Curriculum of M.Phil., HRM

(Human Resource Management)

From 2022-23 onwards

DEPARTMENT OF LIFELONG LEARNING

SCHOOL OF EDUCATION

BHARATHIDASAN UNIVERSITY

KHAJAMALAI CAMPUS

TIRUCHIRAPPALLI - 620 023.

BHARATHIDASAN UNIVERSITY
KHAJAMALAI CAMPUS, TIRUCHIRAPPALLI
SCHOOL OF EDUCATION, DEPARTMENT OF LIFELONG LEARNING (DLL)
Regulations and syllabus for Full Time
M.Phil., Human Resource Management (HRM) Programme Restructured
(With Effect from 2022-2023)

1. Eligibility

A candidate, who is qualified for the Master's Degree with HRM or Any PG Degree with HRM specialization or MBA Degree or 5 Year Integrated MBA Degree (HRM or General) through Regular Study/Distance Education Mode/Open University system (10+2+3+2) with not less than 55% marks or 5.51 in a 10.00 grade point scale under CBCS or Equal grade point average, is eligible to register for the M.Phil. Programme (HRM). A candidate who is qualified in above master's degree prior to 19.09.1991 with not less than 50% marks is also eligible to register for M.Phil. Programme. The SC/ST candidates are given 5% relaxation from the prescribed minimum marks.

2. Duration

The programme runs for one year consisting of two semesters. The semester –I is from August/September to December/ January and the Semester –II runs from January/February to July /August of the consecutive year.

1. Course Work

Semester –I			Semester -II		
Course Code	Title	Credits	Course Code	Title	Credits
C1	Teaching and Learning Skills	4	C5	Dissertation/Thesis (Topic selection should be relevant to the topic of the Guide Paper)	8
C2	Research Methodology and Statistics	4			
C3	Theories and Applications of HRM	4			
C4	Guide Paper -Specialization **Course- C4.1 :** Human Resource Acquisition and Retention **Course- C4.2 :** Management of Organizational Behaviour **Course- C4.3:** Entrepreneurship and Career Development **Course-C4.4:** Employee Relations and Development **Course- C4.5 :** Dimensions of HRM	4			
	Total	**16**		**Total**	**8**
Total Credits 16+8 = 24 Credits					

4.a Each course should contain 6 Units, covering the subject requirements of the course offered. The sixth Unit is meant for Optional.

I -Semester

Marks for Continuous Internal Assessment (CIA- 25 Marks) and Final Examination (FE- 75 Marks) are in the Ratio 25:75

The CIA components for 25 marks are 1. Best two out of three Test (10), 2. Seminar (5), 3. Assignment (5) and 4. Attendance (5). The final examination (FE) of university is for 75 Marks. The semester examination of I semester are centrally conducted by Department of Lifelong Learning for 3 Hours each.

CIA & FE	Tentatively
Test 1 (CIA)	November 4th Week
Test 2(CIA)	January 1st Week
Model Examination(CIA)	January 2nd Week
Semester Examinations of University / Final Semester Examination (FSE)	February 1st Week

The duration for each written examination shall be 3 hours. Question papers for the final examination of Courses – 1 to 4 shall be set externally and valued by external examiners who will form the Board of Examiners to pass the results. A candidate shall be declared to have passed Course 1, 2, 3 and 4, if he / she secure not less than 40% of the marks in both CIA and the University Examination and 50% of the marks in the aggregate (i.e. continuous internal assessment and the written Examination taken together).

Scholars should acquire a Minimum of 50% marks from CIA to appear for FE. He/ She will be declared to have passed in the various courses in semester I, provided he/she secures not less than 50 marks on an aggregate of (CIA + FE).

4.b. Question papers for C1, C2& C3 are set and valued by external examiners

4.c Question paper for C4 will be set and valued by the Research Advisor only.

Semester -I									
Course Code	Title	T /P	Contact Hrs.	Library Hrs.	Total Hrs.	Cr	CIA MKs	FE MKs	Total MKs
C1	Teaching and Learning Skills	T	2	2	4	2	15	50	100
		P	2	2	4	2	10	25	
	Total		4	4	8	4	25	75	
C2	Research Methodology and Statistics	T	4	4	8	4	25	75	100
C3	Theories and Applications of HRM	T	4	4	8	4	25	75	100
C4	Guide Paper - Specialization	T	4	2	6	4	25	75	100
	Total		16	14	30	16	100	300	400

T: Theory, P: Practical, MKs: Marks

Semester -II- C5 Dissertation	
Dissertation	Marks
Dissertation/Thesis Evaluation	150
Viva-voce	50
Total	200
Total Marks =200 for 8 credits Total Credits of the Programme (Semester –I + Semester –II) = 16+8 = 24 credits	

5.1 Question Pattern- Semester-I M.Phil.(HRM) Programme

Course	Mid & End Semester Tests and Semester Examinations		
C1	Section A : 10 Questions x 2 Marks = 20 Marks (Two Questions from each unit includes Practical Marks 5)	10x2	20
	Section B : 5 Questions x 5 Marks = 25 Marks (Internal Choice and on set of questions from each unit includes practical Marks 10)	5x5	25
	Section C : 3 Questions x 10 Marks = 30 Marks (Answer any three out of 5 questions and one question from each unit includes practical Marks 10)	3x10	30
	FE includes of Practicals for 25 marks as mentioned above **Total Marks**		**75 Marks**

