

**ANNEXURE : 54 J.6**  
**SCAA DT: 29.02.2008**

**BHARATHIAR UNIVERSITY: COIMBATORE – 641 046**  
**SCHOOL OF DISTANCE EDUCATION**  
**COURSE STRUCTURE (2007-2009)**

**MBA (HUMAN RESOURCES MANAGEMENT)**

<b>PAPER NO</b>	<b>NAME OF THE SUBJECT</b>	<b>MARKS</b>
<b>First Year</b>		
1.1	Principles of Management and Organisational Behaviour	100
1.2	Managerial Economics	100
1.3	Accounting and Finance for Managers	100
1.4	Marketing Management	100
1.5	Human Resource Management	100
1.6	Quantitative Techniques for Management	100
1.7	Research Methods for Management	100
<b>Second Year</b>		
2.1	Personnel Management Concepts	100
2.2	Methodology of Training & Development	100
2.3	Human Resource Development and Planning	100
2.4	Industrial Relations Management	100
2.5	Compensation Management	100
2.6	Performance Management: Systems and Strategies	100
2.7	Organizational Development and Change	100
2.8	Project Work	100
	TOTAL	1500

**BHARATHIAR UNIVERSITY: COIMBATORE – 641 046**  
**SCHOOL OF DISTANCE EDUCATION**  
**SYLLABUS (2007-2009)**

**Subject Title** : **Principles of Management and Organizational Behaviour**  
**Course Number** :  
**Number of Credit Hours** : **3 (Three)**

**Subject Description** :

This course presents the principles of management, emphasizing managerial functions and behavioural concepts and its practical applications in the organisation.

**Goals:** To enable the students to learn the basic functions, principles, concepts of management and behavioral aspects in the organization.

**Objectives:** On successful completion of the course the students should have:

1. understood the principles and functions of management.
2. learnt the scientific decision making process and problem solving techniques.
3. learnt modern management process.
4. learnt behavioural aspects of an individual in the organization.

**Contents:**

**UNIT I**

Management : Science, Theory and Practice - The Evolution of Management Thought and the Patterns of Management Analysis - Management and Society : Social Responsibility and Ethics - Global and Comparative Management - The Basis of Global Management – Functions of Management-The Nature and Purpose of Planning - Objectives - Strategies, Policies and Planning Premises - Decision Making - Global Planning.

**UNIT II**

The Nature of Organizing - Organizational Structure : Departmentation - Line/Staff Authority and Decentralization - Effective Organizing and Organizational Culture - Global Organizing. Co-ordination functions in Organisation - Human Factors and Motivation - Leadership - Committees and group Decision Making - Communication - Global Leading.

**UNIT III**

The System and Process of Controlling - Control Techniques and Information Technology - Global Controlling and Global Challenges – Direction Function – Significance.

## **UNIT IV**

Organisational Behaviour : History - evolution, Challenges & opportunities, contributing disciplines, management functions and relevance to Organisation Behaviour. Organizational Behaviour responses to Global and Cultural diversity.

Personality - Determinants, structure, behaviour, assessment, psycho-analytical social learning, job-fit, trait theories.

Emotions and Emotional Intelligence as a managerial tool. Attitudes - relationship with behaviour, sources, types, consistency, work attitudes, values - importance, sources, types, ethics and types of management ethics. Perception - Process, Selection, Organisation Errors, Managerial implications of perception. Learning - classical, operant and social cognitive approaches. Implications of learning on managerial performance.

## **UNIT V**

Stress - Nature, sources, Effects, influence of personality, managing stress- Conflict - Management, Levels, Sources, bases, conflict resolution strategies, negotiation. Foundations of group behaviour : team decision making. Issues in Managing teams.

Organisational change - Managing planned change. Resistance to change - Approaches to managing organisational change - Organisational Development - values - interventions, change management- Organisational culture - Dynamics, role and types of culture and corporate culture.

## **REFERENCE**

1. Koontz & Weirich, Essentials of Management, Tata McGraw Hill Publishing Company, New Delhi.
2. Stoner, Freeman & Gilbert, Management, PHI, 6<sup>th</sup> Edition.
3. Robbins.S.P., Fundamentals of Management, Pearson, 2003.
4. Robbins.S. Organisational Behaviour, X edn., Prentice-Hall, India.
5. Umasekaran, Organisational Behaviour.
6. VSP Rao, V Hari Krishna – Management: Text and Cases, Excel Books, I Edition, 2004

**Equipments/Softwares and other teaching aids and tools:** Computer, LCD Projector, OHP, PowerPoint slides

**Preferable Method of Teaching:** Lectures and Case Study

**Suggested components for evaluation for internal:** Internal Test, Assignment and Seminar

**Suggested contact hours required for teaching:** 45 Hours

**Subject Title : Managerial Economics**  
**Course Number :**  
**Number of Credit Hours : 3 (Three)**

**Subject Description :**

This course presents the principles of economics, demand analysis, market structure and macro environment and its application in the decision making.

**Goals:** To enable the students to learn the basic principles of economics and its application in the decision making in the business.

