

**BHARATHIDASAN UNIVERSITY, TIRUCHIRAPPALLI – 620 024.**

**Master of Human Resource Management**

**(Centre for Distance Education)**

**(For the candidates admitted from the academic year 2005-2006 onwards)**

**Scheme of Examinations**

**(Annual Pattern)**

<b>Year</b>	<b>Paper</b>	<b>Marks</b>
I	Major Paper I – Principles of Human Resource Management	100
	Major Paper II – Organizational Behaviour	100
	Major Paper III – Counselling	100
	Major Paper IV – Industrial Relations and Labour Welfare	100
	Major Paper V – Human Resource Management	100
	Major Paper VI – Labour Legislation	100
II	Major Paper VII – Compensation Management	100
	Major Paper VIII – Organization Development	100
	Major Paper IX – Training and Development	100
	Major Paper X – Changing Management	100
	Major Paper XI – Performance Management	100
	Major Paper XII – Social and Organizational Psychology	100
	Project	100
		1300

# **PAPER I - PRINCIPLES OF HUMAN RESOURCE MANAGEMENT**

## **Unit I**

Human Resource Management – Definition – Objectives – Functions – Scope – HRM in India – Evolution of the concept – Environment of HRM – Measures to speed up growth – Human Resource planning.

## **Unit II**

Career Planning Vs Manpower planning and succession planning – Career planning process – career development – concept of Job analysis – Process & Methods of Job analysis – Sources of Recruitment – Selection tests – Placement & Induction.

## **Unit III**

Methods of Training – Principles of Executive development – concept of Objectives of Performance Appraisal – Appraisal of potential – Methods of Job evaluation – Wage & salary Administration – Employee welfare – Industrial Relations & Trade Unions – Employee Empowerment.

## **Unit IV**

Evolution of management thought, Systems and contingency approach for understanding organizations, managerial process, functions, skills and roles in an organization; Social Responsibility of Business ; Communication, group decision making, Leadership.

## **Unit V**

Understanding and Managing Individual behaviour – Personality, Perceptions, Values, Attitudes, Learning, Work Motivation, Individual decision making and problem solving; Understanding and managing group processes, Work stress.

## **Books for Reference**

1. Human Resource Management – Dr. C.B.Gupta – Sultan Chand & Sons.
2. Human Resources & Personnel Management – K. Aswathappa – Tata McGraw Hill
3. Personnel & Human Resource Management – P. Subba Rao – Himalaya Publishing
4. Koontz, H and wechrich, H. Management, 10<sup>th</sup> ed., New York, McGraw Hill, 1995
5. Luthans, F. Organizational Behaviour 7<sup>th</sup> ed., New York, McGraw Hill, 1995.

## **PAPER – II – ORGANIZATIONAL BEHAVIOUR**

**Objectives:** The objectives of the course are:

1. To familiarize the participants with the behavioural patterns of human beings at individual and group levels in the context of an Organization, which in its turn is influenced by the environment enveloping it, so that.
2. The ability of the participants in the knowledge, Prediction and control of human behaviour in an Organization is enhanced.

### **Unit –I**

History of Management Thought, Henri Fayol's Principles of Management and Mintzberg's nature of managerial work.

### **Unit – II**

Individual behaviour – personality: perception: learning, attitudes inter-personal behaviour – Group and inter-group behaviour.

### **Unit – III**

Organization and the systems concept: Organization – theories: social Organization, Organizational rules; power authority and status. The Organization relation to its environment.

### **Unit – IV**

Motivation and morale, leadership-nature, type and approaches, development of leadership including laboratory training and group dynamics.

### **Unit –V**

Management of change: conflict Management. Organization Health, Development and Effectiveness. Management of culture, Cross Cultural Management.