C2	Section A : 10 Questions x 2 Marks = 20 Marks (Two Questions from each unit)	10x2	20
	Section B : 5 Questions x 5 Marks = 25 Marks (Internal Choice and on set of questions from each unit)	5x5	25
	Section C : 3 Questions x 10 Marks = 30 Marks (Answer any three out of 5 questions and one question from each unit) **Total Marks**	3x10	30 **75 Marks**
C3	Section A : 10 Questions x 2 Marks = 20 Marks (Two Questions from each unit)	10x2	20
	Section B : 5 Questions x 5 Marks = 25 Marks (Internal Choice and on set of questions from each unit)	5x5	25
	Section C : 3 Questions x 10 Marks = 30 Marks (Answer any three out of 5 questions and one question from each unit) **Total Marks**	3x10	30 **75 Marks**
C4	Section A : 10 Questions x 2 Marks = 20 Marks (Two Questions from each unit)	10x2	20
	Section B : 5 Questions x 5 Marks = 25 Marks (Internal Choice and on set of questions from each unit)	5x5	25
	Section C : 3 Questions x 10 Marks = 30 Marks (Answer any three out of 5 questions and one question from each unit) **Total Marks**	3x10	30 **75 Marks**

6. Dissertation/Thesis – Semester-II

For carrying out the Dissertation/Thesis, it is mandatory to strictly adhering to the following rules.

6.1 Submission

Scholars shall submit the Dissertations/Theses to the Controller of Examinations (COE) through the HOD not earlier than five months but within six months from the date of the start of the Semester-II. The above said time limit shall start from 1st of the month which follows the month in which Semester-I examinations are conducted. If a scholar is not able to submit his/her Dissertation/Thesis within the period stated above, he/she shall be given an extension time of four months in the first instance and another four months in the second instance with penalty fees. If a scholar does not submit his/her Dissertation/Thesis even after the two extensions,

his/her registration shall be treated as cancelled and he/she has to re-register for the course subject to the discretion of the University. However the scholars need not write once again the theory papers if he/she has already passed these courses.

6.2 Valuation of Dissertation/Thesis

The dissertation shall be valued by one external examiner, who is within the respective University area where the supervisor is located and by the Research Supervisor/Guide for Maximum of 150 marks by each examiner and the average of the marks awarded by both the examiners shall be taken. The external examiner shall be selected from a panel of 3 experts suggested by the Research Supervisor/Guide and working within the respective University area of the Research Supervisor. However, the University may ask for another panel, if necessary. The viva-voce examination shall be conducted by both the external examiner and the Supervisor/Guide and evaluated for the maximum of 50 marks. The valuation of M.Phil. Dissertations/Thesis and the viva-voce examination shall be carried out on the same day at the place of the Research Supervisor/Guide (viva is to be conducted only if the student passes in the valuation of the dissertation). The mark should be sent to the Controller of Examinations (COE) of the University.

6.3 Viva-Voce Examination

There shall be a viva-voce examination which shall be conducted by two examiners, one being the supervisor and the other who evaluated the dissertation/thesis. The maximum marks for the viva-voce examination shall be 50 (joint evaluation). A candidate shall be declared to have passed Part-II examination if he secures not less than 50% of the marks prescribed for the dissertation /thesis and 50% of the marks prescribed for the viva-voce Examination

7. Classification of Successful Candidates

S. No.	Total marks secured in Semester-I and Semester-II Examinations	Classification
1	75% and above in 1st attempt	I Class with Distinction
2	60% to 74%	I Class
3	50% to 59%	II Class

7.1 The candidates who pass the Semester-I and Semester-II examinations of M.Phil in their first attempt shall be classified as follows:

7.2 Scholars who pass the courses in more than one attempt shall be declared to have completed the programme under II Class.

7.3 Scholars who have failed in the courses may take the supplementary exams conducted by the COE immediately. Even then if they could not complete the course(s), they will be given two more chances only to appear for those courses along with the next batch scholars.

8. Attendance

Daily attendance for 90 working days should be enforced for the scholars. Periodical report to the guide concerned should be recorded in the register kept by the guide.

9. Scholar must obtain 80% of attendance per semester in order to appear for the Semester Examinations/Viva-Voce.

M.Phil Human Resource Management (HRM) Course Pattern from 2022-2023 onwards

Semester	Course Code	Title of the paper/Course
I	22HRM101	Course- C1 : Teaching and Learning Skills
	22HRM102	Course- C2 : Research Methodology & Statistics
	22HRM103	Course- C3 : Theories and Applications of HRM
	22HRM104	Course- C4.1 : Human Resource Acquisition and Retention
	22HRM105	Course- C4.2 : Management of Organizational Behaviour
	22HRM106	Course- C4.3: Entrepreneurship and Career Development
	22 HRM107	Course- C4.4: Employee Relations and Development
	22 HRM108	Course- C4.5 : Dimensions of HRM
II	22HRM2109	Course- C5 : Dissertation/Thesis (Topic Selected should be relevant to the topic of the Guide paper)

The above framed rules and regulations are based on the guidelines of the Bharathidasan University

M.Phil., (HRM) PROGRAMME OUTCOMES

- The M.Phil., HRM Programme imparts theoretical as well as application of theories for pursuing research in various fields especially in HRM field to the aspirants of the Programme.
- The Programme enhances participants' research proficiency in the application of Qualitative and quantitative techniques in their research field.
- the scholars can identify the research gaps for further research.

