
of Participation- Levels of Participation.

Employee empowerment: Definition- Features- Importance- Barriers & Steps
in implementation.

Unit 3: IR Legislations

Salient Provisions of,

The Industrial Disputes Act, 1947: Important definitions- Reference of certain individual disputes to Grievance Settlement Authorities- Procedure for settlement of Industrial Disputes and Authorities under the act (Works Committee, Conciliation Officers, Boards of Conciliation, Courts of Inquiry, Labour Courts, Industrial Tribunals & National Tribunals)- Procedures, Powers & Duties of authorities- Notice of change in conditions of service- Reference of disputes to Boards- Courts or Tribunals- Voluntary reference of disputes to Arbitration- Award and Settlement- Strikes and Lock-outs- Lay-off and Retrenchment- Transfer and Closing down of undertakings- Special provisions relating to Lay-off,

Retrenchment and Closure- Unfair Labour Practices- Penalties- Procedures- Schedules to the act.

The Industrial Employment (Standing Orders) Act, 1946: Important Definitions- Procedure for Submission of Draft Standing Orders- Procedure for Certification of Standing Orders- Other Provisions relating to Standing Orders- Enforcement of the Act- Miscellaneous- Penalties- The Schedule.

Unit 4: Trade Union – Concept and Law

Concept- Features- Functions- History of Trade Union Movement in India- Decline of Trade Unions.

The Trade Union Act, 1926: Important definitions- Agreements not affected by the act- Appointment of Registrars- Registration of TU- Cancellation of registration and appeal- Rights and Privileges of a registered TU- Duties and Liabilities of a registered TU- Amalgamation & Dissolution of TU- Regulations & Penalties and Procedures.

Unit 5: Discipline and Grievance Redressal

Discipline: Nature- Approaches- Code of Discipline- Causes of indiscipline- Principles of Natural Justice- Disciplinary procedures- Types of Punishment.

Grievance: Definition- Nature- Sources & Methods of redressal.

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. Mammoria, C.B. & Subba Rao, P., 2017, Dynamics of Industrial Relations, 16th Edition, Mumbai, Himalaya Publishing House
2. Srivatsava S.C., 2013, Industrial Relations & Labour Laws (6th edition) Noida, Vikas Publishing House

Reference Books:

1. Sarma A.M., 2016, Industrial Relations – Conceptual and legal framework (11th edition), Mumbai, Himalaya Publishing House.
2. Rao Subba, P., 2016, Essentials of Human Resource Management & Industrial Relations, Mumbai, Himalaya Publishing House
3. Punekar, S.D., Deodhar, S.B. & Sankaran Saraswathi (2014), Labour Welfare Trade Unionism and Industrial relations (14th edition), Mumbai, Himalaya Publishing House.
4. Sinha, P.R.N., Sinha Indu, Shekar Seema Priyadarshini, 2014, Industrial Relations, Trade Unions & Labour Legislations (2nd edition) New Delhi, Pearson

Learning Outcomes:

- a) Be aware of the present state of industrial relations in India.
- b) Be acquainted with the concepts, principles and issues connected with trade unions, collective bargaining, workers participation, grievance redressal, and employee discipline and dispute resolution.
- c) Understand the various processes and procedures of handling Employee Relations.

**SEMESTER
II PAPER 10
RESEARCH METHODOLOGY &
STATISTICS COURSE CODE-MO/20C/203**

Credits:3

Core Paper

Teaching Hours:45

-Objectives:

1. To educate students on the applications of research in the field of HR-OD.
2. To teach the entire research process.

UNIT I Research meaning, scope and objectives- types of research- pure- applied- action- ethnography. Research design – meaning- importance- types 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 – meaning of data- types of data- Questionnaire design, interview, scheduling- scaling techniques- normal, ordinal, ratio, interval- sampling techniques and sample size determination for survey research. Hypothesis- meaning- importance, types, characteristics, Formulation of Hypothesis- Hypothesis testing.

UNIT III Data analysis- Editing and coding of Data- Measures of Central Tendency 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 and their application in Management problem solving.

UNIT V Presentation of Research results: Tabulation- Need, Nature and Guidelines- ungrouped and grouped frequency tables, charts and diagrams, organizing report: Use of Executive summary, appendix and Bibliography- APA, MLA style. Use of Computers in Research and SPSS . Big Data, report writing, Proposal Writing , Ethics in Business Research **Teaching**
2020-2022

Methods:

Lectures, Assignments, Discussions, Casestudy, Seminars, RolePlay, Processlab.

Thory-70%.Problems- 30%

TextBooks:

1. Uma Sekaran and Roger Bougie,2012 Research methods for Business, 5th Edition,WileyIndia,New Delhi,2012.
2. C.R.Kothari&Gauvray&Garg,2018,ResearchMethodology– Tools&Techniques,NewAge InternationalPublishers

ReferenceBooks

1. O.R.Krishnasami , 2005, Methodology of Research in Social Sciences, HimalayaPublishing House
2. William G Zikmund, Barry J Babin, Jon C.Carr, AtanuAdhikari,Mitch Griffin,2012BusinessResearchmethods,ASouthAsianPerspective,8thEdition,Cengage Learning,New Delhi.
3. Quantitative Methods for Business,1998, **David R. Anderson, Dennis J. Sweeney,ThomasA.Williams**,South-WesternEducationalPublishing

LearningOutcomes:

- StudentswillfamiliarizewithConceptofresearchandtheirtypes.
- WillunderstandtheprocessofresearchandHypothesisformation.
- Willbeequippedwithdatacollectionanddataediting.
- Theywillbeequippedwithuseofstatisticaltechniques for analysis.

SEMESTER II
PAPER 11: CHANGE
MANAGEMENT COURSE CODE –
MO/20C/204

Credits:3

Core Course

Teaching Hours:45

-OBJECTIVES:

1. To help gain knowledge about the concepts of change management.
2. To acquire skills required to manage change effectively.
3. To understand the various components and constraints involved in Change management.

UNIT 1 Personal Change

Change: Introduction, meaning, need, implications.

Personal Change: Meaning- Personal change process –

Analyse, Set a Goal, Make a Plan, Follow Through and Maintain.

Components of personal change: Self awareness – Definition- Components – Benefits: self analysis, self efficacy- Meaning, Advantages and Disadvantages, Self esteem- Different Ways to Build Self Esteem

Organizational roles- making organizational roles effective and role efficacy, Importance.

UNIT 2 Concept of Organizational

Change Organizational Change: Meaning & Def

inition

Types of Change - Happened, Reactive, Anticipatory, Planned, Operational, Strategic, Fundamental, Incremental, Total, Revolutionary.

Forces of Change- External- PEST & Internal – Inadequacy of Administration process, Individual/Group Speculations, Structure Focused Change, Person Focused Change, Profitability Analysis, Resource constraints.

Models of organizational change – Force Field analysis – Process, Lewins Three

Stage Model, Burke Litwin Model of change, Ralph Kilman 5 sequential stages of organizational change, Ronald Lippitt, Jeanne Watson & Bruce Westly
stage Organizational change
Socio-technical systems theory Meaning–Definition-Principles

OpensystemPlanning–Meaning–Definition–Benefits

Unit 3 Implementing change

Leading the change – 8 step process, **Facilitating change**- Different ways .**Resistance to change**–Meaning–Types– Logical&Rational, Psychological&Emotional and Sociological. **Causes of Resistance** – Management of Resistance. **Communicating Change** – Strategies -Skills– Methods. **Learning Organisation**-Meaning–Defintion–History–Need–Creation of learning Organisation – Building Blocks- Implementation Strategies – Golden Rules - People Behaviour

UNIT 4 Organizational Culture & Change:

Corporate Culture-Meaning–Defintion-**Types of culture**-Normative-Pragmatic-Academy – Baseball Team-Club-Fortress-Tough Guy- Bet your Company. Components – Vision, Values, Practice, People, Narrative, place. **Functions of Culture**-**Creating & sustaining culture**, Cultural Change- Reasons –Relations between Culture and Strategy, Impact of culture on Strategy, Designing strategy for cultural change- Approaches – Top Down – Bottom up– Culture change strategies.

Unit V

Concept of change in the VUCA world-**Consolidating Change**–Meaning-Signs of consolidation,- **Action to consolidate change**- Redesign roles, Redesign Rewards system, Link Selection decision to change objectives, Encourage voluntary act of initiative, Measure progress, Be alert to measurement limitations, don't declare victory too soon, beware escalation of commitment .**Creativity & Innovation**: Meaning, need, components- Expertise, Creative Thinking Skills, Motivation. Importance of creativity & Innovation in business. Climate for Creativity & Innovation– Top Dimensions. Organisational Constraints

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. Making Sense of Change Management: A Complete Guide to the Models, Tools and Techniques of Organisational change 2015, Esther Cameroon & Mike Green, Kogan Page Publishers
2. Managing Organizational Change, 2004 V Nilkant, S Ramnarayan, Response Books

Reference Books:

1. Change Management –People side of Change, 2012, Timothy J. Creasey, Jeff Hiatt, Prosci Learning Center Publications
2. .Organization Change and Development, 2012, Kavith Singh, Excel Books
3. Management of Organizational Change ,2001, K Harigopal – Response Books
4. .Change Management, concepts and applications, Radha R. Sharma, TMH 2020-2022

Learning Outcomes : Students will be aware of the fundamental knowledge of the need for change, why organizations change or fail to change, how to plan, manage and measure change, explore conceptual, theoretical and practical perspectives on change management and Identify, plan, practice and reflect on key changes for their work as a change leader.