### **SUGGESTED READINGS:**

1. KASTAND ROSENZWEIG – Organization and Management.
2. KEITH DAVIS – Human Behaviour at work.
3. KAMALA CHOWDHRY & SUDHIR KAKKAR – Understanding Organization Behaviour.
4. ATHOD & COFFEY – Behaviour in Organizations.
5. HERSEY & BLANCHARD – Management of Organization Behaviour.
6. GIBSON & OTHERS – Organization – Structure Process and Behaviour.
7. EDGAR SCHEIN – Organization Psychology.
8. KATZ & KATHN – The Social Psychology of Organization.
9. ABRAHAM K KORMAN – Organizational Behaviour.

## **PAPER III – COUNSELLING**

### **Unit I**

Counselling – History of counselling – dimension of counseling – basics of counseling common criticisms - orientation models – problem focused models – work oriented models – welfare based models – organization change models - externally based models – internally based models.

### **Unit II**

Multiple roles of counsellors – Counseling values Vs business values training for counsellors – ethical issues in counselling stress and counseling – impact of organizations – systematic approaches - organization culture different cultures and counseling.

### **Unit III**

Preparation of counseling - assessing counseling - contracting for counseling – termination counseling - preparation of employee -assessment of employee-contracting / referring – engaging in counseling and termination counseling.

### **Unit IV**

Training in ethical decision – making - making ethical decisions – ethical responsibilities for and to clients and organizational – employee counselors ethical responsibilities for and to themselves organizations ethical responsibilities.

### **UNIT V**

Usefulness of evaluation – record keeping evaluation – formative and summative evaluation - different methods of counseling evaluation - counseling for improving performance.

### **REFERENCE BOOKS**

1. Workplace counseling, Michael Carroll, Sage publications, 1999.
2. Introduction to counseling skills – texts and activities, Richarge welson – Jones, Sage publications, 2000.
3. Counseling and guidance – Narayanee, Rao, S. Tata Mc Graw Hill, 1992.

## **PAPER IV - INDUSTRIAL RELATIONS & LABOUR WELFARE**

### **Unit I**

Introduction to Labour Laws – Philosophy of Labour Law - Labour Law, Industrial Relations & Human Resource Management – Concept of Labour Law origin – objectives & classification of Labour Law.

### **Unit II**

Industrial Relations Law: Industrial Disputes Act, 1947 – Trade Unions, Act – Industrial Employment (Standing orders) Act, 1946- Industrial Discipline & Misconduct – Procedure for taking Disciplinary action.

### **Unit III**

The workmen's Compensation Act, 1923 – the employees' State Insurance Act, 1948- the employee provident fund Act, 1952 the payment of Gratuity Act 1972.

### **Unit IV**

The Maternity Benefits Act, 1961 the Payment of Wages Act, 1948 The Payment of Bonus Act, 1966.

### **Unit V**

The Factories Act, 1948 The Mines Act, 1952 – shops & Establishment Laws Plantation Labour Act 1951 – contract Labour ( Regulation & Abolition ) Act, 1986.

### **Boos for Reference:**

1. Elements of Industrial law – N.D. Kapoor – Sultan Chand & Sons.
2. Industrial Organization Amridyasen – oxford, publications.
3. Industrial law – Varma & Agarwal- Forward publishing co.
4. Personal Management – Edwin b Flippo –Tata Mcgraw hill.
5. Dynamics of Industrial Relations – Dr. c.B. Mamoria, Dr. Sathich Mamoria & S.C Gankar – Himalaya – publishing house.

## **PAPER V - HUMAN RESOURCE MANAGEMENT**

### **Unit I**

Introduction to Human Resource Management – Definition – Objectives - Functions – Scope – organization of HRM Department – Concept of HRD – Merger and Acquisition strategies in HRM – Job Analysis and Job Design.

### **Unit II**

Human Resource Planning – HRP at different levels - Process of HRP – Sources and Techniques of Recruitment – Selection procedure – Tests – Interviews – Placement – Induction – Training & Development – Performance Appraisal – Career and succession planning.