M.Phil., (HRM) PROGRAMME SPECIFIC OUTCOMES

M.Phil., HRM Scholars

- Exhibit the comprehensive knowledge framework and understanding of key functions of HRM.
- In-depth knowledge and understanding of human resource management at local, national and International level leads to do the quality research in the area of HRM.
- Examine the trends of human resource management using advanced techniques and tools.
- Apply comprehensive Research Techniques/ Statistical tools in the HRM researches.
- Can find suitable employment in the reputed higher education institutions

22 HRM 101

<h2 align="center">1 - TEACHING AND LEARNING SKILLS</h2>

Objectives of the Course

Make the students

- To bring desired changes in the attitude of learners.

- To shape the behaviour and conduct of the learners.

- Acquisition of knowledge about the learners.

- To improve the learning skills of students.

Unit - I : Soft Skills

a) Communication Skills – Oral - written – Verbal – Non-Verbal – Aids and blocks – Intra personal and Interpersonal communication – Effective Communication .
b) Behavioral Skills – Attitude – Time Management – Leadership – Team Building
c) Lateral Thinking – Conventional teacher and Lateral teacher – Creativity and Innovation
d) Facing Interviews – Different types of Interviews - Dress code – Do's and Don'ts – Frequently asked questions – Preparing a resume – Mock Interviews
e) Group Dynamics – Knowledge – Leadership – Thinking – Listening – Mock GDs

Unit - II : e – Learning & e- Teaching

An overview of Microsoft Office – 2010: MS Word – 2010-Ms- Access- MS Excel 2010 – MS PowerPoint 2010 – Concepts in e-Resources and e-Design: World Wide Web Concepts – Making use of Web resources – Web Site Creation Concepts – Creating Web pages by using Web page Editors – Creating Web Graphics- Creating Web Audio Files

Unit – III: Elements of Technology of Teaching and Learning

Psychology – Meaning Branches Scope and Methods – Emerging areas of Educational psychology – kinds and levels of Learning - Different theories of learning - factors affecting leaning – Intrinsic and extrinsic motivation – motivation – Memory and forgetting – Approaches to learning (Pavlov, skinner) – Creative thinking – theories of intelligence.

Unit – IV: Material Resources for Class Room Teaching

Referencing of books, journals, etc. – internet resources – Preparation of lecture materials – question and exercises – preparation of question banks – documentation of the material resources in hard and soft forms.

Unit – V: Class Room Teaching

Presentation skill – dress code – body language – eye contact – voice modulation – clarity of expression – black board writing – use of tools like charts, models, power point materials, hand outs, etc. – motivation of students – group discussions – problem solving sessions – short tests.

Unit – VI :

Teaching and Learning in Action –Developing Professional Practices for Teaching.

Outcome of the Course:

- To train the scholar with teaching, learning techniques and analytical skills in the field of HRM.
- Students can demonstrate through examples
- They can practice new skills
- Also learning how to use their new skills and knowledge
- Linking classroom practice for the improvements of teaching and learning environments

References

1. Lindaren Henry, (2011) Educational Psychology in classroom
2. Margaret Levine young, (2010) Internet: The Complete Reference
3. Edward De Bono, Lateral Thinking
4. Holt Richard, (2018) Psychology of classroom learning
5. Alex, K. (2015) Soft Skills
6. Joyce Cox, (2010), Step by, Microsoft Office System

22 HRM 102

C2 - RESEARCH METHODOLOGY AND STATISTICS

Objectives of the Course

Make the students

- To develops better Insight into Topic
- To provides Systematic Structure
- To enhance the Research Quality
- To derive Better Solutions and taking
- To inculcates logical and systematic Thinking and for taking Decision Making

Unit – I : Research in Management

Research: Definition and purpose. Scientific method: Characteristics and scientific attitude. Research in management: Introduction, Meaning and nature, Scope and objectives, types , utility and limitations.

Unit – II : Research In Managerial Functions

Research design: Meaning and types. Hypothesis: Definition, Sources and types – Research in planning, controlling and organizing, staffing leading, decision - making, motivation, leadership, interpersonal relations and marketing. Sampling - Meaning, methods and procedures.

Unit – III : Collection of Research Data

Sources of research data: primary and secondary sources. Primary data collection methods: Questionnaire and testing of questionnaire. Attitude measurement: Scales of measurement (Nominal, Ordinal, Interval, ratio), Rating scales: Attitudes scales (Likert scale, semantic differential scale). Profile analysis, Observation, Interview, schedule.