SEMESTER II
PAPER 12: MANAGERIAL
ECONOMICS COURSE CODE – MO/20ID/205

Credits:3

Teaching Hours:30

Interdisciplinary

OBJECTIVES:

1. To help gain knowledge about the concepts of micro-economics
2. To acquire skills required to understand and interpret macroeconomic environment in India

Unit I

Economics Meaning-Definition-Branches of Economics-Microeconomics-

Macroeconomics Division of Economics-Consumption-Production-Exchange-Distribution-

Public Finance

Managerial Economics Definition-According to Spencer and Siegelman-According to McGutgan and Moyer-Meaning of Managerial Economics-Characteristics of Managerial Economics-Scope of Managerial Economics-Theory of Demand-Theory of Production-Theory of Exchange or Price Theory-Theory of Profit-Theory of Capital and Investment-Importance of Managerial Economics-Accommodating traditional theoretical concepts to the actual business behavior and conditions-Estimating economic relationships-Predicting relevant economic quantities-Understanding significant external forces-Basis of business policies-Difference between Economics and Managerial Economics-Role of Managerial Economist-External-Internal-Environmental Studies of a Business Firm-Business Operations-Specific Functions-Economic Intelligence-Participating in Public Debates-Role in terms of Indian Context- Macro-forecasting for demand and supply.-Production planning at macro and micro levels.-Capacity planning and product-mix determination.-Economics of various production lines.- Economic feasibility of new

production lines /processesand projects-Assistance in preparation of overall development plans.-Environmental Studies of a BusinessFirm-ResponsibilitiesofaManagerialEconomist-TypesofEconomicSystems-

Unit-II

The Demand for a Commodity: Meaning, Law, Demand Schedule & Curve and Reasons-
The Meaning of Demand-The Law of Demand-Demand Schedule and Demand Curve-
Demand Schedule of an Individual Consumer-Market Demand Curve-
Reasons for the Law of Demand: Why does Demand Curve Slope Downward-Exceptions to the
Law of Demand-Goods having Prestige Value: Veblen Effect-Giffin Goods-Some Exceptions-
Factors determining the Demand-Tastes and Preferences of the Consumers-Incomes of the
People-Changes in the Prices of the Related Goods-
Difference between Change in Demand and the Amount Demanded-
Expansion and Contraction of Demand demonstrate the expansion and contraction of demand-
Increase and Decrease in Demand shows the increase and decrease in demand-
Elasticity of Demand and Types of Elasticity of Demand-Types of Price Elasticity of Demand
-Calculate the price elasticity of demand and determine the type of price elasticity-
Income Elasticity of Demand: Expression of Income Elasticity of Demand-Types of
Income Elasticity of demand-Cross Elasticity of Demand-Types of Cross Elasticity of Demand-
Factors Influencing the Elasticity of Demand-Importance of Elasticity of Demand-Some
important points from which you can realize the importance of price elasticity of demand-
International trade- Formulation of Government Policies-Factor Pricing-Decisions of
Monopolist-Paradox of poverty amidst plenty-Demand Forecasting-
Procedure to Prepare Sales Forecast-All forecasts are built on one of the three information bases-
Types of Forecasting-Forecasts can be broadly classified into-
At different levels forecasting may be classified into: Macro-level forecasting, -Industry- level
forecasting, Firm- level forecasting and- Product-line forecasting-There are different forecasts
for different types of products like: Forecasting demand for non-durable consumer goods-
Forecasting demand for durable consumer goods, Forecasting demand for capital goods, and
Forecasting demand for new-products.-Joel Dean has classified a number of possible
approaches as follows: Evolutionary Approach-Substitute Approach-Growth Curve Approach-
Opinion-Poll Approach- Sales Experience Approach- Vicarious Approach-Forecasting
Techniques-More commonly used methods of demand forecasting-Utility of Forecasting-
Forecasts in India-Importance of Forecasting

Unit -III

Supply Meaning-Supply Schedule, Law of Supply and Supply Curve-The statement given
for the law of supply is as follows-Supply Schedule-A supply schedule can be of two types,
which are as follows: Individual Supply Schedule-Market Supply Schedule-Show the market
supply schedule of a product supplied by three suppliers-Supply Curve-Shows the individual
supply curve for the individual supply schedule-Shows the market supply curve of market
supply schedule-Supply Function-The supply function can be expressed as Assumptions in
Law of Supply-Apart from this, there are certain assumptions that are necessary for the
application of law of supply-Exception to Law of Supply-Some of the exceptions of law of
supply are as follows: Speculation- Agricultural Products- Changes in Other Situations-Factor
Determining Supply, Expansion and Contraction of Supply Curve-Natural Conditions-
Technical Progress-Change in Factor Prices-Transport-Improvements -Calamities -
Monopolies - Fiscal Policy.-Expansion of Supply and Contraction of Supply-
Contraction of supply-Increase or Decrease in Supply-Types of Utilities-Factors of Production-

Production Function, Laws of Production, Laws of variable Production, Laws of Returns to Scale, Economics of scales Internal and External: Production Function: Law of Variable Proportions and Law of Return to Scale.-

Contents: Introduction- The Production Function- The Law of Variable Proportions- The Law of Returns to Scale- Economies of Scale: Internal and External Economies- Diseconomies of Scale- Methods of Production- There are three methods of production- The Nature of Production Function- The production function depends upon the following factors- The quantities of inputs to be used- The state of technical knowledge - The possible processes of production.- The size of the firm- The prices of inputs- Attributes of Production Function: The following are the important attributes of production function: The production function is a flow concept- A production function is a technical relationship between inputs and output expressed in physical terms- The production function of a firm depends on the state of technology and inputs- From the economic point of view, a rational firm is interested not in all the numerous possible levels of output but only in that combination which yields maximum outputs- The short-run production function pertains to the given scale of production. The long-run production function pertains to the changing scale of production- The Short-Run Production Function- The Long-Run Production Function- Production function is of two types- The Law of Variable Proportions- The law of diminishing returns is based on the following assumptions- Three Stages of Production- Stage-I: Increasing Returns- Causes of Increasing Returns- Stage-II: Diminishing Returns- Its Causes: The Law in General Form- Stage-III: Negative Marginal Returns- The Law of Returns to Scale- Increasing Returns to Scale- Causes of Increasing Returns to Scale- Constant Returns to Scale- Causes of Constant Returns to Scale: Returns to scale are constant due to: Internal Economies and Diseconomies- External Economies and Diseconomies- Diminishing Returns to Scale- Causes of Diminishing Returns to Scale- Real internal economies which arise from the expansion of a firm- Technical economies are classified as follows- Marketing Economies- Managerial Economies- Risk-Bearing Economies- Economies of Research- Economies of Welfare- Pecuniary Internal Economies- Real External Economies- Diseconomies of Scale- Real internal diseconomies arise from various factors- Pecuniary Internal Diseconomies- Pecuniary External Diseconomies

Unit-IV

Cost and Concepts- Some Accounting Cost Concepts- Opportunity Cost and Actual Cost- Business Costs and Full Costs- Explicit and Implicit or Imputed Costs- Out-of-Pocket and Book Costs- Some Analytical Cost Concepts: Fixed and Variable Costs- Total, Average and Marginal Costs- Average cost- Marginal cost- Short-Run and Long-Run Costs- Incremental Costs and Sunk Costs- Historical and Replacement Costs- Private and Social Costs- Thus, the total cost generated by a firm's working may be divided into two categories- Social costs include- Other Cost Concepts: Urgent and Postponable Cost- Escapable and Unavoidable Costs- Controllable and Non-Controllable Costs- Direct and Indirect Costs (Traceable and Common Costs)- Break-Even Analysis - Assumptions Underlying Break-Even Analysis- Uses of Break-Even Analysis- Limitations of Break-Even Analysis- Revenue Meaning, Kinds of Revenue- Different Types of Revenue

Unit-V

Social Accounting Aggregates: Social Accounting of National Income - Matrix Approach to Social Accounting- A very simple matrix- Matrix I- Matrix II- Importance of Social Accounting Considerations of Social Accounting in Developing Economies- Computation of National Income: Important Methods for Measuring National Income- The national income of a country can be measured by three alternative methods: (i) Product Method (ii) Income Method, and (iii) Expenditure Method- Business Cycle and Phases 5 Phases of a Business Cycle- Characteristics of Business Policy: Definition of Business Policy- Features of Business Policy- Inflation and Deflation- RBI Functions- Monetary Policy and Fiscal Policy- RBI Credit Control Measures- Important Methods adapted by RBI to Control Credit Creation OR Methods of Credit Control used by Central Bank- 2020-2022

variable cash reserves ratio or open market operations-

The following are the important methods of credit control under selective method: Rationing of Credit - Direct Action - Moral Persuasion - Method of Publicity - Regulation of Consumer's Credit - Regulating the Marginal Requirements on Security Loans - Objectives of fiscal policy, Instruments of fiscal Policy, Limitations of Fiscal Policy - The following are the objectives of fiscal policy: To maintain and achieve full employment - To stabilise the price level - To stabilise the growth rate of the economy - To maintain equilibrium in the balance of payments - To promote the economic development of underdeveloped countries - Fiscal Policy for Economic Growth - The compensatory fiscal policy has two approaches: Built-in stabilisers; and Discretionary fiscal policy - Instruments of Fiscal Policy: Major Instruments of Fiscal Policy - Budget - Different budgetary principles have been formulated by the economists, prominently known as: Annual budget - cyclical balanced budget and fully managed compensatory budget - Economic Planning - Definition, Features, objectives - Anti-Inflationary Tax Policy - Public works are supported as an anti-depression device - The government borrowing may assume any of the following forms mentioned as under: Borrowing from Non-Bank Public - Borrowing from Banking System - Drawing from Treasury - Printing of Money - Aims of Economic Plan - Features of Economic Plan - Need for Economic Plan - Types of Economic Plan - Planned Vs Unplanned Economy - Planned Economy - Market Economy - Market economy takes decisions based on market forces - Difference between Planned Economy and Market Economy - Competition Act 2002: Anti-Competitive Agreements - Types of agreement: Abuse of dominant position - Competition Commission of India - Foreign Exchange Management Act, 1999 - Foreign Exchange Regulation Act 1973 - International Trade Policies - Balance of Trade - Balance of Payment.