### **Unit III**

Wage & Salary Administration – Wage Boards & Pay Commissions – Wage Incentives – Bonus – Fringe Benefits – Types of Fringe Benefits – Employee Welfare – Safety & Healthy Measures – Grievance Procedure – Redressal of Grievances.

### **Unit IV**

Industrial Relations – Meaning & Characteristics of Industrial Relations – Parties to Industrial Relations – Nature of Trade Unions – Problems of Trade Union – Measures Strengthen Trade Union movement in India – Causes for Industrial Disputes – Settlement of Industrial Disputes.

### **Unit V**

Collective Bargaining – Features – Pre – requisites of Collective Bargaining – Agreements at different levels – Collective Bargaining in India – Workers' participation in Management – Objectives - Forms of workers participation – Pre requisites for successful participation.

### **BOOKS FOR REFERENCE:**

1. Human Resource Management – Dr. C.B. Gupta – Sultan Chand & Sons
2. Personnel & Human Resource Management – P. Subba Rao – Himalaya Publishing House
3. Human Resources & Personnel Management – K.Aswathappa – Tata McGraw Hill publishing Co. Ltd.
4. Personnel Management & Human Resources – C.S. Venkata Ratnam & B.K. Srivastava – TMPL.
5. Dynamics of Industrial Relations – Dr. C.B. Mamoria, Dr. Satish Mamoria & S.V. Gankar – Himalaya Publishing House.

# **PAPER VI - LABOUR LEGISLATION**

## **Unit I**

Introduction to Labour Legislation – Need for Labour Legislation – Constitutional framework of Labour Legislation – Objectives – Principles of State Policy – Labour Policy – Emerging issues & recent trends.

## **Unit II**

Labour & Indian Constitution – Legislative powers of the Union & threats of Labour matters – Fundamental rights & directive principles of State policy – Labour Policy – Emerging issues & recent trends.

## **Unit III**

International Labour Organisation – Objectives of the I.L.O. - Procedure for admission as a member – Structure of the I.L.O. – The Governing Body – The International & Labour Office – Finance of the I.L.O. – I.L.O. & Indian Labour Legislation.

## **Unit IV**

The Factories Act, 1948 – The Employees' State Insurance Act, 1948 – Workmen's Compensation Act, 1923 – Payment of Wages Act, 1936 – Minimum Wages Act, 1936.

## **Unit V**

Employees' Provident Fund Act, 1952 - The Payment of Gratuity Act, 1972 - The Industrial Disputes Act, 1947 - The Trade Unions Act, 1926.

## **BOOKS FOR REFERENCE:**

1. Dynamics of Industrial Relations – Dr. C.B.Mamoria, Dr. Satish Mamoria & S.V. Gankar – Himalaya Publishing House.
2. Industrial Organisation – Anirdyasen – Oxford Publications
3. Industrial Relations & Labour Law – S.C. Srivasstaa – Vikas Publications.
4. Industrial Law – N.D. Kapoor – Sultan Chand & Sons
5. Personnel Management & Industrial Relations – Tripatho – Sultan Chand & Sons
6. Personnel Management – Edwin B. Flippo – Tata McGraw Hill.

# **PAPER VII - COMPENSATION MANAGEMENT**

## **Unit I Introduction of compensation concepts & theories**

Conceptual and theory related Compensation Management – Employees Satisfaction and Motivation issues in Compensation design – Establishing Internal, External and Individual equality.

## **Unit II Establishing pay variables & Incentives**

Strategic importance of variable pay – Determination of Inter and Intra industry compensation differentials – Individual and Group Incentives.

## **Unit III Other Payments**

Dearness Allowance – Emergence and Growth in India – Wage Incentive Plans for Blue-Collar workers and White-Collar workers – Incentives for Management Employees – Non-Monetary Incentives – Executive Compensation – Role of Fringe Benefits in reward systems

## **Unit IV Retirement Plans & Wage fixing Machineries**

Retirement Plans including VRS/Golden Handshake Schemes – Scope and Role of Wage Boards and Pay Commission.