Unit – IV : Statistical Analysis I

Univariate analysis with the help of descriptive statistics. Investigation of association (Bivariate data). Person's correlation coefficient. Spearman's rank correlation coefficient Contigency coefficient. Simple regression analysis- Assumption about the model –Testing of Hypothesis : Framing null and alternate hypothesis. Critical region, test statistic , standard error and its role parametric test : Tests based on normal, t, f, Chi- square distributions- lab for statistical application

Unit – V : Statistical Analysis II

Non- Parametric test: Kolomogrov- Smirnov one and two sample test, run test, Mann Whitney U test, Will Coxson Signed rank test, Kruskal – Wallish test – Fried Mann test and Kendall's W test. Overview of some advanced statistical tool: Principle component analysis – Report Writing.

Unit VI:

Practical aspects of grouped data-frequency distribution, histogram, frequency polygons, percentiles, Data Management and Analysis, Frequency distributions, Measures of central tendency, measures of dispersion, variability

Outcome of the Course:

The Students will be able to

- Discuss different methodologies and techniques used in research work.
- Practice basic computer skills necessary for the conduct of research.

Materials for Reference

1. Kothari, C.R. : Research Methodology - Methods and Techniques - Wiley Eastern, New Delhi.
2. Willam Emory, C: Business Research Methods - Ontario, Irwin Dorsey Limited.
3. Repal Ross : Research - An Introduction - Banes and Nobel Books.
4. Gopal, M.H. : An introduction to Research Procedure in Social Sciences - Asian Publishing House.
5. Amarchand, D: Research Methods in Commerce, Emerald Publishers, Chennai

E. Resources:

- http://www.sociology.kpi.ua/wp-content/uploads/2014/06/Ranjit_Kumar
- Research_Methodology_A_Step-by-Step_G.pdf
- http://www.modares.ac.ir/uploads/Agr.Oth.Lib.17.pdf
- https://edisciplinas.usp.br/pluginfile.php/2317618/mod_resource/content/1/BLOCO%202_Research%20Methods%20The%20Basics.pdf
- http://web.ftvs.cuni.cz/hendl/metodologie/introduction-to-research-methods.pdf
- http://shodhganga.inflibnet.ac.in/bitstream/10603/3727/12/12_chapter%202.pdf

Materials for Reading

- ✓ Kothari. C.R.,(2004) Research Methodology, Methods and Techniques, New Age International (P) Limited, Publishers, New Delhi
- ✓ Yogesh Kumar Sing (2006) Fundamental of Research Methodology and Statistics New Age International (P) Limited, Publishers, New Delhi
- ✓ Bernard C.Beins and Maureen A.McCarthy (2012) Research Methods and Statistics, Pearson Education, Inc, Boston.
- ✓ Panneerselvam.R (2012) Research Methodology, PHI Learning Private Limited, New Delhi
- ✓ Alan Bryman (2012) Social Research Methods Fourth Edition, Oxford University Press
- ✓ Sajveen Rao A (2009), Deepak Tyasi, Research Methodology with SPSS, Shree Niwas Publications , E 300, 2nd Floor, Vaishali Nagar Jaipur-302021.
- ✓ Ahar singh,(2010) Research methodology, Mohit Publications, New Delhi.
- ✓ Jha. D.K.(2011) Research Methodology in Business Management, Cyber Tech Publications, New Delhi.
- ✓ Arya P.P & Yesh Pal (2011), Research Methodology Management Theory, Deep & Deep Publications,Pvt, Ltd. New Delhi.
- ✓ Garg K.K (2010) Research Methodology Omega Publications, New Delhi.

- Sharma N.K,(2010) Research Methodology, KSK Publications and Distributors.
- Dr. RajeshM. Deshmukh, (2016), Research Methodology in Management, Chandralok Prakashan.
- Meghraj Kapurderiya, (2014), research Methodology in Social Science, R. P. Publications.
- Jai Narain Sharma (2011), Research Methodology The Discipline And Its Dimensions, Deep & Deep Publications Pvt Ltd.
- Attar Singh (2010) , Research Methodology, Mohit Publications.
- Dr. Y. K. Singh, Dr. R. B. Bajpai (2010),Research Methodology Techniques and Trends, A P H Publishing Corporation.
- Dr. Y. K. Singh, Dr. R. B. Bajpai (2010),Research Methodology Data Presentation, A P H Publishing Corporation.
- Deepak Chawla, Neena Sondhi (2011), Research Methodology Concepts and Cases, Vikas Publishing House Pvt Ltd.
- Suresh Chandra, Mohit Kr. Sharma, (2013), Research Methodology, Narosa Publishing House Pvt. Ltd.
- Dr. Anil Tandon, (2010), research Methodology Methods and Techniques, Anmol Publications Pvt. Ltd.
- Dr. Alok Kumar Kashyap, (2011), Research Methodology Tools and Techniques, Ancient Publishing House.
- Dr. Sharma. N. k, (2010), Research Methodology, KSK Publishers and Distributors.