**Objectives:** On successful completion of the course the students should have:

1. understood the principles economics.
2. learnt the demand analysis and various cost aspects in the business.
3. learnt the market structure and the decision making process for various markets.
4. learnt the profit, profit policies, cost volumes relationship.
5. learnt the macro environment of the business.

**Contents:**

**UNIT I**

Managerial Economics - meaning, nature and scope - Managerial Economics and business decision making - Role of Managerial Economist - Fundamental concepts of Managerial Economics- Demand Analysis - meaning, determinants and types of demand - Elasticity of demand.

**UNIT II**

Supply meaning and determinants - production decisions - production functions - Isoquants, Expansion path - Cobb-Douglas function.

Cost concepts - cost - output relationship - Economies and diseconomies of scale - cost functions.

**UNIT III**

Market structure - characteristics - Pricing and output decisions - methods of pricing - differential pricing - Government intervention and pricing.

**UNIT IV**

Profit - Meaning and nature - Profit policies - Profit planning and forecasting - Cost volume profit analysis - Investment analysis.

**UNIT V**

National Income - Business cycle - inflation and deflation - balance of payments - Monetary and Fiscal Policies

**REFERENCE**

1. Joel Dean - Managerial Economics, Prentice Hall/Pearson.
2. Rangarajan - Principles of Macro Economics, Tata McGraw Hill.

3. Athmanand.R., Managerial Economics, Excel, New Delhi, 2002.
4. P.L.Mehta, Managerial Economics, S.Chand and Sons Company Ltd., New Delhi, 2004.
5. Peterson Lewis, Managerial Economics, Prentice Hall of India, New Delhi, 2002.

**Equipments/Softwares and other teaching aids and tools:** Computer, LCD Projector, OHP, PowerPoint slides

**Preferable Method of Teaching:** Lectures and Case Study

**Suggested components for evaluation for internal:** Internal Test, Assignment and Seminar

**Suggested contact hours required for teaching:** 45 Hours

**Subject Title** : **Accounting and Finance for Managers**  
**Course Number** :  
**Number of Credit Hours** : **3 (Three)**

**Subject Description** :

This course presents the principles of accounting, preparation of financial statements, analysis of financial statements, costing techniques, financial management and its functions.

**Goals:** To enable the students to learn the basic principles of accounting and preparation and analysis of financial statements and also the various functions of financial management.

**Objectives:** On successful completion of the course the students should have:

1. understood the principles and objectives of accounting.
2. learnt the preparation of financial statements and the various techniques of analyzing the financial statements.
3. learnt the costing methods and its application in decision making.
4. learnt the basic objectives of financial management , functions and its application in financial decision making .

**Contents:**

**UNIT I**

Financial Accounting - Definition - Accounting Principles - Concepts and conventions - Trial Balance – Final Accounts (Problems) - Depreciation Methods-Straight line method, Written down value method.

**UNIT II**

Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis: Accounting Ratios: construction of balance sheet using ratios (problems)-Dupont analysis. Fund Flow Statement - Statement of Changes in Working Capital - Preparation of Fund Flow Statement - Cash Flow Statement Analysis- Distinction between Fund Flow and Cash Flow Statement. Problems

**UNIT III**

Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet - Problems.  
 Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems -Zero Base Budgeting.

Marginal Costing - Definition - distinction between marginal costing and absorption costing - Break even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems

**UNIT IV**

Objectives and functions of Financial Management - Role of Financial Management in the organisation - Risk-Return relationship- Time value of

money concepts - Indian Financial system - Legal, Regulatory and tax framework. Sources of Long term finance - Features of Capital market development in India - Role of SEBI in Capital Issues.  
Capital Budgeting - methods of appraisal - Conflict in criteria for evaluation - Capital Rationing - Problems - Risk analysis in Capital Budgeting.

#### **UNIT V**

Cost of Capital - Computation for each source of finance and weighted average cost of capital -EBIT -EPS Analysis - Operating Leverage - Financial Leverage - problems.

Capital Structure Theories - Dividend Policies - Types of Dividend Policy.

Working Capital Management - Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Cash Management - Receivables Management and - Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports.

#### **REFERENCE**

1. Advanced Accountancy - R.L.Gupta and Radhaswamy
2. Management Accounting - Khan and Jain
3. Management Accounting - S.N.Maheswari
4. Prasanna Chandra, "Financial Management – Theory and Practice", Tata McGraw Hill, New Delhi (1994).
5. I.M.Pandey, "Financial Management", Vikas Publishing, New Delhi.

**Note : 80% of the questions shall be theory based  
20% of the questions shall be problems.**

**Equipments/Softwares and other teaching aids and tools:** Computer, LCD Projector, OHP, Tally, PowerPoint slides

**Preferable Method of Teaching:** Lectures and Case Study

**Suggested components for evaluation for internal:** Internal Test, Assignment and Seminar

**Suggested contact hours required for teaching:** 45 Hours

**Subject Title : Marketing Management**  
**Course Number :**  
**Number of Credit Hours : 3 (Three)**

**Subject Description :**

This course presents the various concepts of marketing, buyer behaviour, marketing mix and the analysis of the market.