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. D.M. Mithany, 2017, Managerial Economics, Himalaya Publishing
House 2. H.L. Ahuja, 2016, Business Economics, Sultan Chand Publications

Reference Books:

1. Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, 2010, Economics, 19th edition, Tata McGraw Hill, New Delhi.
2. William Boyes and Michael Melvin, 2005 Textbook of economics, Biztantra, .
3. N. Gregory Mankiw 2007, Principles of Economics, 3rd edition, Thomson learning, New Delhi,
4. Richard Lipsey and Alec Charyal, 2011 Economics, 12th edition, Oxford, University Press, New Delhi

Outcome:

1. Students will be exposed to the importance of economics in business
2. Here he comes to know how to reduce the ill effects of external.
3. Students learn all the cost behavior and how demand and supply plays a part in the business so here the students had enhanced to take a good decision

SEMESTER II
PAPER: 13: INDUSTRY INSTITUTE INTERFACE-
II COURSE CODE –MO/20C/206

Credits:6

Core Paper

No Of Days:25

**Nature of Field Work: Block Field
Work Methodology:**

-

Objectives:

1. To give the student the opportunity to make personal observations with respect to the organization and administration of Corporate Sector.

2. To enable the student to interact with the corporate managers, executives and community/beneficiaries, governmental agencies so as to get a practical exposure to the working of organizations.

3. To enable the student to take part and have a practical experience in the Change Management initiatives undertaken by corporate.

4. To develop the skills essential for the effective management of Corporate and to practically expose them to the unique practices adopted by the Corporate.

5. To prepare them for the future practical learning.

For this purpose the field work for the programme with respect to I Semester the field work will be organized in the following manner.

Nature of Field Work:

Block internship

**PAPER: 14: SOFTSKILLS-
IICOURSECODE-
MO/20S/207**

**Credits:2
RECORDCOURSE**

MBTI: MayerBriggsPersonalityTypeIndicator, Identifyingone'sownpersonality.

Professionalskills-I: Englishlanguage–
Voice&Accent, BusinessEtiquette, Meetingmanagement, Telephoneetiquette, Email etiquette, Interculturalcompetence.

PotentialRealizaton: JoHariWindowAssessment, SWOTAssessment, BuildingSelfConfidence.

MS-ExcellIII: VBAMacros, ClickReporting, ChartingTechniques, MediaInsertions

**SEMESTERII
PAPER: 15: SUMMER
PLACEMENTCOURSECODE –
MO/20R/208**

**Credits:2
RECORDCOURSE**

PeriodofPlacement:30Days

Objectives:

1. To give the student trainee to make use of the summer vacation by getting placed in a Corporate Organization and to benefit.
2. To Prepare them for the next academic year field training.
3. To give them an opportunity of additional learning about the field.

For this purpose the field work for the programme with respect to fourth semester the field work will be organized in the following manner.

Nature of Field Work:
Summer Placement

Methodology:

1. It will be unsupervised placement training.
2. A compulsory requirement for course completion.
3. The student trainees will be given broad guideline for their interaction with the Organisation and learning
4. Depending on the student's interest and possibilities individual placement in an organization will be

permitted.

5. After completion of the summer placement training students are expected to submit summer placement completion certificate and a consolidated report of their activities and learning during the period of placement.

6. On re-opening of the college (in the beginning of the next academic year) students will have to make a presentation of their experiences and learning to the class and thereby information/experiences sharing will be facilitated.

SEMESTER III
PAPER 16: ORGANIZATION DEVELOPMENT -
ICOURSE CODE-MO/20C/301

Credits:3

Teaching Hours:45

CORE PAPER

OBJECTIVES:

1. To orient students with the various tools & techniques for Organization Development
2. To acquire the knowledge/skills and dynamics of OD.

Unit-1

Introduction – definitions – Beckhard 1969 – and Characteristics of OD, Foundations of Organizational Development: Conceptual framework of OD, History of OD – T. group, survey, feedback, action research socio technical and socio clinical approaches., First order and second order Change, Values, assumptions and beliefs in OD.

Unit-2

Participation and Empowerment – meaning of participation and empowerment. Teams and teamwork – characteristics of teams. Parallel learning structures – idea groups, action groups, implementation group etc.. A normative-re-educative strategy – meaning of norms – changes in normative reorientation, Applied behavioral science – pure science – applied science (diagrammatical representation) Action research – diagnostic, participant, empirical, experimental. – process of action research.

Unit-3

Managing the OD Process: Components of OD Process, Diagnosis, Action & Program Management; **Diagnosis:** Diagnosing the System, its subunits and Processes, Diagnosis using the Six-box Organizational Model

Unit-4

Third Wave Consulting: The Action Component: nature of OD intervention, analyzing discrepancies: The Program Management Component: Phases of OD Programs, model for managing change, creating parallel learning structures.

Unit-5: Organizational Design – Determinants – Components – Types - Basic Challenges of design –

Differentiation, Integration, Centralization, Decentralization, Standardization, Mutual adjustment Mechanistic and Organic Structures – Technological and Environmental Impact on Design Importance of Design – Success and Failures in design – Implications for Managers.

.Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

2020-2022

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TextBooks:

1. Wendell L.French&CechilH.Bell.Jr, 2008, OrganisationalDevelopment, PHI LearningPrivateLimited
2. Srivatsava S.C.2013, Industrial Relations&Labour Laws(6th edition) Noida , VikasPublishing House

ReferenceBooks:

1. Sarma A.M,2016,IndustiralRelations–Conceptualand legal framework(11thedition),Mumbai,HimalayaPublishingHouse.
2. RaoSubba.P,2016,EssentialsofHumanresourceManagement&IndustrialREaltins,Mumbai,HimalayaPublishingHouse
3. Punekar.S.D.Deodhar,S.B.&SankaranSaraswathi(2014),LabourWelfare TradeUnionismandIndustrialrelations(14thedition),Mumbai,HimalayaPublishingHouse.
4. Sinha.P.R.N,SinhaInduBla,ShekarSeemaPriyadharshini,2014,IndustrialRelations,TradeUnions&LabourLegislations(2ndedition)New Delhi,

LearningOutcomes:

- a) Developanunderstandingofpossiblechange instrumentsandtheirfieldofuse.
- b) Reflectondifferentleadershipstylesandtheirimportanceinachangeprocess.
- c) Applychangeconceptstoarealcasexamplend transferthisknowledgetotheirownworking environment

SEMESTER III
PAPER 17: OPERATIONS
MANAGEMENT COURSE CODE –MO/20ID/302

Credits:2
Interdisciplinary Paper

Teaching Hours:30

Unit –I INTRODUCTION

Introduction to production and operation management: Characteristics, Objectives and Classification of Production system- Objectives of Operations Management- System- Nature-Importance and Organizational function- Characteristics of modern production and operation function- Recent trends in production and operation management- Role of operation in strategic management- Production and Operation Strategy (Basic Operation Strategy, Characteristics of successful strategy, Levels, Formulation of Operations Strategy)– Nature of international Operation Management.

Unit –II CAPACITY PLANNING AND FACILITY PLANNING

Capacity planning: Types- capacity requirements planning (CRP)- developing capacity alternatives-

Aggregate planning (approaches, cost, relationship to Master Production Schedule, Functions of Master Production Schedule)- Overview of MRP (three inputs: Master Production Schedule, Bill of Materials & Inventory Status), MRP II, ERP, CAD and CAM.

Facility location: Need for selecting a suitable location- Factors governing facility/plant location.

Facility layout: Meaning- Factors governing- Principles- Types (Process, Product, Fixed position, Combination of mixed layout) - Planning tools and techniques (Process chart, Diagram, Travel chart, Templates, Scale models)

Unit –III INVENTORY MANAGEMENT

Purchasing: Objectives- Functions- Vendor Rating (Sources of information on potential vendors, Methods- Experience rating, Weighted Point, Cost Ratio) - Value Analysis (Types of values, Function & its types, Benefits)

Store Management: Nature- layout (factors governing, principles)- Classification and Coding-

Inventory: Objectives- Cost and Control techniques (ABC Analysis, HML analysis, VED analysis, FSN analysis, SDE analysis, GOLF analysis and SOS analysis) - Overview of JIT (Philosophy, Seven wastes, Benefits).

Unit –IV PRINCIPLES OF TQM

Introduction: TQM framework- Overview of the contribution of Deming (PDCA Cycle, 14 points, 7 Deadly diseases), Juran (Internal Customer, Cost Quality, Juran Trilogy, Juran's 10 steps of improvement), Crosby (Zero defects, 4 absolutes, 14 steps), Masaaki Imai (Kaizen), Feigenbaum (Total Quality Control, Hidden Plant, Quality Cost), Ishikawa (Quality Circle, Fishbone diagram, 7 basic tools of quality), Taguchi Techniques (Quality Loss

function) -Concept of quality circle Japanese 5S, Principles of 8D Methodology.

Unit–V PROCESS CAPABILITIES AND QUALITY MANAGEMENT SYSTEM

Total productive maintenance (TPM)- BPR (Principles, Application, Re-engineering process, Benefits and Limitations)- Quality function development (QFD) (benefits, Voice of Customers, information, House of Quality (HOQ))- Benchmarking- POKAYOKE. Introduction IS/ ISO 9004:2000 – Quality management systems- guidelines for performance improvements quality audit.