22 HRM 103

C3 - THEORIES AND APPLICATIONS OF HRM

Objectives of the Course

Make the students

- To establish and maintain organizational structure.
- To develop co-ordination among individual and group within organization.
- To create facilities and opportunities for the growth of the organization.
- To attain an effective utilization of human.

Unit I: Introduction of HRM

Definition of HRM-Need and Importance of HRM, HR policies, Programmes and Plans-HRM Process Approach path global status, Linking HR and International Expansion- Strategies Changing environment, changing role of HR managers, Internationalization business, Need for responsive organization, Current Trends of HR, Ethics and IHR anger, Variables that moderate Domestic HRM and IRM Importance of Cultural awareness, Expanding the role of HRM in International Firms- Strategic HRM.

Unit II: Organizational Context of HRM

International Recruitment and selection of Executives, Nationality Staffing Policies, Issues. Repatriation process, managing people in international context. Human Resource Information System (HRIS) -Definition, Meaning, Need Scope and Advantages, Functions, Types, Modern IS, Limitation, MIS application e'HRM, e'HR, Activities, e-Learning, Paperless office- International Management Practices- TQM & ISO.

Unit III: Performance Management Systems

Definition of Performance Management(PM) -Multinational Performance management systems, Factors associated with individual Performance Appraisal- 360 Degree Appraisal Method,Potential Appraisal- Criteria for appraising International employees. Identifying variables affecting performance, issuing managing performance in the global context, Providing feedback, Opportunities for improvement.

Unit IV: Training and Development

Definition of Training and Development -Training and supporting an expatriate assignment, Training strategies, Expatriate training, Role of expatriate training, New Trends in Expatriate training, components of effective pre-departure training programs. Developing staff through international assignments, Repatriation training. Host Country National (HCN) training, Third Country National (TCN) training.

Unit V: Compensation and IR

Conceptual and theoretical understanding of compensation - Objectives of international Compensation, Approaches, issues, Challenges a theoretical development in IHR. IR, Nature, approaches, key issues in international IR-Trade unions and international IR, Response of Trade Union

Unit VI: Case studies relating with Applications of HRM

Outcome of the Course:

The Students will be able to

- Understand the application of HRM and IRM

- Apply HRIS in the working environment

- Use Performance Management tools in a better way

Materials for References

- Aswathappa, K, Sadhandash, (2008), "International Human Resource Management Tata McGraw Hill.
- Avinash Kumar Srivastav, (2007), Differential Climate in the Organization: An Empirical Study Across Age Groups, Organizational Behaviour, The ICFAI University Press, Hyderabad, India.
- Avinash Smita Gupta, (2007), Organizational Commitment and Climate for Participation: An Empirical Study in Private and Public Sectors, Organizational Behaviour, The ICFAI University Press, Hyderabad, India.
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- Bhatia, S.K., 2005, International Human resource Management: A Global Perspective, Deep and Deep Publications Pvt. Ltd., New Delhi.
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- Biswantah Ghosh, (2010), Human Resource Development and Management, Vikas Publishing House Pvt. Ltd.
- Chandana Sinha, (2010), Human Resource Management concept and planning, Surendra Publications, New Delhi.
- Deepa Garg, (2009), Human Resource Management, Mohit Publications, New Delhi.
- Dowling & Welch, 2006'International Human Resource Management". Pearson publications.
- Gary Dessler, (2007), "Human Resource Management" 8th edition, Tata McGraw Hill.
- Gupta, C.B.(2009), Human Resource Management, sultan Chand & sons New Delhi.
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- Mohamed Shabbaz Alam Anita, (2009), Human Resource Management, Atlantic Publishers and Distributors, New Delhi.
- Nayantara Padhi, (2009), Human Resource Management, Atlantic Publications, New Delhi.
- Prasad L.M., (2000), Human resource Management, Sultan Publication & Sons Publication.
- Ram Kumar Balyan et.al (2011) Performance Management(Text and Cases) Himalaya Publishing House Pvt. Ltd, Mumbai-400 004.
- Rao, VSP, (2010), Human Resource Management, Text and cases, Excel Books
- Sahjeev Kumar Singh, 2008,Human Resource Development, Atlantic Publications & Distributors.
- Saiyqadain, Mirzaa S. (2000), Human resource Management, TMH, New Delhi
- San Beardwell and Len Holden, (1998), Human Resource Management, New Delhi,
- Subba Rao., P., (Ed.) 2000, Human Resource Management in the New Millennium, Himalaya Publishing House, New Delhi.
- Ved Prakash,(2005), Human Resource Management , Anmol Publications Pvt. Ltd New Delhi.

Materials for Reading

1. Vikas Arora and Seema Arora(2011) HRM, Global Vision Publishing.
2. S.K.Bhatia (2011), HRM, Deep and Deep publications PVT ltd.
3. Aswathappal (2015), HRM, McGraw Hill Education India(P) Ltd.
4. Rober L.Mathis, John H.Jackson and Mano Ranjan Tripathy (2012) HRM –A south Asian Perspective, Cengage Learning India Pvt. Ltd.
5. Neea Sharma (2014) HRM in 21st Century, Kumud Publications, New Delhi
6. Ashly H.Pinnington, Rob Macklin, Tom Campbell, (2007) Human Resource Management: Ethics and Employment, Oxford University Press –ebook.
7. Chris Roweley and Keith Jackson (2011) Routledge, London-ebook.
8. Matthukutty M. Monippally (2019) Business Communication from Principles to Practice, Mc Graw Hill Education India Pvt.Ltd.