**Goals:** To enable the students to learn the basic of marketing, process, product mix, marketing channels, product promotion and the market.

**Objectives:** On successful completion of the course the students should have:

1. understood the various concepts of marketing.
2. learnt the buyer behaviour and market segmentations.
3. learnt the product mix, channels of distribution and promotion of a product.
4. learnt about the market and analyzing the market conditions.

**Contents:**

**UNIT I**

*Marketing Concepts and Tasks, Defining and delivering customer value and satisfaction - Value chain - Delivery network, Marketing environment, Adapting marketing to new liberalised economy - Digitalisation, Customisation, Changing marketing practices, e-business - setting up websites; Marketing Information System, Strategic marketing planning and organization.*

**UNIT II**

*Buyer Behaviour, Market Segmentation and Targeting, Positioning and differentiation strategies, Product life cycle strategies, New product development, Product Mix and Product line decisions, Branding and Packaging, Price setting - objectives, factors and methods, Price adapting policies, Initiating and responding to price changes.*

**UNIT III**

*Marketing channel system - Functions and flows; Channel design, Channel management - Selection, Training, Motivation and evaluation of channel members; Channel dynamics - VMS, HMS, MMS; Market logistics decisions.*

**UNIT IV**

*Integrated marketing communication process and Mix; Advertising, Sales promotion and Public relation decisions. Direct marketing - Growth, Benefits and Channels; Telemarketing; Salesforce objectives, structure, size and compensation.*

## **UNIT V**

*Identifying and analysing competitors, Designing competitive strategies for leaders, challengers, followers and nichers : Customer Relationship marketing - Customer database, Data warehousing and mining. Attracting and retaining customers, Customerism in India, Controlling of marketing efforts.*

Global Target market selection, standardization Vs adoption, Product, Pricing, Distribution and Promotional Policy.

## **REFERENCE**

1. Marketing Management - Philip Kotler - Pearson Education/PHI, 2003.
2. Marketing Management - Rajan Saxena - Tata McGraw Hill, 2002.
3. Marketing Management - Ramasamy & Namakumari - Macmillan India, 2002.
4. Case and Simulations in Marketing - Ramphal and Gupta - Golgotia, Delhi.
5. Marketing Management – S.Jayachandran - TMH, 2003.

**Equipments/Softwares and other teaching aids and tools:** Computer, LCD Projector, OHP, PowerPoint slides

**Preferable Method of Teaching:** Lectures and Case Study

**Suggested components for evaluation for internal:** Internal Test, Assignment and Seminar

**Suggested contact hours required for teaching:** 45 Hours

**Subject Title : Human Resource Management**  
**Course Number :**  
**Number of Credit Hours : 3 (Three)**

**Subject Description :**

This course presents the human resource functions, recruitment, placement, training, development, compensation, managing quality, labour relations and employee security.

**Goals:** To enable the students to learn the importance of the human resources, recruitment and training and also the importance of the labour relations in the organization.

**Objectives:** On successful completion of the course the students should have:

1. understood the changing environment of the HRM and the role of the HR managers.
2. learnt the recruitment process and the application of the IT.
3. learnt the importance of the training and development.
4. learnt about the pay plans, performance appraisal and compensation.
5. learnt the importance of the labour relation, the employee security and collective bargaining.

**Contents:**

**UNIT I: Human Resource Function**

Human Resource Philosophy – Changing environments of HRM – Strategic human resource management – Using HRM to attain competitive advantage – Trends in HRM – Organisation of HR departments – Line and staff functions – Role of HR Managers.

**UNIT II: Recruitment & Placement**

Job analysis : Methods - IT and computerised skill inventory - Writing job specification - HR and the responsive organisation.

Recruitment and selection process : Employment planning and forecasting - Building employee commitment : Promotion from within - Sources, Developing and Using application forms - IT and recruiting on the internet.

Employee Testing & selection : Selection process, basic testing concepts, types of test, work samples & simulation, selection techniques, interview, common interviewing mistakes, Designing & conducting the effective interview, small business applications, computer aided interview.

**UNIT III: Training & Development**

Orientation & Training: Orienting the employees, the training process, need analysis, Training techniques, special purpose training, Training via the internet.

Developing Managers: Management Development - The responsive managers - On-the-job and off-the-job Development techniques using HR to build a responsive organisation. Management Developments and CD-Roms - Key factor for success.

Performance appraisal: Methods - Problem and solutions - MBO approach - The appraisal interviews - Performance appraisal in practice.

Managing careers: Career planning and development - Managing promotions and transfers.

#### **UNIT IV: Compensation & Managing Quality**

Establishing Pay plans : Basics of compensation - factors determining pay rate - Current trends in compensation - Job evaluation - pricing managerial and professional jobs - Computerised job evaluation.

Pay for performance and Financial incentives : Money and motivation - incentives for operations employees and executives - Organisation wide incentive plans - Practices in Indian organisations.

Benefits and services : Statutory benefits - non-statutory (voluntary) benefits - Insurance benefits - retirement benefits and other welfare measures to build employee commitment.