## **Unit V Collecting Bargaining and emerging trends**

Issues in Indirect Compensation – Compensation systems in Multinational Companies and IT Companies including ESOP – Collective Bargaining system & Practice Strategies – Loan term Settlements and Productivity settlements. Tax implications – From employers point of view and employees point of view.



## **PAPER VIII - ORGANISATION DEVELOPMENT**

### **Unit I**

Organisation Development – Concept of OD – Nature & Scope of OD – Historical perspective of OD – Models & theories of planned change – Resistance to change – strategies for planning & implementing change.

### **Unit II**

Managing the OD process : Diagnosis – Diagnostic practices – The Action Component – OD Interventions – The programme Management Component.

### **Unit III**

OD Interventions – Effective Interventions – Overview of Interventions : Human Resource Interventions, Structural Interventions, Human Resource Management Interventions and strategic Interventions.

### **Unit IV**

Key considerations & issues in OD : Issues in consultant – Client relationship – The future of OD - some Indian experience in OD.

### **Unit V**

Implementation of OD – Assessment of OD – Utilisation & Application of Group work – Leadership for OD – HRD Applications – Learning processes in organization.

## **BOOKS FOR REFERENCE**

1. Organisation Development – Behavioural Science & Interventions for Organisation Improvement – Wendell L French & Cecil H Bell Jr. – PHI.
2. Organisational Behaviour – Robbins, Stephen – Hall India Pvt. Ltd.
3. Organisation Development – Theory, Practice & Research – French Bell & Zawack – Universal Book Stall.
4. Organisation Development & Change – Thomas G. Cummings & Christopher G. Worley – Thomson South – Western.
5. Organisation Development Intervention & Strategies S. Ramnarayan, T.V. Rao & Kuldeep Singh – Response Books.
6. Organisation Development It's Nature, origins & prospects – Warren G. Bennis.
7. The change Masters – Rosabeth Moss Kanter – Simon & Schuster.
8. Human Resource Development – Tripathi.
9. Organisational Behaviour – Luthans, Fred – Mc Graw Hill.

## **PAPER IX - TRAINING AND DEVELOPMENT**

### **Unit I**

Definition of Training – concept features – Significance role of training – Historical development of Training and Development - applying training to organizational effectiveness.

### **Unit II**

Learning : Basic concepts - components of learning – Principles of Learning – Learning Theory - reinforcement Principle – Steps in Learning – E – Learning and technology.

### **Unit III**

Training methods – Lecture Methods, Audio – Visual Aids, using films in Training – Programmed learning – Discussion Methods, Case Methods, Role play, Business, Games, In – Basket Exercises, Field Training – Techniques for Training.

### **Unit IV**

Training Process – Assessing Training needs – Designing Training Programme – Preparation of Trainees – Implementation of Training – Evaluating Training and Development – Follow up Training.

### **Unit V**

Career Development : Concepts – Stages - Career Development Programme – Executive development Programme – Executive development – Objective, Process - Employee development – Career Management – Computers in Training and Development – Emerging trends and Future Prospects in Training and Development.

### **REFERENCE :**

1. Effectiveness Training – Systems, Strategies and Practices – P Nick Blanchard & James W. Thacker C 2<sup>nd</sup> Edition Pearson Education 2004.
2. Diagnosing Management Training and Development Needs concepts and Techniques – Milankuber and Joseph Prokopenko international Labour organization 1989 – Oxford and IBH Publishing Co.
3. Training Instruments for Human Resource Development - Udai Pareek (TMH).
4. Personnel Management and Industrial Relations – N.G. Nair, Latha Nair – s. chand Company Ltd., New Delhi C 1999).

# **PAPER X - CHANGING MANAGEMENT**

## **Unit I**

Basics of Change Management : Meaning, Nature and Types of Change – Change Programmes – Need for Change Management – Change as growth – Models of Organizational change – role of Human Resources in change Management.