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab

TEXT BOOKS

1. Pannerselvam R, 2008 Production and Operations Management, Prentice Hall India,
2. Dale H. Besterfield et al, 2004 Total Quality Management, Third edition, Pearson Education

Reference Books:

1. Aswathappa K and Shridhara Bhat K, 2008 Production and Operations Management, Himalaya Publishing House.
2. Norman Gaither and Gregory Frazier, 2002 Operations Management, South Western Cengage Learning,
3. Poornima M. Charantimath, 2003 Total Quality Management, Pearson Education, First Indian Reprint
4. Douglas C. Montgomery, 2008 Introduction to Statistical Quality Control, Wiley Student Edition, 4th Edition, Wiley India Pvt Limited.

Learning Outcomes:

- Students will understand the Meaning and Scope of Operations management and their application in business.
- Able to plan for capacity and facility location.
- Will be good in handling Inventory management.
- Able to apply various quality management standards and techniques.

SEMESTER III

PAPER: 18 CORPORATE PLANNING AND STRATEGIC MANAGEMENT C

COURSE CODE – MO/20C/303

Credits: 3

Teaching Hours: 45

CORE COURSE

OBJECTIVES:

1. To induce managerial qualities of decision making in a competitive environment.
2. To encourage students to be good managers where organizational change takes place.
3. To promote corporate values and instill leadership capabilities among students.

Unit 1: Introduction - Definition - nature of Corporate Planning, Advantages and disadvantages.

Features of strategy - Strategy relates the firm to its environment, Strategy is the right combination of factors both external and internal, Strategy is relative combination of actions. Strategy may even involve contradictory action, Strategy is forward looking.

Levels at which strategy operates - Corporate - Business - Functional

Strategic management - Meaning - Definition

Strategic management process - Environmental Scanning -

Internal & External: Strategy Formulation – Defining the Mission – specifying the Objectives - Strategy – Policy - Strategy Implementation - Programs – Budgets – Procedures – Strategy Evaluation & Control

Strategic intent: Vision – Meaning – Definition, Mission - Meaning - Definition: Difference between Vision and Mission, Goals and Objectives – Meaning – Definition, Difference between Goals and Objectives.

Unit 2:

Strategic decision making - Meaning & Definition

Approaches to strategic decision making - Entrepreneurial – Adaptive - Planning – Logical Incrementalism.

- Environmental scanning and appraisal - Micro and Macro Environment. Macro – PESTEL Analysis. Micro – Customers, Suppliers, shareholders – competitors.

Environmental Search – Sources of information - Verbal – Spying – Corporate planning departments - Publications – Forecasting. Environmental Diagnosis – ETOP – Meaning – Components of ETOP

Organizational appraisal-Components-Organisational Resources-Organisation Behaviour- Strength&Weakness-Synergy-competencies- Capability-strategic advantage

Unit 3: Strategy Formulation

Corporate level strategies- Stability Strategies –Meaning – Variants – No change- Profit- Proceed with caution:

Expansion Strategies–Meaning–Types–Internal Growth Strategy–Concentric Expansion– Market Development, Product Development, Innovation. Vertical Integration – Backward and Forward Integration, Diversification– Concentric and Conglomerate. External Growth Strategy –Mergers – Meaning – Types – Concentric- Conglomerate- Horizontal- Vertical. Issues in Mergers. Acquisition–Meaning–Issues–Defining Objectives- Methods. Acquisition Process- Setting Task force for Acquisition, Identifying Target Organisation, Conducting Due Diligence, Making Acquisition Bid, Acquisition of Target Organisation – Post Acquisition Action . Joint Venture–Meaning–Definition–Issues of Joint Venture– Objectives, Choice of partner, Pattern of shareholding and Management Pattern: Problems. Strategic Alliance–Meaning–Definition –Types of Strategic Alliance–Technology Development–Operations & Logistics- Marketing Alliance.

Retrenchment strategy–Meaning–Definitions–Types- Turnaround–Divestment–Liquidation.

Combination Strategy

Business level strategies- Cost leadership- Meaning –Sources of Becoming Cost Leader, Benefits & Risks

Differentiation –Meaning–Sources of Differentiation–Benefits & Risks

Focus–Meaning–Sources of Achieving Focus –Benefits & Risks

Functional Strategies-Meaning – Types : Financial, Marketing, Logistics, Operations , HRM, Purchase, IT, R&D.

Strategic analysis and choice- Meaning –Process : Focusing on Strategic Alternatives, Gap Analysis, Evaluation of Strategic Alternatives and choice.

Tools and techniques for strategic analysis: SWOT analysis, GAP analysis, Porter's five forces model- Threat of Entrants–

Bargaining power of Buyers, Bargaining power of suppliers, threat of substitutes and Rivalry among established companies, Value-chain analysis- Primary and Support activities , Benchmarking- Meaning – Types –Phases , BCG Matrix, GE-9 Cell Matrix, TOWS Matrix, Grand Strategy Matrix, McKinsey's 7'S framework.

Unit 4: Strategy Implementation-

Interrelationship of formulation and implementation, Activating Strategy–

Institutionalisation of Strategy–Strategy Communication and Acceptance: Formulation of Actions plans – One shot Actions- Programmes – Budgets- Procedures : Standing Actions- Policies –Procedures- Rules : Translating General Objectives into Specific Objectives -MBO : Resource Mobilisation and Resource Allocation – Tools –Budgeting–Capital–performance– ZBB- Strategic Budgeting. Problems of Resource Allocation.

Project Implementation–Definition–Phases of Project–Conception–Definition- Planning & Organising Phase, Implementation–Clean-up

Procedural Implementation- Steps – Licensing requirements- FMEA Requirements- Foreign Collaboration Procedure–Capital Issue Requirements- Import & Export requirements- Incentives & Benefits

Structural Implementation – Definition – Forms – Entrepreneurial –Functional –Divisional- 2020-2022

Behavioural Implementation—Issues—Leadership: Strategic Leadership-Role of Leadership in strategy Implementation: Introducing Change, Integrating conflicting Interests, Developing Motivations system, Setting Organisational climate, Leadership development. Strategy & Leadership styles, corporate culture-Meaning- Relating Culture & strategy. politics and power, Ethics and Social responsibility— Corporate Governance .Strategic Evaluation and Control Overview, Strategic Control, Techniques of strategic evaluation and control.

Unit 5: Bottom of the Pyramid- Definition –Strategies , Digitalisation strategies, Tailoring strategy to fit specific industry and company situation. Managing Technology and Innovation-Strategic issues for Non Profit organisations. New Business Models and strategies for Internet Economy-Concept of CSR & corporate Governance -case study

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:-

1. Strategic Management & Business Policy 2009, Azar Kazmi, Tata McGraw Hill, 3rd Ed.
2. Strategic Management, Concepts & Cases, 2005 Fred R. David, Pearson Education, 9th Ed. 2005.

Reference Books:

1. Hill., 2012, Strategic Management: An Integrated approach, Edition Wiley
2. John Pearce, Richard Robinson and Amitha Mittal, 2012, Strategic Management, McGraw Hill, 12th Edition.
3. Crafting and Executing Strategy- The quest for competitive advantage, Concept & Cases- 2010, A.A. Thompson, A.J. Strickland, John E. Gamble, Arun K. Jain, Tata McGraw Hill
4. Business Policy And Strategic Management, P. Subba Rao, Himalaya Publishing House.

Learning Outcomes – Students will be able to gain knowledge on concepts of business level strategy, corporate level strategy, and functional level strategy, gain knowledge of perspectives on the industrial, organizational and international context in which strategic management is carried out and finally they will be to apply their knowledge and abilities in formulating the strategies in the workplace

**PAPER 19: COMPENSATION
MANAGEMENT COURSE CODE-
MO/20C/304**

Credits:3
CORE COURSE

Teaching Hours:45

OBJECTIVES:

1. Introduce students to the basic concepts involved in Compensation Management.
2. To familiarize students with the various techniques used to fix salary, incentives, etc.
3. To understand the different techniques of motivating employees through compensation management.

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Unit-I

Introduction of Compensation Management - Meaning -

The Definition of Compensation Management - Compensation Management so important - Objectives of Compensation - Nature of Compensation - Compensation System - Direct Compensation - Indirect Compensation - The main characteristics of the compensation system - some of the additional objectives of compensation management - Types of Compensation - Disability Compensation - Dependency and Indemnity Compensation - Special Monthly Compensation - Claims Based on Special Circumstances - Compensation Responsibilities - Employer Responsibilities - Employee Responsibilities - Compensation Systems: Design and Goals - Compensation Approaches - A Classic Approach to Compensation - Steps in the Classical Approach to Compensation - Setting Up a Compensation System - Pricing and Surveying - Salary Structure - Job Evaluation - A Two-component Approach to Compensation - Salary increases and bonuses can link pay to performance. - Pay for performance drives the two-component program - Three Expatriate Compensation Approaches - Going Rate Approach - Balance Sheet Approach - Compensation Philosophy Planning and Design: What is a compensation philosophy? What should be included in a compensation philosophy? - Important of Compensation Philosophy - Should the compensation philosophy be reviewed? - Consistency - Communication - Quality of compensation philosophy -

Compensation strategy includes a balance between internal equity and external competitiveness - Organizational strategy - Develop a compensation philosophy - Components - Individual vs team reward - Perceptions of pay fairness - Legal compliance - Legal constrain in the pay system - Article: - A Compensation Professional's Headache