#### **UNIT V: Labour relations and employee security**

Industrial relation and collective bargaining : Trade unions - Collective bargaining - future of trade unionism. Discipline administration - grievances handling - managing dismissals and separation.

Labour Welfare : Importance & Implications of labour legislations - Employee health - Auditing HR functions, Future of HRM function.

#### **REFERENCE**

1. Gary Dessler, "Human Resource Management", Seventh edition, Prentice-Hall of India P.Ltd., Pearson.
2. David A. DeCenzo & Stephen P.Robbins, Personnel/Human Resource Management, Third edition, PHI/Pearson.
3. VSP Rao, Human Resource Management: Text and cases, First edition, Excel Books, New Delhi - 2000.
4. Dr. R.Venkatapathy & Assissi Menacheri, Industrial Relations & Labour Welfare, Adithya Publications, CBE, 2001.
5. Robert L.Gibson and Marianne H.Mitchell, Introduction to Counseling and Guidance, VI edition, PHI, 2005.

**Equipments/Softwares and other teaching aids and tools:** Computer, LCD Projector, OHP, PowerPoint slides

**Preferable Method of Teaching:** Lectures and Case Study

**Suggested components for evaluation for internal:** Internal Test, Assignment and Seminar

**Suggested contact hours required for teaching:** 45 Hours

**Subject Title : Quantitative Techniques for Management**  
**Course Number :**  
**Number of Credit Hours : 3 (Three)**

**Subject Description :**

This course presents the various mathematical models, networking, probability, inventory models and simulations for managerial decisions.

**Goals:** To enable the students to learn techniques of operations research and resources management and their application in decision making in the management.

**Objectives:** On successful completion of the course the students should have:

1. understood the basic of the quantitative techniques.
2. learnt the feasible solution and optimum solution for the resource management.
3. learnt the time estimation and critical path for project.
4. learnt about the application of probability techniques in the decision making.
5. learnt the various inventory models and simulations in the resource planning and management.

**Contents:**

**UNIT I**

QT – Introduction – Measures of Central Tendency – Mean, Median, Mode.  
Mathematical Models – deterministic and probabilistic – simple business examples – OR and optimization models – Linear Programming – formulation – graphical solution –simplex – solution.

**UNIT II**

Transportation model – Initial Basic Feasible solutions – optimum solution for non – degeneracy and degeneracy model – Trans-shipment Model – Assignment Model – Travelling Salesmen problem.

**UNIT III**

Network Model – networking – CPM – critical path – Time estimates – critical path – crashing, Resource levelling, Resources planning. Waiting Line Model – Structure of model – M/M/1 for infinite population.

**UNIT IV**

Probability – definitions – addition and multiplication Rules (only statements) – simple business application problems – probability distribution – expected value concept – theoretical probability distributions – Binomial, Poisson and Normal – Simple problems applied to business.

## **UNIT V**

Inventory Models – Deterministic – EOQ – EOQ with Price Breaks – Probabilistic Inventory Models - Probabilistic EOQ model – Game theory-zero sum games: Arithmetic and Graphical Method.

Simulation – types of simulation – Monte Carlo simulation – simulation problems. Decision Theory – Pay off tables – decision criteria – decision trees.

## **REFERENCE**

1. Statistics for Management – Richard L Levin & Daid S Rubin
2. Statistical Methods – S P Gupta
3. Operations Research – Kanti Swarup, Gupta And Man Mohan
4. Operations Research – Dr. J.K. Sharma Macmillan Indian Ltd.
5. U.K. Srivastava, G.V. Shenoy, S. C. Sharma, “Quantitative Techniques for Managerial Decision”, Second Edition, Prentice Hall of India

**Note : 80% of the questions shall be theory based  
20% of the questions shall be problems.**

**Equipments/Softwares and other teaching aids and tools:** Computer, LCD Projector, OHP, Excel, Systat, SPSS, Tora, PowerPoint slides

**Preferable Method of Teaching:** Lectures and Case Study

**Suggested components for evaluation for internal:** Internal Test, Assignment and Seminar

**Suggested contact hours required for teaching:** 45 Hours

**Subject Title : Research Methods for Management.**  
**Course Number :**  
**Number of Credit Hours : 3 (Three)**

**Subject Description :**

This course presents the basic concept of research design, hypotheses, sampling techniques, testing the significance and report writing.

**Goals:** To enable the students to learn the importance of the research, various methods of analysis of data and its applications in the business management.

**Objectives:** On successful completion of the course the students should have:

1. understood the basic of the research methods..
2. learnt the various techniques of sampling.
3. learnt the various methods of analysis of data and its applicability in the decision making.
4. learnt to write a good research report.

**Contents:**

#### **UNIT I**

Research - meaning - scope and significance - Types of research - Research Process - Characteristics of good research - Scientific method - Problems in research - Identifying research problem – concepts, constructs and theoretical framework.

#### **UNIT II**

Hypothesis:- meaning - sources - Types - formulation Research design - Types - case study - features of good design - measurement - meaning - need Errors in measurement - Tests of sound measurement Techniques of measurement - scaling Techniques - meaning - Types of scales - scale construction techniques.