22HRM 104 (Guide Paper -Specialization)

C4.1- HUMAN RESOURCE ACQUISITION AND RETENTION

Objectives of the Course

Make the students

- To familiarize the Students with Talent Management
- To help them understand the Acquisition, Retention, Development and Compensation practices
- To enhance understanding of the talent Management practices
- Understanding talent Management Practices in other countries

Unit I - Recruitment

Recruitment policy-factors affecting recruitment policy and programmed –recruitment process-recruitment planning-sources of recruitment methods of contacting sources –evaluation and control.

Unit II- Selection

The importance of recruitment and selection - Concept selection process Recruitment and Selection:Source of Recruitment, Stages in Selection Process - application blank –Selection test-Validation of tests-Reliability in tests. Developing –test Programmed-Selection Interview-Types of Interview-Steps in Interview process-Qualities of effective interviewer- pitfalls in Interview.

Unit III : Socialization and orientation

Different conceptualizations of justice- Socialization, Assumption of employee socialization –Socialization process-Orientation- placement –placement situation.

Unit IV : Career Planning and Development

Concept of Career –Career stages- career planning-process-career development programmed – Model for planned self development –Time Management in self development – Succession Planning.

Unit – V: Training and Development

Concept and role of Training and development – Accessing training and development-Accessing training and development needs – Methods – sensitivity training-transactional analysis-organizing and conducting t&D Programmed –Considering factors in T &D effectiveness-Evaluation of T& D –Internal criteria for t & D evaluation –Cost benefit analysis for T & D.

Unit – VI: Case Studies.

International Experiences – Case Studies on HR Actuations and Retention - Discussion

Outcome of the Course:

Students can understand

The concept of employee turnover, prevents attrition rate, Increase retention, and foster employee engagement

Materials for Reading and References:

1. Aswathappa , (2000), Human resource and Personnel management TMH,
2. Charles W.L. Hill & Gareth R. Jones, (2009), Strategic Management and Integrated Approach, Bigtantra, New Delhi.
3. Gary Dessler, (2000), Human resource Management Prentice hall of India, New Delhi,.
4. Gregory Moorhead& Ricky W. Griffin, (2009), Organisational Behaviour Managing people and Organization. Bigtantra, New Delhi.
5. Hari Om Goel , (2007), Personality Development, Kalpaz Publications, New Delhi.
6. Janakiram B, 2010, Training and Development, Bigtantra, New Delhi.
7. Prasad L.M., (2000), Human resource Management, Sultan Publication & Sons Publication,
8. Saiyqadain, Mirzaa S. (2000), Human resource Management, New Delhi, TMH.
9. San Beardwell and Len Holden, (1998), Human Resource Management, New Delhi, macmillan,
10. Tapomoy Deb, (2008), Training and Development concepts and Applications, Ane Books, India.
11. Thomas N. Duening & John M. Ivancevichh , (2009), Management Principles and Guidelines, Bigtantra, New Delhi.

22 HRM 105 (<u>Guide Paper -Specialization</u>)

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C4.2- MANAGEMENT OF ORGANIZATIONAL BEHAVIOUR

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Course Objectives

Make the students

- ✓ To understand fundamentals of Psychology for getting more in-depth knowledge on Human psychology.
- ✓ To prepare for practicing the flexibility and Adoptability
- ✓ To prepare for attending and clearing UGC-NET Examination

Unit: I Organisational Behaviour

Introduction-definition, meaning, nature and importance of OB-The total organization and the concept of systems: the elements and boundaries of a system-Functional and Dysfunctional aspects-openness and transformation process of a system-interconnectedness of sub systems and levels-equilibrium versus change in systems.

Unit: II Individual Behaviour

MARS model of individual behaviour and performance-types of work related behaviour-Behaviour modification-ABC's of behaviour modification-Limitations-work group-cohesiveness in groups : integration-Differentiation in groups: building internal structure as a basis for productivity- developing group effectiveness.

Unit: III Organization culture

Organization culture-institutionalization-culture's function-culture as liability-creating and sustaining culture-how employees learn culture- organization climate- factors influencing organization climate0Team building and motivation.

Unit: IV Organizational change

Organizational change- forces for change- managing planned change- change agents-resistance to change- approaches to managing organizational change- contemporary change issues- work stress and its management- emotional intelligence- attrition.

Unit: V Effective Relationship

Building effective relationships- LEAD instrumentation- Lead profiles- contracting for leadership style- values and attitudes- knowledge management- competency mapping.