Unit-II

Managing Compensation-Strategic Compensation Planning-compensation strategy- Compensation Strategy and HR Strategy-Compensation Strategy Importance- Compensation Strategy Importance for managers- Compensation Strategy Importance for employees-Structuring Salaries-Component of Salary Structure-Development of Base Pay System-Job Evaluation systems-Compensation Structure-Flowchart on Salary structure-Wages salary survey report of India-Articles in wage curve and pay grades-Salary Matrix-Preparing Salary Matrix-Government regulation on compensation-Articles on law relating to the compensation in India-Significant Compensation Issues - Compensation as a retention strategy-Articles on 8 steps to improving retention strategy

Unit-III

Variable Pay and Executive Compensation-Types of Variable Pay-Variable Pay Plan Participation by Employee Groups-Types of Variable Pay Plans-Successes and Failures of Variable Pay Plans-Guidelines for Variable Pay Plans Conditions for Successful Variable Pay Plans-Individual Incentives-Bonuses as Percentage of Salary (averages for non-sales employees)-Special Incentive Programs-Special Incentive Award Types-Sales Compensation and Incentives-Sales Performance Criteria-Balancing Sales Compensation and Ethical Concerns-Team-Based Variable Pay-Characteristics of Team-Based Rewards-Problems with Team-Based Incentives-Organizational Incentives-Profit Sharing-Objectives of profit-sharing plans-Enterprises Incentive Plan-ESOP Employee stock ownership plan-Executive Compensation Management-Articles on Stopping paying executives for the performance-International Compensation Management.- Major Components in an International Compensation Package

Unit-IV

Managing Employee Benefits-Meaning,-An articles on An Over view of Employee Benefits-Strategy Perceptive on Benefits-HR Benefit of a Needs Assessment-Why Needs Assessments Are Vital-Managing Policies, Programs, and Activities-Define the Rules and Guidelines -Funding benefits-Is benefits benchmarking still relevant-Why benchmark benefits-Decide which benefits to benchmark-Shift in employers' approach to benchmarking-The cost of benchmarking-Employee Benefits Programs-An Article on Employee Benefits Program-Types of Benefits-Security Benefits-Retirement Benefits-Security Benefits-Healthcare benefits-Time off benefits-Administration of benefits

Unit-V

Employee Benefits required by Law -A report on Employee benefits required by law in India-Discretionary major employee benefit-An Open Manual to conduct Discretionary Major Employee Benefits-Creating a work life setting-An Articles on Setting Work-Life Boundaries Is More Productive Than Striving for Work-Life-Employee Services-Employee Services Definition-Employee Services Function-Employee Services Personnel-Employee Assistance Programs-Employee Services Future-Difference between Employee Benefits & Employee Services-Services-Benefits-Importance-Pros and Cons-Types of Employee Services-Flexible Work Schedules-Wellness Programs-Child Care-Product/Service Discounts-Challenges for employee services-Why employee services-Make your employees happier and your company more successful-Software for employee services-

to Design an Employee Benefits Program-Five factors to consider when designing benefits plans

Text Books:

1. BDSingh, Compensation & Reward Management, Excel Books
2. Strategic Compensation, Joseph J. Martocchio, 3rd Edition, Pearson Education

Reference Books:

1. Milkovich & Newman, Compensation, TMH
2. Richard I. Anderson, Compensation Management in a Knowledge-based world, 10th edition, Pearson Education
3. Er Soni Shyam Singh, Compensation Management, Excel Books.
4. Dipak Kumar Bhattacharya, 2014, Compensation Management

Learning Outcome:

1. Students learn the fundamentals of compensation and how to manage the compensation etc.
2. Here the students will know the various strategies followed by organizations in fixing the right compensation and managing them.
3. The students learn how the various government norms in fixing and managing of compensation.

**PAPER:20 PERFORMANCE
MANAGEMENTCOURSECODE –
MO/20C/305**

Credits:3

TeachingHours:45

CORECOURSE

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OBJECTIVES:

1. Introduce students to the basic concepts involved in Performance management system.
2. To familiarize students with the various techniques used to appraise performance.
3. To make them more performance oriented effective and efficient HR managers.

UNITI: The Foundation of Performance Management

Definition, Principles, Concerns-history of performance management : basic comparison of different methods of appraisal followed and its demerits, the meaning of performance, influences and factors performance, Benefits and Scope of Performance Management: characteristics of an ideal performance-Implications for Performance Management.

UNITII: The process of performance management

Performance management as a process of management: performance management values; The performance management cycle-Performance management activities - Detailed concept of performance sequence; How performance management works- Performance managed organization- Performance Management programme : The elaborate Overall Performance Management concepts of an organization; Performance management in action- a brief on day to day Performance management in People management.

UNITIII: Performance planning and agreements, Managing performance

Performance and development planning: Planning Managee Performance- Role profiles : definition and explanation; Define Key result areas, learning about role profiles and Role description; Objective setting: Organizational and individual Performance plan; Performance planning; Development planning- Monitoring Managee Performance and Mentoring Managee Development- basic concepts of each component like supervision, monitoring, communication, delegation, counseling, development, coaching, review discussions; The performance agreement: Performance review meeting; Managing performance throughout the year: Stock taking the performance and potential throughout the year. The continuing process of performance management; Updating objectives and work plans; Managing continuous learning; Coaching and Mentoring: Definition, process and techniques of coaching; Definition and process of Mentoring; Difference between coaching and mentoring.

UNITIV: Assessing and reviewing performance

Performance measures and assessment: Approach to assessment; Behavioral Approaches: understanding behavioral competencies and trait Approaches Factors affecting assessments, ; Methods of assessment; Overall analysis of performance; Types of measures: Key performance Indicators; Balanced Scorecard; Field Review method, Confidential Reports, Narrative Self-assessment; Rating Scales- Behaviourally anchored rating scales; Management by objectives Forced distribution; Forced ranking; Quota systems; 360-degree feedback, 720-degree feedback, **Reviewing performance** : The performance review meeting; Performance review difficulties; Performance review issues; Organizational issues; Focus, criteria and impact of Performance review.

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Using reviews as a communications channel; Balancing past performance against future potential; Performance review problems; Self-assessment; Giving feedback

UNIT V: The Reality of Performance Management

Overall Findings of the Research: the result of research on Performance Management in different areas, Best practice: latest methods used in industry, Views about Performance Management- Problem, Issues Identified by Field Visits- explanation on different field study with the evaluation criteria; Key to Success.

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. Herman Aguinis, 2007, Performance Management, Pearson Education Publishers.
2. Michael Armstrong and Angela Baron, 2007, Performance Management, Jaico Publishing House.

Reference:

1. Robert Bacal, 1999, Performance Management, McGraw-Hill Publishing.
2. Prem R. Chada, 2003, Performance Management: It's About Performing - Not Just Appraising, Laxmi Publications.
3. Radha R Sharma, 2011, 360 Degree feedback, Competency Mapping and Assessment Centers, Tata Mc-Graw Hill Education Pvt. Ltd., New Delhi.
4. Sanghi & Seema, 2011, The Handbook of Competency mapping, Response Books, New Delhi.

Learning Outcome:

- I. An extensive understanding of the foundations of performance and its management. The difference between just an appraisal and managing performance is understood by students.
- II. The entire process of performance management along with its cycle, sequence and process is explained.
- III. The detailed things that go into planning performance and managing throughout the year and areas to be updated in evaluation is learnt in detail.
- IV. Types of performance appraisal in the industry and the details to be kept in mind for reviewing performance is learnt.
- V. Performance management in the industry and recent developments in HR industry is experienced and learnt by the students.

Semester-III

**PAPER:21 RESEARCH
PROJECTCOURSECODE –
MO/20C/306**

**Credits:6
CORECOURSE**

TeachingHours:----

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On a selected topic related Human Resource and Organisation Development the student under the supervision of faculty supervisor has to undertake an empirical research and submit a report on that.

--- **SEMESTER-III**
**PAPER:22 INDUSTRY INSTITUTE INTERFACE-
IIICOURSE CODE-MO/18C/307**

Credits:6

No.OfDays:25days

CORECOURSE

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Objectives:

1. To give them an opportunity to make personal observations with respect to the organization and administration of Corporate Sector.

2. To enable the student to interact with the corporate managers, executives and community/beneficiaries, governmental agencies so as to get a practical exposure to the working of organizations.

3. To enable the student to take part and have a practical experience in the Change Management initiatives undertaken by corporate.

4. To develop the skills essential for the effective management of Corporate and to practically expose them to the unique practices adopted by the Corporate.

5. To prepare them for the future practical learning.

For this purpose the field work for the programme with respect to I Semester the field work will be organized in the following manner.

Nature of Field Work:

Block internship

Semester: III Paper.23:
Soft Skills III
COURSE CODE –MO/20S/308

Credits:2
RECORD COURSE

Lecture Hours:30 Hours

G.D&Interview preparation: Business Trend awareness, Resumewriting, How to attend group discussion and personal interview, Entrepreneurial Thinking.

Aptitude: Arithmetic and alphabetic Progressions, cyclic expressions, verbal and non-verbal reasoning, time and distance problems.

Leadership Development: 7 habits of highly effective people, identifying one's own leadership style, influencing skills, developing skills for delegation, mentoring, coaching, Teambuilding.

Emotional Intelligence: Understanding Emotions, Temper and Mood. Self awareness – sensitivity, Emotion regulation or management, Empathy, Social intelligence.

SEMESTER III Paper.24:
OUTBOUND TRAINING

COURSE

The crux of OBT lies in taking a group of people away from their normal environment into the outdoors, and placing a new, unfamiliar set of challenges before them, in the solving of which a whole lot of new equations are thrown up. The programme works on the principle that when a team is thrown together in wilderness or adventure settings, where they have to fend for themselves and meet challenges together, there is growth in many directions.