#### **UNIT III**

Sampling design - meaning - concepts - steps in sampling - criteria for good sample design - Types of sample designs - Probability and non-probability samples. Data collection:- Types of data - sources - Tools for data collection methods of data collection - constructing questionnaire - Pilot study - case study - Data processing:- coding - editing - and tabulation of data - Data analysis.

#### **UNIT IV**

Test of Significance:- Assumptions about parametric and non-parametric tests. Parametric Test - T test, F Test and Z test - Non Parametric Test - U Test, Kruskal Wallis, sign test. Multivariate analysis-factor, cluster, MDS, Discriminant analysis. (NO Problems). SPSS and its applications.

## **UNIT V**

Interpretation - meaning - Techniques of interpretation - Report writing:- Significance - Report writing:- Steps in report writing - Layout of report - Types of reports - Oral presentation - executive summary - mechanics of writing research report - Precautions for writing report - Norms for using Tables, charts and diagrams - Appendix:- norms for using Index and Bibliography.

## **REFERENCE**

1. Rao K.V. Research methods for management and commerce - sterling
2. Zikmund, Business Research Methods
3. Kothari C.R.- Research methodology
4. Donald R.Cooper and Pamela S.Schindler - Business Research Methods - Tata McGraw Hill.
5. Uma Sekaran, Research Methods for Business, Wiley Publications.

**Note : 80% of the questions shall be theory based  
20% of the questions shall be problems.**

**Equipments/Softwares and other teaching aids and tools:** Computer, LCD Projector, OHP, Excel, SPSS, PowerPoint slides

**Preferable Method of Teaching:** Lectures and Case Study

**Suggested components for evaluation for internal:** Internal Test, Assignment and Seminar

**Suggested contact hours required for teaching:** 45 Hours

## **PERSONNEL MANAGEMENT CONCEPTS**

### **OBJECTIVE**

To equip students with Human Resources Concepts.

### **UNIT I**

Personnel Management – Definition – concept – objectives – characteristics and qualities of a personnel manager – role of personnel man – system approach to personnel management – emerging role of personnel management – role of personnel managers of tomorrow – personnel management in India.

### **UNIT II**

Personnel policies – aims and objectives – need for personnel policy – principles of personnel policies – types of personnel policies – procedures and programmes – personnel records and reports – personnel audit – personnel research – Meaning and Characteristics – types of research – Objectives of personnel research – Methods and tools of personnel research – Research Procedure – Sources of personnel research Information.

### **UNIT III**

Human resource planning – need – benefits – process of human resource planning – man power plan component – determination of the quality of personnel – Job Diagnostic Survey – job analysis – technique of Job Analysis data – job description – Minnesota Job Description Rewards – role analysis and technique of Job Analysis data- job specification Management by Objectives – Work rules – recruitment process – sources of recruitment – methods – recruitment practices in India – Scientific selection – selection procedure and Process – HRIS – Human Capital Management – Human Resource Accounting.

### **UNIT IV**

Employee training – distinction between training and development – importance of training – training methods – implementation of training – training evaluation – purpose and objectives of management development – need for executive development in Indian context – techniques of management development – performance appraisal – methods of performance appraisal – performance appraisal in Indian Industries. Performance Measurement purpose – Employee feedback and Development – equal employment Opportunity.

## **UNIT V**

The wage determination process – wage administration rules – factors influencing wage and salary structure and administration – administration of wage and salaries – wage differential – wage differentials in India – determinants of incentives – types of rewards – wage incentive schemes in India - guidelines for effective incentive plans. Employee Benefits and Services – factors influencing Benefits and Services – Costs – Leisure – Employee Security – Old Age and Retirement Benefits – Safety Engineering.

## **REFERENCE BOOKS**

1. Personnel Management Text and Cases – C.B. Mamoria & S.V Gankar – Himalaya Publishing House.
2. Personnel Management & Industrial Relations – P.C. Tripathi – Sultan Chand & sons.
3. Dynamic Personnel Administration – M.N. Rudrabasavaraj – Himalaya Publishing House.
4. Personnel/Human Resource Management – Heneman, Schwab, Fossum, Dyer-Universal books Stall, New Delhi.
5. Personnel/Human Resource Management – S.K. Bhatia, Nirmal sing-Deep & Dep Publications Pvt. Ltd., New Delhi.
6. Personnel/Human Resource Management – David & Stephen - Prentice Hall of India Pvt. Ltd., New Delhi.

## **METHODOLOGY OF TRAINING AND DEVELOPMENT**

### **OBJECTIVE**

To give students pedagogy for Training.

### **UNIT I**

Training for Development – Concept of Training and Development, Need for training, Importance of Training, Principles of Training and areas of training. Assessment of Training Needs, Training Methods – On the Job and Off Job Methods Training Techniques – Demonstration, Lecturers, Simulation Games, In basket Exercise, Films, Role Play, Simulation Games, Critical Incidents, T-group Electronic Training – Computer Based training, Electronic performance support system (EPSS), Distance and Internet Based Training – Tele-training, Video conferencing, Training via Internet, Learning portals.