Unit: VI : Case Studies

Case studies on management of organizational behaviour

Course Outcome

Students, after the course, will be familiar with

1. Psychology of the people in the workplace.
2. Learning to maintain effective Workplace climate.
3. The behavoural determinants at work place.
4. The behaviour of the Organization.
5. Understanding the stress and its management.
6. To avoid monotony and fatigue in the workplace.
7. To modify or change the workplace behaviour of the business.
8. Able to work in team and groups.
9. Understanding the importance, influence and processing of skills in work environment.
10. Apply the OB approaches according to their specific requirements.
11. To meet the challenges in their companies.

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- ✓ John M. Jvancegch, Robert Konopaoke Michael, T. Makeson, Organisational Behaviour and Management, Tata Mc Graw Hill Publications Company Ltd, 2008.
- ✓ John B. Miner, Oraganisational Behviour-1, Prentice hall of India Pvt. Ltd, N.D.1 2007.
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C4. 3 - ENTREPRENEURSHIP AND CAREER DEVELOPMENT

Course objectives

Make the students

1. To learn Concepts, innovation and skill development of Entrepreneurship.
2. To know the practice of Managing a Small Business, Business plan, Financial Planning and Control
3. To understand about creation of new venture.

Unit - I -Perspective of Entrepreneurial Development

Concepts of Entrepreneurship Development- Evolution of the concept of Entrepreneur - Entrepreneur Vs. Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager -Attributes and Characteristics of a successful Entrepreneur - Role of Entrepreneur in Indian economy and developing economies with reference to Self-Employment Development- Entrepreneurial Culture- Relevance of Entrepreneurship to Socio-Economic Gains.

Unit - II - Business Opportunities & Business Planning

Environmental Analysis importance, understanding roles- Scanning of Environment- Evaluation of factors – Sensing Opportunities – harnessing different sources of knowledge and information- Generation of Ideas- Identifying problems and opportunities Defining Business Idea Business Planning -The Project report- Basic Government Procedures.

III. Entrepreneurship Support

Business Environment Analysis tools- ETOP, SWOT Analysis, GAP analysis, PESTLE Analysis, Porters Five Forces Model, Mckinsey 7S approach, Value Chain Analysis. Role of Central Government and State Government in promoting Entrepreneurship - Institutions and Schemes of central and state governments - Introduction to various incentives, subsidies and grants - Export Oriented Units - Fiscal and Tax concessions available-Role of following agencies in the Entrepreneurship Development - District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB)

Unit –IV –Project Management

Technical, Financial, Marketing, Personnel and Management Feasibility - Estimating and Financing funds requirement - Market survey & Assessment – Demand, Supply and Nature of Competition- Cost and Price of Products - Project Innovation and Changes- Feasibility Study.

Unit –V – Successful Venture

The FOUR Entrepreneurial Pitfalls (Peter Drucker) -Women Entrepreneurs- Reasons for Low / No Women Entrepreneurs- Role, Problems and Prospects- Case studies of Successful Entrepreneurs and Entrepreneurial Venture.

UNIT VI - Project Report

Introduction - Idea Selection -Selection of the Product / Service -Aspects of a Project - Phases of a Project - Project Report - Contents of a Project Report - Proforma of a Suggested Project Report for a manufacturing Organization.

Course Outcome

Students, after the course, will be familiar with

- The development Entrepreneurship and careers
- Analyze the Business Opportunities & Business Planning
- Find out the Entrepreneurship Support
- Manage the Projects in efficient manner

Materials for References:

1. A Guide to Small Scale Entrepreneurs, (1985), Director of Industries, Government of Tamil Nadu, Chennai,
2. A Hand Book for Entrepreneurs, (1994), TANSTIA, Chennai.
3. Rathore BS and Saini, JS A Handbook of Entrepreneurship, Aapga Publications, Panchkula (Haryana).
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9. Marvin A. Jolson, (2000), Marketing Management,
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11. Raymond.W.Y., Kao, (2001), Entrepreneurship and Enterprise Development in Asia, Pearson Education Asia,
12. William J. Stanton,(2005), Fundamentals of Marketing,

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2. http://www.apo-tokyo.org/00e-books/IS-26_SMEs/IS-26_SMEs.pdf
3. https://www.tutorialspoint.com/entrepreneurship_development/entrepreneurship_developm ent_tutorial.pdf
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5. http://www.ilo.org/wcmsp5/groups/public/---ed_emp/---emp_ent/ ifp_seed/documents/publication/wcms_175471.pdf

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- Balakrishnan, G., Financing Small Industries in India (1950-1952) Bombay, Asia Publishing House (1961).
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- Rameshwari Pandya, Skill Development and Entrepreenurship Development in India, 2016, New Century Publicatons, New Delhi, India.
- Vasanta Desai, Dynamics of entrepreneurial development and management,2013, Himalaya Publishing House, Mumbai, India.
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- S. L. Gupta, Arun Mittal (2011), Entrepreneurship Development, International Book House.
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C4. 4: EMPLOYEE RELATIONS AND DEVELOPMENT

Course Objectives

- To familiarize the students about the relevance and significance of employee relations

- To study employee relations and the methods and practices used in today's organisations

- To design programs and governance structures to utilize and employees relations and skills

Unit – I : Labour Law

History, Nature, Types of Labour Laws, Scope, Special features of common law and Legislation Labour welfare: Meaning. Features, Scope; Importance, Principles, India's Labour Policy, Unfair Labour Practices.