AREAS COVERED UNDER OBT

TEAM BUILDING/TEAMWORK

Building successful teams while focusing on problem-solving, communication, trust-building, change and conflict resolution.

LEADERSHIP DEVELOPMENT

Identifying and developing traits successfully employed in situations involving strategy, goal setting, planning, resource allocation, empowerment, and decision-making.

CONFLICT RESOLUTION

Improving interpersonal skills, removing communication blocks, building abilities to express and resolve differences in an unstressed manner.

PERSONAL AND PROFESSIONAL EFFECTIVENESS

Improving self-image through emphasis on personal and group achievements, encouragement to stretch beyond perceived limits, and gaining a renewed sense of purpose and commitment.

INTERPERSONAL SKILLS

Develops abilities to relate meaningfully and with confidence in group and individual situations, working towards enhancing group dynamics.

SEMESTER IV
PAPER: 25 ORGANIZATION DEVELOPMENT-
II COURSE CODE-MO/20C/401

Credits: 3
CORE COURSE

Teaching Hours: 45

OBJECTIVES:

- Understand different OD interventions
- To help student explore the different approaches and techniques involved in OD.

UNIT 1 OD interventions: Definition, Factors to be considered, choosing and sequencing intervention activities. Classification of OD interventions: Families of OD Interventions - Diagnostic Activities, Team Building activities, Inter group activities, Survey feedback activities, Education and training activities, technostructural and structural activities, Process Consultation activities, strategic management activities, sensitivity training, organisational transformational activities, Force field analysis. Results of OD: awareness of changing socio-cultural norms or dysfunctional current norms, increased interaction and communication

confrontation, education, participation, increased accountability, increased energy and optimism
Typology of interventions based on target groups: Individual Based Interventions, Dyads/Triads Intervention, Group based Intervention, Inter-group based Intervention, Strategic interventions, Human Resource Management Interventions
Definition, factors to be considered, choosing and sequencing intervention activities, classification of OD interventions, results of OD, typology of interventions based on target groups..

Unit-2: INTERVENTIONS

Individual Based Interventions: coaching, counseling, training, behavioral modeling, delegating, leading, morale boosting, mentoring, motivation, etc.,

Dyads/Triads Intervention: Behaviour Modelling, Process Consultation, Third Party Peacemaking Activities, Role Negotiation, Gestalt

Group based Intervention : conflict management, dialoging, group facilitation, group learning, self-directed work teams, large scale interventions, team building, and virtual teams.

Unit-3 Inter-group based Intervention: Organization mirroring, third party peacemaking (Walton's approach) interventions, partnering Techno structural (Structures, technologies, position etc.,)

Strategic interventions: Technostructural: Balanced scorecard; Technostructural: Balanced score card - Definition, Use, Concept, Original business perspective, Measurement, Strategy Map, examples. Business process reengineering: Downsizing and outsourcing
business process reengineering; downsizing and outsourcing;

UNIT-4. Human Resource Management Interventions: Employee Performance Management.
Employee Development. Employee Wellness Programs Diversity Management -
Drugs in the Workplace - Employee Assistance Programs - Ergonomics: Safe

UNIT 5 The Future and OD: The changing environment, Fundamental strengths of OD, Implications of OD for the client, ethical standards in OD, Ethical standards in OD: Misrepresentation & collusion, Misuse of Data, manipulation & Coercion, Value & goal conflicts, Technical Ineptness. OD's future: Technological innovation, Economic development, Ecological sustainability, Cultural diversity, Re-engineering, Shared vision, organisation transformation **OD Consultant's role**, issues in consultant-client relationship, OD's future. OD Consultant's role, issues in consultant-client relationship, Power- concept, meaning and types. Politics & OD, Research on OD.

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. Organization Development, behavioral science interventions for Organization Improvement, Wendell L. French, Cecil H. Bell, Veena, Jr, Pearson, PHI.
2. Organizational Design and Development- Concepts and Applications- Dr. Bhupen Srivastava, Biztantra

Text Books:

1. Organizational designs for excellence, Pradip N. Khadwalla, TMH, 2005
2. Organization Theory & Design, Richard L Daft, Cengage Learning, 8th Edition.
3. Organization Development, & Transformation, Managing Effective Change, Wendell L. French, Cecil H. Bell, Jr, TMH
4. Organizational, Design, and Change- Gareth R. Jones, 5th Edition, Pearson Education

Learning Outcomes:

- a) Develop an understanding of possible change instruments and their field of use.
- b) Reflect on different leadership styles and their importance in a change process.
- c) Apply change concepts to a real case example and transfer this knowledge to their own working environment

Semester IV
PAPER 26: CROSS CULTURAL BUSINESS
MANAGEMENT COURSE CODE –MO/20C/402

Credits:3
CORE COURSE

Teaching Hours:45

OBJECTIVES:

- a. To introduce the students about the fundamentals of organizational culture & its dimension.
- b. To impart the skills required for cross cultural business management and make the students competent.
- c. To make the students understand about the corporate culture.

UNIT– I

Introduction Corporate Culture Definitions- The Basic features of corporate culture- Necessary for a company to change to a "team culture:" - Organizational Culture and Change - Preparing for change may be assisted by a nine-step process - Corporate communication: extended definition

Cultural background of business stake holders, Case Study: Nike's trouble in Asia - Managing the Corporate Image - Experiment to Illustrate the Nature of Ethics - The Basics of Ethics - Today's Most Important Managerial Issue - Case Study: Ethical business practices - The importance of ethics in business Ethics at work The supply chain and distribution process Ethical business practices Ethics and employment policies Creating a Culture among Employees - A Commitment to Diversity - A Fun Place to Work Creating an image as an Employer – eLearning Project-based Learning - Corporate Universities An Analytical framework

UNIT–II

Culture and Global Management: Global business Scenario and Role of culture- A framework for work for analysis; Elements & processes of communication across cultures; Communication Strategy for/of an Indian MNC and Foreign MNC (With 3 illustrations on each drawing from different geo economic and social contexts) & high performance winning teams and cultures; culture Implications for Team building Analysis Social & Cultural Environment - Basic aspects of society and culture - Culture and its characteristics Cultural dimension- I Meaning of time- The language of friendship- Cultural dimension- II The language of religion The art of gift giving - The search for cultural universals - Exhibit: true Europeans - Exhibit: Culture shapes foreign marketing Elements of culture- Exhibit: it's not the gift that counts, but how you present it- Analytical approaches to cultural factors- Maslow's hierarchy of needs - The self-reference criterion and perception. Environmental sensitivity - Influence of culture on consumption- Influence of culture on communication processes- Subculture-

Processes of communication across cultures
 Adaptation - Degree of Adaptation - Cultural Imperatives - Cultural Exclusives - METHODS OF DOING BUSINESS - Sources and Level of Authority Exhibit: Meishi- Presenting Business Card in Japan
 Communications Emphasis - Negotiations Emphasis - Gender Bias
 International Business - Building high performance winning teams across cultures - Factors Affecting Team Building across Cultures - Team Building across Cultures - Differences in Labour Market Characteristics - Cultural Differences
 - Differences in Regulatory Environment - Attitude towards Employment - Difference in Conditions of Employment - Staffing Policy Determinants - International Negotiation - Cultural Problems in International Negotiations
 International Asset Protection - Coercion and Pressure

Bilateral and Multilateral Agreements etc. Cultural Dimension 1 Is Murphy Brown French? Cultural Dimension 2 Children Should Be Seen but Not Heard - Communication Strategy A Global Product - Marketing Strategy 1 A Tough Grandma - Marketing Strategy 2 Global, Maybe; Effective, Maybe Not - Marketing Strategy 3 Pan-European Advertising - Business culture in china Key Concepts in Understanding Chinese - Culture French culture

UNIT-III

Cross culture – negotiation and decision making- **negotiation** - Cultural implications for managers and negotiators Process of Negotiation and Needed skills & knowledge Base – overview with two illustrations from multi-cultural contexts (India Europe/India – US settings for Instance) International and Global Business Operations Strategy Formulation & Implementation; Aligning Strategy, Structure & Culture in an Organizational Context - Preliminaries Seven aspects of the negotiation setting At the Negotiation Table After Negotiations The negotiation process Variables in the negotiating process Characteristics of negotiation Cultural Differences That Affect Negotiations Win-Win Negotiation: Finding a fair compromise Negotiation: Needed skills and Knowledge Base India and Europe - cultural contexts - India and US - cultural contexts American culture – Key concepts and values Working with Americans: cultural challenge- Decision – making: a cross-cultural outlook Programmed and Non-programmed Decision-Making The Impact of Culture on Non-programmed Decision Making Decision making process- International and global operation - Strategy formulation - Strategy implementation - Structure & culture in an organizational context - Integrated global structures - Culture in an organizational context

UNIT-IV

Cross Cultural Issues across different functions of the Organisation – Managing Cross Cultural Conflicts. Global Human Resource Management - Staffing and Training for Global Operations. Developing a global Management Cadre. Motivating and Leading; Developing the values and behaviors necessary to build high-performance organization personnel (Individuals and teams included) Nature of Global Human Resource Management - **The HR Challenges of International Business Domestic HRM and IHRM Compared- Managing International HR Activities - Strategic International Human Resource Management - How Inter-country Differences affect HRM- Economic systems - Legal and industrial Relations Factors- Improving International Assignments through Selection- Selecting International Managers- Staffing for Global Operations- Recruitment and Selection- Values and International Staffing Policy- Ethnocentric Staffing- Polycentric Staffing Regiocentric Staffing- Geocentric Staffing- Culture and Staffing- Training and Development Training for Expatriates- Language Training**

- Practical Training-Increasing the Competence of Current Workers-
Training and Maintaining International Employees-Instructional System Design-
Implementing Instructional Design In The Organization-
Orienting and Training Employees on International Assignment-The Expatriate Workforce-
Using Expatriates: Pros and Cons-Expatriate Failure

Expatriates selection - Preparing for Foreign Assignment - Developing a Global Management Cadre: Motivating and Leading Developing a Global Management Cadre International Cadre - Management Development and Strategy - Expatriate Performance Management - Cultural Adjustment - Paying Expatriates Factors Influencing International Compensation – Repatriation Motivation - Theories of Motivation Maslow's Hierarchy of Needs - Theory X and Theory Y - Motivation Hygiene Theory- Motives behind Mergers & Acquisitions – HR Interventions for Expatriate Employees- Types of Visas.