### **UNIT II**

Management Development – needs, importance & Methods. Organizational Development Through Human Resource Development.

### **UNIT III**

Learning Organization: Learning Curves and Linkage of Learning with Training and Learning Organization, Organizational Learning, Instruments on Learning Organization, Essentials for Developing a Learning Organization.

### **UNIT IV**

Performance Appraisal – Definition, Objectives, Need for Appraisal, Essentials of performance appraisals and problems of performance appraisal, Methods of Performance Appraisal – Traditional and Modern Methods – Graphic Rating-Scale, Straight Ranking Method, Paired Comparison Method, Critical Incident Method, Group Appraisal, Counselling & Feedback Potential Appraisal – Confidential Methods, Behavioral Anchored Rating Scale (BARS), Assessment centers.

### **UNIT V**

Managing Careers: Career Planning, Factors affecting Career Choices; Career Stages, Career anchors, Need for Career Planning, Managing Promotions, Transfers & Demotions. Evaluation of Training: Purpose of Evaluation, Evaluation Process.

## **REFERENCE BOOKS**

1. Training Manual on Human Resource Management & Organizational Learning – V.N.Srivastava & Girdhar J.Ghyni.
2. Human Resource Management by Gary Dessler.
3. Human Resource Management by Robbins.
4. Human Resource Management – P.Subba Rao.
5. Human Resource Management and Personnel Management – Aswathappa (Tata McGraw Hill, New Delhi.)

## **HUMAN RESOURCE DEVELOPMENT AND PLANNING**

### **OBJECTIVE**

To help students understand Human Resource Development Process.

### **UNIT I**

HRD – concept – meaning – philosophy – nature – need and significance. HRD – climate – goals – competencies – functions – areas. HRD as a system – HRD in changing scenario. HRSD – Contextual factors and Human Resource System designing. Role Analysis and HRSD-key performance areas, Critical Attributes, Role effectiveness, Role analysis methods.

### **UNIT II**

HRD modules: Recruitment and selection – orientation and placement performance appraisal – training and development – promotion and motivation – career development. Performance appraisals and performance development – objectives of performance appraisal – The past and the future; Basic consideration in performance appraisal; Development oriented appraisal system. Interpersonal feedback and performance counselling.

### **UNIT III**

Potential Appraisal and Development. Career planning and Development – Quality of work life – quality circles – human capital development – philosophy and principles – practices – work force and people development - performance management – knowledge management.

### **UNIT IV**

Training – conceptual framework for training; learning principles; Identification of training needs; Determination of training objectives; Training programme design; Training methods and their selection criteria; Evolution and Follow up training. Stress – definition – personality traits – emotional management – categories of stressors – identification of stress at various level – pre-requisites for zero stress – psychological stress – stress and human resource development.

## **UNIT V**

HRD challenges in 21<sup>st</sup> century – HR out sourcing – human resource audit – human response development – human resource accounting - future of HRD Organization.

### **REFERENCE BOOKS**

1. T.V. Rao and Udai Parekh – Designing and Managing Human Resource System, Excel Books, Oxford Publications.
2. V.S.P. Rao – Human Resource Development – Response books.
3. Kandula, S.R. – Strategic Human Resource Development – PHI.

## **INDUSTRIAL RELATIONS MANAGEMENT**

### **OBJECTIVE**

To sensitize students to issues of Industrial Relations.

### **UNIT I**

Industrial Relations – an overview: Meaning & Objectives, Importance, Approaches to IR-Unitary, Pluralistic, Marxist – Development of IR System in India, Labour – management Relations: Trade Unionism – Industrial Conflicts.

### **UNIT II**

Trade Unions: Meaning, Justification, Theories of TU, Types of TU, Trade Union Movement in India, Problems of Trade Unions, Functions of Trade Unions, Measures to strengthen Trade Unions, Trade Union Act-Registration & Recognition-Issues arising there off- Inter-union rivalry-Role of State and Politics of Mobilization – Judicial Activism, Labour aristocracy and Segmentation of Labour Markets-Issues arising – Contract Labour and contract labour abolition act, Organized Unions vs Unorganized unions and labour – splintering of unions – Central Trade Unions – Unionism in Emergent sectors.

### **UNIT III**

Industrial Disputes – Definition, Causes of Industrial Disputes, Types of Industrial Disputes, Prevention of Industrial Disputes, Settlement of Industrial Disputes, Industrial Disputes Act: Conditions to Strike & Lockouts, Lay-off, retrenchment & Closure, Rights of Union Representatives and Protections thereof, Conciliation, Adjudication, Laws relating to standing orders – Misconduct and Disciplinary Procedures, Model Standing Orders, Grievance Handling – Meaning, Need and Procedure, Payment of Wages Act, Bonus – Rules and Regulations, Provident Fund Regulations, Factories Act, Hospitals and Institutions Bill, ESMA, Maternity Benefits Act, Recent Amendments in Various Acts, Judicial Interpretations.