Unit – II : Safety And Welfare

Factories act, 1948- Health- Safety – Hours of work- Holidays and Leave with wages- Employment of women and children- Inspection and Regulation- Employee Provident Fund Act, 1952.

Unit – III : Disciplinary Procedures

Discipline - Meaning , Concept, Objectives, Policy, Rules, Procedure, Maintaining and Improving Discipline of policy – Disciplinary Action Procedures and Stages – Formal Disciplinary process- Types of Approaches- Types of Misconduct – Rules for Employees – Different forms of Dismissal – Fair grounds for Dismissal – Determination of Fairness of Dismissal – Fair grounds for Dismissal – Remedies for Unfair Dismissal.

Unit – IV : Quality of Work Life

Nature and Concept, Definition of QWL- Objectives – Importance – Q Ways to Increase QWL- Determinants of QWL- Need for Innovative Approaches .

Unit – V : QWL and Empowerment

Potential difficulties of QWL – Strategies of QWL – Examples of QWL. Empowerment-Definition, reasons, emergence of Empowerment – Pre- requisites of Empowerment – Process of Empowerment- Examples of Empowerment Programme.

Unit – VI : Technology Development

Artificial Intelligence delivery system, HR chat boxs, reinforce employee relations and support workforce engagement.

Course Outcome

Students, after the course, will be able to

- Identify key legislation affecting the employee relations

- function of human resource management;

- define the role of employee relations as it relates to organizational effectiveness.

Materials for Reading and References

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9. Nilonjan, (2007), Human Resource Management, Excel Books New Delhi.
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13. Tapomoy Deb, Human Resource Development Theory and Practice, Ane books India.
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15. Wilfret, P. (2008), Competency Based Human Resource Management, Pearl Books, New Delhi.

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C4.5- DIMENSIONS OF HRM

Course Objectives:

Make the Students

1.   To understand the definition and functions of HRM.
2.   To study the evolution, development, contemporary thoughts and models of HRM.
3. To know the dimensions, activities and career planning of HRM.

Unit – I : Organizational Behaviour

Concept – Sources, Reasons of Organizational behaviour: Factors Intrinsic to job, role of people, Work relationship, Organizational structure and climate – Personal Stressors. Individual Effects, Organizational Effects.

Unit – II : Stress Coping Strategies & Perceptions

Individual Stress coping strategies : Stress reduction, resilience recuperation strategies – Organizational stress coping strategies, Organisational stress factors in India – Stress and woman executives.

Unit – III : Training & Development

Meaning & Objectives, Concept of Training ,Need analysis. Training Cost and benefits , Task and Performance Analysis-Types of Training-Training Evaluation-models of evaluation. Employee Development- Different Approaches to Employee development- Transfers and Promotions – Technology in Training.-Training Methods-On the Job Training-Off the Job Training

Unit – IV : Knowledge Management

Meaning and Concept of KM , The Nature of Knowledge, Knowledge Management Solutions, Organizational Impacts of Knowledge Management, Factors Influencing Knowledge Management, Knowledge Management Assessment of an Organization.

Unit – V : Labour Welfare

Concept of Social Welfare; Labour Welfare: Concept, Scope and Philosophy of Labour Welfare; Principles of Labour Welfare; Role of Welfare in Commitment and Structuring of Labour Force; Indian Constitution and Labour Welfare. Agencies of Labour welfare and their roles.

Unit – VI : Case Studies

Comprehensive case studies in HRM dimensions.

Course Outcome

Students, after the course, will be able to

- Understand the personal and Organizational Stress
- Understand the application of Training & Development and Knowledge Management

  Identify the Organizational KM

Materials for Reading and References

1. Amrit Tiwana, (2002). The Knowledge Management Toolkit: Orchestrating IT, Strategy, and Knowledge Platforms (2nd Edition). Prentice Hall.
2. Aswathappa, K. (2008), Human Resource Management Text and cases, Tata Mcgraw –Hill publishing company Ltd, New Delhi.
3. Bhaskar Chatterje, (2007), Human Resource Management A contemporary Text, Sterling Publishers Pvt.Ltd New Delhi.
4. Elias M.Awad, Hassan M. Ghaziri, (2004). Knowledge Management, Prentice Hall.
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6. Khanka, S.S. (2008), Human Resource Management Text and cases, S.Chand & company Ltd. New Delhi.
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C5- Dissertation/Thesis

(Topic selection should be relevant to the Guide Paper)

Objectives:

Impart practical knowledge on research in the field of Human Resource Management subjects

Particulars of Evaluation

2 Reviews of the Report   – 40 Marks (2 x 20)

Evaluation of the Project Report   – 40 Marks (2 x 20)

Viva -Voce Examination   – 20 Marks (2 x 10)

Total   – **100 Marks**

Course Outcome:

On completion of the Dissertation/Thesis the scholars are able to:

- Observe situational variables
- Review environmental changes
- Understand the roles and responsibilities of the researcher
- Understand the specialized knowledge
- Compare and contrast the reality and theory.