The Three needs Theory. Goal Setting Theory Reinforcement Theory- Equity Theory Expectancy Theory Leading-Team Leadership- Leading through Empowerment - Developing the values and behaviours necessary to build high performance organization personnel- individuals and teams included- Developing the Values and Behaviours- Values and International Staffing Policy - Values and Behaviours necessary to Build High Performance Organization Personnel- Individual Practices for High Performance - Team Work for High Performance- High Performance Work Teams

UNIT-V

Corporate Culture : Nature of Organizational Cultures Diagnosing the As-Is Conditions; Designing the strategy for a Culture Change Building; Successful Implementation of Culture Change Phase; Measurement of ongoing Improvement- Introduction about culture- Elements of culture - cultural artifact is the 24-hour hotline for customers that both Citibank and HDFC provide. Classification of cultural diversity - Classifying organizational culture - Diagnosing organizational culture- Importance of diagnosing organizational culture- The Cultural Assessment- Identifying and diagnosing organization culture- Some techniques that assist in identifying/diagnosing an organization's culture, Diagnosing the cultural elements could be difficult for the following reasons- Designing the strategy for a culture change- Predictors of Readiness for Change- Aspects should be kept in mind while dealing with change- Resistance to change- Reasons for resistance to change- Six approaches to deal with resistance to change- Change Equation- The change management strategy- The Role of a Change Agent in Organizational Change- The management stages involved in change- Jim Canterucci defines change leaders on five levels- Competencies of Change Agents- Successful implementation of culture change, Implementing Culture Change- Nine Pitfalls of Organizational Change- Major Factors Determining Successful Organizational Change- How to Change Successfully- Outcomes of Effective Organizational Change Management- The Organizational Change Management Process- These seven phases of Organizational Change Management Process Measurement of ongoing improvement- The role of the top management in the change process- The role of the middle management in the change process- Choice of metrics for measurement- Components of successful change

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. International Management: Managing Across Borders And Cultures, 4th Ed, "Deresky Helen," Prentice Hall India,
2. K. Aswathappa, 2012 International Business,, Tata McGraw Hill, New Delhi

Reference Books:

- 1.. The Secret Of A Winning Culture: Building High-Performance Teams, "Esenn Drlarry, Rchildress John," Prentice Hall India

2. VyuptakeshSharan,2011,InternationalBusiness,3rdEdition,PearsonEducationinSouthAsia, New Delhi.
3. MichaelR.Czinkota,IlkkaA.RonkainenandMichaelH.Moffet,2010,InternationalBusiness,32 7thEdition,CengageLearning,NewDelhi
4. JohnD.DanielsandLeeH.Radebaugh,2000InternationalBusiness,PearsonEducationAsia,Ne w Delhi,

LearningOutcome:

1. Thestudentswilllearnsthoroughlyaboutthefundamentalsoforganizationalculture & its dimension.
2. Thestudentswillunderstandtheimparttheskillsrequiredforcrossculturalbusiness management
3. Studentswillunderstandtheimportantofcorporateculturehowmuchitisimportantf orthesuccess oftheOrganization.

**PAPER27:HUMANRESOURCEACCOUNTINGANDINFORMATIONSYSTEM
COURSECODE–MO/20C/403**

Credits:3

TeachingHours:45

CORECOURSE

UNIT –I- Human Resource Accounting :Introduction-meaning and definition of HRA,conceptofHumanCapitalconceptofHumanResource:developmentoftheconceptofHRA;Importance of HRA, Objectives of HRA- Advantages and limitations of HRA; HRA for managers and HR Professionals; Different Approaches and application of HRA in India: costsinvolvedinhumanresource;(i)costbasedapproaches-historicalcost,replacementcost,opportunity cost, standard cost (ii) Monetary value based approaches: The Lev and SchwartzModel,TheEric FlamholtzModel,MorseModel(iii)Non-monetaryvalue-basedapproaches:LikertModel,TheFlamholtzModel,OganModel.AlsoProblemswithModelsAdvantagesandDisadvantagesofthesame.

Unit II : HR Analytics – Concept &Evolution of HR Analytics&data sources: traditional vscontemporary HR measures; Definition of Business Analytics, HR- Analytics; HCM : 21model.Use of work force analytics to improve decision making; Stages of HR Analytics:Descriptive Analytics,Predictiveanalytics, Prescriptiveanalytics,typesofdatamodellingforanalytics. Types of programming logic used in analytics. Importance of HR Analytics .DataAnalyticstechniquesusingsoftwarepackages.FutureofHumanResourceAnalytics-toolsusedinanalytics.

UNIT –III Introduction to HRIS: Definition of Information System, Definition and conceptofMIS,definitionandconceptofHRIS,BasicfeaturesofHRIS;ElementsofDataManagement for HRIS: definition of data, information, System, basic functions of a system,**Componentsofinformationsystem**,informationsystemactivities;differentiatebetweeninformationsystemandinformationtechnology;DataFormats-vector,scalarandcombinations,EntryProcedure&Process;DataStorage&Retrieval:datamining,datawarehouse, data marts, databases, types of databases; Transaction Processing System and its two wayofdataprocessing, TypesofTPS,TPSfunctions,OfficeAutomationandInformationProcessing & Control Functions; Design of HRIS: Relevance of Decision Making ConceptsforInformationSystemDesign:DecisionSupportSystem,relationbetweenlevelsofmanagerialdecisionmakingandinformationcharacteristics.

Unit IV HR Management Process I & HRIS: Modules on MPP- Definition on manpowerplanning, steps of MPP, Module of HRIS for MPP, Recruitment, Selection, Placement - HRISmodules ; Module on PA System: concept of Performance Appraisal system, process ofinformation storage and flow Performance Appraisal; T & D Module: Training Data , trainingflow chart, training process data flow, block diagram for training and development module;Module on Pay & related dimensions: components relating payroll and human informationsystem,leavemanagement,claimmanagement,advance/loanmanagement,salaryman

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agement details ; Planning & Control- manufacturing resources planning, reports
andchartsusingHRIS.

UNIT–

VHR Management Process II & HRIS: Organization Structure & Related Management Processes including authority & Responsibility Flows: four levels of organizational growth recognized by management professionals, types of organizational structures and its relation to design of HRIS and Communication Process; ; Organization Culture and Power – Data Capturing for Monitoring & Review: quality of information for the users; Behavioral Patterns of HR & other Managers and their place in information processing for decision making: behavioral traits, concept of understanding the system design and evaluation; Security, Size & Style of Organizations & HRIS: Security of Data and operations of HRIS Modules; Software packages for Human Resource Information System

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. Micheal J. Kavanagh, 2006, Human Resource Information Systems: Basics, Applications, and Future Directions, 4th edition, Sage Publications.

2. Tracey

Smith, 2013, HR Analytics: The What, Why and How, CreateSpace Independent Publishing.

References

1. Dr. Michael Hammer, 2016, The Agenda: What Every Business Must Do to Dominate the Decade, Hammer and Company.

2. Michael Armstrong, A Handbook of Human Resource Management Practice, Kogan Page. 3. Elizabeth Houldsworth & Dilum Jiransinghe, Managing and Measuring Employee Performance- Understanding Practice, Kogan Page.

4. Jack J Phillips, Accountability in Human Resource Management, Gulf Professional Publishing.

Learning Outcomes:

- I. The student familiarises with the meaning and definition of Human resource accounting. Applies the best methods of evaluation using the best model of arriving at Human Resource Accounting along with exposure to the various industries that already uses it.
- II. HR Analytics unit helps the student learn the concepts and areas of HR analytics and its application from formation to latest usage and future possibilities of the application of it.
- III. Thorough knowledge in HRIS with respect to MIS and learning the technical explanations and intricacies of data, information, database and data formats which form the basic input in the Information system.
- IV. An understanding of the various functions of HR that uses Information System. Learning the different inputs that go into the system according to the function performed and the recent developments in HRIS.

Semester IV

PAPER:28

**WORKPLACE
COUNSELLING COURSE CODE
E-MO/20ID/404**

Credits:2

Teaching Hours:30

Interdisciplinary

Paper OBJECTIVES

1. Introduce the student to fundamentals of counselling and application of workplace counselling.
2. To make the students understand models of workplace counselling.
3. To enhance an understanding about dealing with different kinds of people.

UNIT I INTRODUCTION

Meaning and Definition of Counseling- Counseling process- Stages (Building the counseling relationship and facilitating initial disclosure, In depth exploration, commitment to action and termination), Development of counseling skills- Introduction to important schools of counseling (Psychoanalytic counseling, Gestalt counseling, Rational emotive therapy, Person centered counseling, Behavioural counseling).