### **UNIT IV**

Collective Bargaining – Definition, Importance, Prerequisites of Collective Bargaining – Union Bargaining Process – Types of Bargaining – Collective bargaining in India, Joint Consultative Machineries, Workers Participation In Management, Worker Ownership as Turnaround

Management, ESOP, Profit Sharing, Quality of Work-life and Quality Circles, Worker Empowerment. Negotiations – Process, Strategies and Tactics, Theories, Models, Steps.

## **UNIT V**

Strategic Management of Industrial Relations – Alternative Strategies in Labour Management Relations – Labour Laws in the Context of Structural Changes – Labour laws in the context of structural change – Industrial relations in Turnaround Management – Globalization, Liberalization, Mergers, Acquisitions, New Manufacturing reforms and their implications for labour force, ILO, AFL-CIO, International Co-ordination amongst unions as response to Internationalization and Global Markets.

## **REFERENCE BOOKS**

1. Jerome Joseph, Industrial Relations: Towards a theory of Negotiated Connectedness, Response Books.
2. C.S. Venkataratnam, Globalization and Labor-management Relations, Sage Publications, New Delhi.
3. Bruce.E.Kaufman, The Global Evolution of Industrial Relations: Events, Ideas and the IIRA, Academic foundations, New Delhi, 2006.
4. Nikolai Rocovsky and Emily Sims, Corporate Successes Through People: Making International Labor standards Work for you, Academic Foundation, New Delhi, 2006.
5. P.C. Tripathi, Personal Management and Industrial Relations, Sultan Chand & Sons, New Delhi, 1978 (Reprint – 2004).
6. E.H. Mcgrath, S.J. Industrial Disputes, Prentice Hall of India, New Delhi, 1985.
7. Dr.R.Venkatapathy and Assissi Menachery, Industrial Relations and Labour Legislations, Adithya Publishers, Coimbatore.
8. Gerard. I. Nierenberg, The Art of Negotiating, 1981.
9. Burawoy.M., Manufacturing Consent: Changes in the Labor Process under Monoploy Capitalism, Chicago University Press, Chicago.
10. Samir Amin, Unequal Development, Monthly Review Press, New York, 1976.
11. Richard Hyman, Understanding European Trade Unionism: Between Market, Class and Society, Sage Publications, 2001.

## **COMPENSATION MANAGEMENT**

### **OBJECTIVE**

To give students skills about compensation.

### **UNIT I**

Wage & Salary Administration – Nature and Scope, Compensation, wage determination process, Factors Influencing wage and Salary Administration. Wage – Theories of Wages, Types of Wages – Time rate, piece rate, debt method, Wage differentials.

### **UNIT II**

Planning for Improved Competitiveness: Diagnosis and Bench Marking, Obtaining Commitment; Determination of Inter and Intra-industry Compensation Differentials, Internal and External Equity in Compensation Systems.

### **UNIT III**

Incentives and Fringe Benefits – Incentives – Definition, Types of Incentives, Individual incentives: Measured day Work, Piece work, standard hour, Gain sharing, its advantages and disadvantages, Organization Wide incentives – Scanlon Plan, Kaiser Plan, Profit sharing, Non-financial incentives, Fringe Benefits – Definition, Objectives, Types of Fringe Benefits Individual Group Variable Compensation: Pay for Performance, Pay by Seniority, Group Piece rate, Production sharing plan, Employee Profit sharing Employee stock ownership, Gain Sharing.

### **UNIT IV**

Incentives and Retirement plans: Basic Pay, Provisions for Dearness allowance – Calculation of total compensation package, various methods of compensating cost of living Neutralization factors. Executive Compensation Plan, Retirement Plan.

### **UNIT V**

Social Security Laws – Laws Relating to Workmen’s Compensation, Employee’s State Insurance, Provident Fund, Gratuity and Maternity Relief. Wages and Bonus Laws – The Law of Minimum Wages, Payment of Wages, Payment of Bonus. Objectives and scope of these Laws. Equal Remuneration Act Working of Different Institutions related to Reward system like Wage Boards, Pay Commissions. The Impact of fifth pay scale on Central and State Government.

## **REFERENCE BOOKS**

1. Managing Human Resource and P.M in Indian Enterprise – R.S. Dwivedi (Galgotia Publishing Company, New Delhi).
2. Managing Human Resource – Wayne Cascio (Tata McGraw Hill, New Delhi).
3. Personal Management – Memoria & Gankar (Himalaya Publication)
4. Human Resource Management – S.S.Khanka – S.Chand & Company Ltd., New Delhi.
5. Human Resource Management and Personnel Management – Aswathappa (Tata McGraw Hill, New Delhi).

## **PERFORMANCE MANAGEMENT SYSTEMS AND STRATEGIES**

### **OBJECTIVE**

To show students performance management.