## **Unit II**

Process of Planned change – Responses to change - Resistance to change: Factors in Resistance to change - overcoming Resistance to change - change agents: role of change Agents, Key factors in Effective change Management.

## **Unit III**

Tools for change – Force Field Analysis – TROPICS test approaches to managing organizational change : Lewin's three Step Model.

## **Unit IV**

System approach to change systems autonomy and behavior the inventions Strategy model – cases in intervention – Total Project Management Model (TPMM).

## **Unit V**

Change Management in Indian Context – Case Studies.

## **SUGGESTED READINGS:**

1. Management of organizational Change K. Harogopal – Sage publications.
2. Competence and Organizational change – Hiry Fletcher – Kega Page.
3. Change Management: A Guide to effectiveness Implementation Robert Pattern – Sage Publications.

# **PAPER XI - PERFORMANCE MANAGEMENT**

## **Unit I**

Introduction – Definition, Concerns and Scope – Historical developments in Performance Management - Process for Managing Performance – Essence and implications of Performance Management – Critical appraisal Performance Management - Performance Management Vs Human Resource Management – Application of theories of motivation at workplace.

## **Unit II**

Performance appraisal process – Methods for appraisal - Techniques of performance appraisal – Performance Feedback Interview - Performance appraisals and HR decisions - Problems of performance appraisal remedies.

## **Unit III**

Monitoring and mentoring : Introduction - supervision – objectives and principles of Monitoring Process – Periodic reviews - problems solving - role efficacy.

## **Unit IV**

Communication and Training in establishment and maintenance by performance Management system – Role of Leadership and changes in organizational effectiveness - Performance Management skills - Performance Management concepts to individual, Group and organization situations.

## **Unit V**

High Performing Teams : Building and leading high performing Teams – Team oriented organizations – developing and Leading high performing teams - strategies for improving workplace productivity and performance – relationship between job satisfaction, organizational culture and other workplace variables.

## **REFERENCE**

1. T.V. Rao, Appraising and developing Managerial Performance, TV Rao Learning systems Pvt., Limited Excel Books, 2003.
2. Prem Chadha : Performance Management, Macmillan India, New Delhi, 2003.
3. “Performance Management : Concepts and skills and Exercises “ by cardy Robert (PHI).
4. Mamoria , C.B, : Personal management : Management of Human Resource, Mumbai, Himalaya Publishing House C1991).

## **PAPER XII - SOCIAL AND ORGANIZATIONAL PSYCHOLOGY**

### **Unit I**

Defining Social Psychology – History of Social Psychology - Methods of Social Psychology – Social Systems Behaviors and Attitudes – Value systems – Cultural Influence.

### **UNIT II**

Introduction of organizational Psychology and its Basic concepts – Developing and Resolving Conflict – use of Threat – concern with Appearance – Trust and Distrust – Resolving Conflict – Value of Conflict.

### **UNIT III**

Organization Structure – Common organizational Designs - new Design options Difference in Structure – Organization design and employee behavior – Organization value systems.

### **UNIT IV**

Managing Assumptions and Strategies – Motivation Theories – Attitudes and Job Satisfaction – Morale and Monotony.

### **UNIT V**

Groups and Group work – Group Dynamics – Processes – Group Effectiveness on the Individual - Group Influence on Individual Decisions – De Individuation : Getting lost in the Group.

### **REFERENCE BOOKS:**

1. Social Psychology by David Mers – Mc Graw Hill Publications.
2. Psychology and Bernstein, Roy Srull and wickens – Houghton Mifflin Co.
3. Understanding social Psychology – Worchel, Cooper and Goethals Brooks/ cole Publishing company.
4. Industrial Psychology – P.K. Ghosh, M.B. Ghorpade Himalaya Publishing House.
5. Work Psychology – John Arnold, Iran T. Robertson, Cary . copper Macmillan India Ltd.,

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