UNIT II UNDERSTANDING WORKPLACE COUNSELING

Concept- History- Models of Workplace counseling (Counseling- orientation model, Brief-therapy, Problem- focussed, Work- orientated, Manager- based, Externally based, Internally based, Welfare-based, Organizational-change)- Training of workplace counseling

UNIT III SETTING UP COUNSELING IN THE WORKPLACE

An Integrative model of individual employee counseling (Preparation, Assessment, Contractual Referring, Counseling, Termination)- Group counseling- Conflict Resolution- Intrapersonal- Interpersonal (Familial, Team building)- Preventive and Proactive Counseling.

UNIT IV DEALING WITH SPECIFIC WORK PROBLEM

Dealing with different people: Sexual Harassment- Work life balance- Unethical behavior in workplace- Travel stress.

UNIT V INDUSTRIAL COUNSELLING

Employee problem counseling: Problems of Absenteeism- Turnover- Burnout- Depression- Substance Abuse.

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab.

Text Books:

1. Workplace Counseling, 1999, Michael Carroll, Sage Publications

3. Introduction to Counseling skills – Texts and Activities, 2000 Richard Welson– Jones, Sage Publications.

Reference Books:

1. Chennai Practitioners Counselling Approaches & Practitioners Guide
2. Linda Seligman/Louie W. Reichenberg – Theories of Counseling & Psychotherapy, Pearson
3. Gibson/Mitchell, 2015, Introduction to Counseling & Guidance, Pearson
4. Asha. K. Kinra, Guidance & counseling, Pearson

Learning Outcomes:

- Students will get to know what is workplace counseling
- Able to understand the process of counseling and its various models.
- Equipped with setting up counseling in workplace.

PAPER:29A INDUSTRIAL HEALTH, HYGIENE & SAFETY

COURSE CODE – MO/20E/405A

Credits:2

Teaching Hours:30

ELECTIVE PAPER

Unit I: Introduction to Accidents & Industrial Safety:

Accidents- Definition – Causes of Accidents : Inherent Hazards, collision, Slips or Falls on Floors & Stair Castings, Miscellaneous Causes and Direct and Proximate causes. **Accident Causation Theories** – Domino Theory, Pure chance Theory, Biased Liability theory, Accident Prone theory and Multiple Causation theory . **Techniques for Accident Prevention :** Job Hazard Analysis, Job Safety Observation, Preventive Maintenance Program, Special Emphasis Program. **Accident Investigation** – Purpose – Persons Involved – **Accident Causation Model** : Task, Material Environment, Personnel and Management. **Different Ways of Collecting the facts :** Physical Evidence, Witness Accounts, Interviewing. **Cost of Accidents:** Direct and Indirect Cost **Industrial Safety** : History and development of safety movement- Need for safety- Safety legislation- Safety standards and codes, Safety policy: safety organization and responsibilities and authorities of different levels. Provisions for safety in Factories Act.

Unit II: Risk Assessment: Meaning-Importance, Preliminary hazard analysis, What if analysis, Failure mode effect analysis, Hazard and operability (HAZOP) studies, Hazard analysis techniques: Fault tree analysis, Event tree analysis, General outline of DOW index, Risk estimation and management,

Unit III: Hazard Identification

Major hazard control, On-site and Off-site emergency preparedness. Identification of hazard, Categorization methods for elimination of hazard, Mechanical hazards; machine guarding, safety with hand tools/ portable power tools, Pressure vessel hazards and their control, Safety in material handling: hazards and safe Practices, safety with storage of materials,

Electrical hazards: classification, safe work practices, Chemical hazards: laboratory safety, bulk handling of chemicals, Fire and explosion hazards, Fire detection, Prevention, control, and extinguishments, Industrial layout, Industrial waste management.

Unit III: Industrial Hygiene: Environmental stresses: physical, chemical, biological and ergonomic stresses, Principles of industrial hygiene, Overview of control measures. Permissible limits. Stress, Exposure to heat, Heat balance, Effects of heat stress, WBGT index measurement, Control Measures. Chemical agents, IS/UN classification, Flammables, Explosives, Water sensitive chemicals, Oxidants, Gases under pressure, Chemicals causing health hazards: irritants, asphyxiants, anaesthetics, systemic poisons and carcinogens, Chronic and acute exposure, Routes of entry, Types of airborne contaminants, Introduction to air

sampling and evaluation methods, Occupational exposure limits, Engineering control measures, Principles of ventilation.

Unit: Occupational Health Occupational Health: Concept of health and occupational health, Spectrum of health, Occupational and work related diseases, Levels of prevention, History of occupational health, Characteristics of occupational diseases, Essentials of occupational health services, personal protective equipments (respiratory and non-respiratory)

Text Books

1. Reese, C. Occupational health and safety management: a practical approach. Boca Raton, Florida: Lewis, 2003.
2. Anton, T. Occupational safety and health management. New York McGraw-Hill, 1989

References Books

1. R.K. Jain and Sunil S. Rao, Industrial Safety, Health and Environment Management Systems, Khanna publishers, New Delhi (2006)
2. Slote, L., Handbook of Occupational Safety and Health, John Wiley and Sons, New York

Learning outcomes – Students will be able to interpret and apply the legal requirements in the workplace and will be able to understand the professional responsibility related to occupational health, hygiene and safety.

SemesterIV

PAPER:29B ENTREPRENEURIAL

DEVELOPMENTCOURSECODE-

MO/20E/405B

Credits:2

TeachingHours:30

ELECTIVEPAPER

OBJECTIVES:

1. To help gain knowledge about the concepts of entrepreneurship
2. To acquire skills required to start and manage a business.

UNIT I

The entrepreneurial - Definition - Characteristics of a successful entrepreneur - Entrepreneurial scene in India - Case histories of successful entrepreneurs - Identification of potential entrepreneurs.. Women Entrepreneurship.

UNIT II

Entrepreneurial Development Programme and training - Entrepreneurial Environment - Project Identification - Project Formulation - Project Report - Project Appraisal - Profitability Analysis.

UNIT III

Project Planning - Social COST Benefit analysis - Financial Analysis, Project financing - Selection of site & Equipment - Institutions for ED - Financial Institution & Entrepreneur Development - Bank Finance to entrepreneur - Working Capital Management.

UNIT IV

Development of small Scale Industries - Incentives for SSI from Central Government & State Government / Industrial sickness in SSI, causes and remedies - Selection of the site and Equipment - Plan for production.

UNIT V

Marketing Feasibility - New Product Ideas and Evaluation - Marketing and pricing policy and distributing channels - Problems of small scale units. Women Entrepreneurship

Teaching Methods:

Lectures, Assignments, Discussions, Case study, Seminars, Role Play, Process lab

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TextBooks

1. Dr. Vasant Desai, 2012, Entrepreneurship & small Business – Himalaya Publications
2. Dr. P. T. Vijayashree & M. Alagammai, 2010, Entrepreneurial Development & Small Business Management, M Arggham Publications

ReferenceBooks

1. VG Patel, Entrepreneurship Development Programme in India and its Relevance to Developing Countries - VG Pate IEDI Publications
2. P. Saravanel, 1997 Entrepreneurial Development, Ess Peekay Publishing House
3. Donald F Kuratko, T. V Rao, 2012, Entrepreneurship: A South Asian perspective. Cengage Learning.
4. Arya Kumar, 2012, Entrepreneurship. Pearson

SemesterIV

PAPER-30:INDUSTRYINSTITUTEINTERFACE– IVCOURSECODE –MO/20C/406

Credits:6

No.OfDays: 25days

CORECOURSE

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Objectives:

1. To give them an opportunity to make personal observations with respect to the organization and administration of Corporate Sector.

2. To enable the students to interact with the corporate managers, executives and community/beneficiaries, governmental agencies so as to get a practical exposure to the working of organizations.

3. To enable the students to take part and have a practical experience in the Change Management initiatives undertaken by corporate.

4. To develop the skills essential for the effective management of Corporate and to practically expose them to the unique practices adopted by the Corporate.

5. To prepare them for the future practical learning.

For this purpose the field work for the programme with respect to I Semester the field work will be organized in the following manner.

Nature of Field Work:

Block internship

Semester:IV

PAPER :31 Soft Skills

IVCOURSECODE-

MO/20S/407

Credits:2

LectureHours:30

RECORDCOURSE

Conflictmanagement:Identifyingone'sownsourcesofconflict,stylesofconflictmanagement:Accommodating,Competing,Avoiding,CompromisingandCollaboration.

CampustocompanyTransition:Adaptation,Managingexpectations,developingprofessionalism,Performancemanagement(Learningtomanageone'sownperformance).

Creative thinking: Edward De Bono six thinking Hats, Developing Curiosity, Risk taking,Work life balance, using creativity for stress management, Crisis management, LifestyleManagement.

PositivePsychology:Optimism,developingsenseofgratitude,learningtoappreciate,

EVALUATION

PATTERN THEORY SUBJECTS

ICTS

ICA- 25Marks

TwoMarks $5*2=10$

FiveMarks(3outof4) $3*5=15$

Total 25Marks

ESE-100Marks

EightMarks(5outof8) $5*8=40$

TwentyMarks(3Outof5) $3*20=60$

Total 100Marks

FIELDWORK

Internal 50Marks 20MarksforAttendance
30MarksforRecordandConference

External50Marks 30MarksforExternalViva-Voce
20MarksfromtheCompanyGuide

Viva-vocePanel:

One PersonfromIndustryBackground with
morethan5yearsofexperience. OnepersonfromtheDepartment.

RESEARCHPROJECT

Internal 50Marks 20MarksforAttendance
30MarksforRecordandConference

External50Marks 50MarksforExternalViva-Voce

Viva-vocePanel:

OnePersonfromAcademicBackground withmorethan5
yearsofexperience. OnepersonfromtheDepartment.