### **UNIT I**

What is performance Management? Its linkage with other HR Systems  
Elements of Performance Management – Defining Performance,  
Facilitating Performance and Encouraging performance – Setting Goals &  
Targets – Responsibilities before, during, after Performance &  
Development - Planning – Monitoring and Appraising Performance  
(performance Appraisal) – What is Performance Appraisal – The  
Performance Appraisal system – Performance Appraisal methods – Errors  
and Biases in Performance Appraisal - Reducing biases / errors –  
Features of a effective system – Performance Counseling (What is it, What  
to do, What not to do)

### **UNIT II**

Performance management and compensation strategies – Job analysis,  
Job description, Job Employee benefits required by laws – Discretionary  
major employee benefits – Employee services, Health care, Lon term care-  
Requirements of an effective benefits programme – Concerns of  
management – Important issues in Executive compensation –  
International compensation.

### **UNIT III**

What is PFM, Process of PFM, PFM system, PFM Theatre, Pillars of PFM  
theatre – Planning Managee Performance & Development, Monitoring  
Managee Performance & Mentoring, Managee Development, Ongoing  
Performance Monitoring & Review, Mentoring and Managee Development.  
Annual Stock taking – Stock taking Performance, Stocktaking Potential,  
Appraising for Recognition and Reward-Getting to grips – Transmuting  
Learning into Action, Operational zing Change through Performance  
Management, Building & Leading High Performing Teams.

### **UNIT IV**

Performance Management and Organizational Change – Reward  
management and the Management of Change – Strategic Reward  
Management – Employee Relations and Involvement Strategies and the  
Management of Change – 360 Degree Feedback and Performance  
Management System – 360 Degree Feedback and Assessment  
Development Centers.

### **UNIT V**

Issues and concerns in Performance Management.  
Cases relating to issues discussed in the previous units.

## **REFERENCE BOOKS**

1. T.V. RAO, Performance Management and Appraisal Systems: HR Tools for Global Competitiveness, Response Books, New Delhi, 2004.
2. Premchada, Performance Management: It's about Performance – Not just appraising, Macmillan, New Delhi, 2003 (Reprint-2005)
3. Srinivas Kandula, R., Strategic Human Resource Development, Prentice Hall of India, New Delhi, 2001.
4. T.V. Rao, Gopla Mahapatra, et all, 360 Degree Feedback and Performance Management System, Vol 2, TV Rao Learning Systems Pvt. Ltd., Excel Books, New Delhi, 2002, (Reprint 2006).
5. T.V, Rao and Nandhini Chawla, 360 Degree Feedback and Assessment & Development Centres, Vol 3, TV Rao Learning Systems Pvt. Ltd., Excel Books, New Delhi, 2005.
6. Adrian Thornhill, Phil Lewis, et all, Managing Change: A Human Resource Strategy Approach, Financial Times-Prentice Hall, Pearson Education, New Delhi, 2000.
7. Wendell.L.French, Cecil H.Bell Jr., and Robert. A.Zawacki, Organization Development and Transformation: Managing Effective Change, 6<sup>th</sup> Edn., Tata McGraw Hill Publishing Co. Lt., New Delhi, 2006.

## **ORGANIZATIONAL DEVELOPMENT AND CHANGE**

### **OBJECTIVE**

To explain students how organizations change and how to manage it.

### **UNIT I**

OD – definition – history of OD – values, assumptions and beliefs in OD. OD – overview – foundations of OD – models and theories – systems theory participation and empowerment – teams and team work – parallel learning structures.

### **UNIT II**

OD – interventions – classifications: teams interventions – inter group and third party peace making interventions – comprehensive OD interventions. Theory and Practice on change and changing; The Nature of Planned Change; The Nature of Client Systems: Group Dynamics, Inter group Dynamics and Organizations as Systems.

### **UNIT III**

Managing the OD process – action research: a process and approach – history and varieties of action research. Operational Components of OD: Diagnostic, Action and Process – Maintenance Components.

### **UNIT IV**

Implementation and Assessment of OD. Implementation conditions for failure and success in OD efforts; Assessment of OD and change in organizational performance; The impact of OD Structure interventions and applicability of OD – training experiences – T-groups – behavioral modeling – life and career planning – coaching and mentoring – instrumental training.

### **UNIT V**

Power, Politics and OD – research on OD – future and OD. Some key considerations and issues in OD: Issues in consultant – client relationship; Mechanistic & Organic systems and contingency approach; The failure of OD.

## **REFERENCE BOOKS**

1. Wendell I. French & Cecil H. Bell, Jr. – Organization Development – PHI.
  2. French, Bell and Zawacki – Organization Development Theory, Practice and Research, Universal Book Stall, Third Edition.
  3. Rosabeth Moss Kanter, the change Masters, Simson & Schaster.
  4. Daniel Robey, Carol A Sales – Designing Organizations – fourth edition.
  5. Advian, Phil, Mike & Mark – Managing Change – FT & Prentice Hall.
  6. Blake & McCause – Leadership Dilemmas – Grid Solutions – GPC (Gulf).
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**BHARATHIAR UNIVERSITY: COIMBATORE-46  
SCHOOL OF DISTANCE EDUCATION (SDE)  
COURSE STRUCTURE (2007-2009)**

**QUESTION PAPER PATTERN**

**Time : 3 Hours**

**Max Marks : 100**

**Answer any Five Questions**

**(5 X 20 = 100 Marks)**

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

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