M. Phil.
HUMAN RESOURCE MANAGEMENT
SYLLABUS - 2018

St. JOSEPH'S COLLEGE (Autonomous)

Special Heritage Status Awarded by UGC

Accredited at 'A' Grade (3rd cycle) by NAAC

College with Potential for Excellence Conferred by UGC

DBT-STAR & DST-FIST Sponsored College

TIRUCHIRAPPALLI - 620 002, INDIA

GUIDELINES FOR M.PHIL. PROGRAMME

1. Duration

The programme runs for one year of two semesters. The Semester- I is from August to February and the Semester- II runs from March to August, of the following year.

2. Course Work

Semester-I			Semester-II		
Course	**Title**	**Cr**	**Course**	**Title**	**Cr**
C1	Professional Skills for Teaching - Learning	4	C5	Dissertation (Topic selected should be relevant to the topic of the Guide Paper)	8
C2	Research Methodology	4			
C3	Core Course	4			
C4	Guide Paper	4			
	Total	**16**		**Total**	**8**

A) Each Course should contain 5 units, covering the subject requirements of the courses offered. **Marks for CIA and SE are in the ratio 25: 75**.

CIA & SE	Tentatively on
Mid Semester Test	December 2nd week
End Semester Test	February 2nd week
Semester Examinations	February 4th week

A candidate shall be declared to have passed Course I, II, III and IV, if he / she secures 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.

B) In course C1 on **'Professional Skills for Teaching– Learning'** the first three units are common to all the Departments of the College. The first three unit titles are **Soft Skills, E-teaching, E-learning, Elements of Technology of Teaching and Learning.** The remaining two units are department specific to make use of the above mentioned skills & techniques to teach the Core Course.

The C1 Course is (to be) designed to explore the various Teaching – Learning – Research Skills to be imbibed / cultivated to make the research

scholars to be fit for the profession they are likely to acquire in the Education Sector.

Departments will be permitted to offer either paper 2 or paper 3 as Open Online Course to the M.Phil. students. The evaluation method will be the same for both C2 and C3 Courses.

C) **Evaluation:**

C.1:

For CIA and SE there will be a 2 hour test only from the first THREE units. The CIA components are Mid Semester Test (35), End Semester Test(35) and Assignment (15) and Practical Component(15). The total mark 100 will be converted into **25** marks.

C.2, C.3 & C.4:

The CIA components for C-2, C-3 and C-4 are Mid Semester Test (25), End Semester Test (25), Seminar (30), Objective Type test /Assignment (20). *(The marks of Mid semester test (75), End semester test (75) will be converted into 25 each.)*

The total mark 100 will be converted into 25 marks. The tests and Semester Examination are centrally conducted by COE for 3 hours.

a) Question papers for C1, C2 & C3 are set by External Examiners.

b) Question paper for C4 will be set and valued by the Research Advisor only.

c) The evaluation method will be the same for both C2 and C3 Courses.

3. Credits

	Courses	Title		Contact hours	Library hours	Total hours	Credit	CIA marks	SE marks	Total marks
Semester-I	C1	Professional Skills for Teaching-Learning	T	3	2	5	3	25	50	100
			P	2	2	4	1		25	
	C2	Research Methodology		5	4	9	4	25	75	100
	C3	Core Paper		5	5	10	4	25	75	100
	C4	Guide Paper		5	5	10	4	25	75	100
	Total			**20**	**18**	**38**	**16**	**100**	**300**	**400**

		Internal	Cr	Mk	External	Cr	Mk
Semester-II	C5	Seminar & Review of Related Literature	1	15	Dissertation Evaluation	6	75
		Mid-term Review Presentation	1	15	Viva-voce	2	25
		Dissertation Work	4	50			
		Publication of Research Articles	1	10			
		Viva-voce	1	10			
	Total		**8**	**100**		**8**	**100**

4. Question Pattern

Course	Mid & End Semester Tests		
SCIENCE			
C1	Section A: Short Answers Section B: Either/Or - Essay Type	7/9 3	7×2 = 14 3×7 = 21
C2	Section A: Short Answers Section B: Either/Or - Essay Type	10 5	10×3 = 30 5×9 = 45
C3	Section A: Short Answers Section B: Either/Or - Essay Type	10 5	10×3 = 30 5×9 = 45
C4	Open Choice: Comprehensive Type	5/8	5×15 = 75
ARTS			
C1	Section A: Short Answers Section B: Either/Or - Essay Type	7/9 3	7×2 = 14 3×7 = 21
C2	Open Choice: Comprehensive Type	5/8	5×15 = 75
C3	Open Choice: Comprehensive Type	5/8	5×15 = 75
C4	Open Choice: Comprehensive Type	5/8	5×15 = 75

Course	Semester Examination		
SCIENCE			
C1	Section A: Short Answers Section B: Either/Or - Essay Type	7/9 3	7×2 = 14 3×12 = 36
C2	Section A: Short Answers Section B: Either/Or - Essay Type	10 5	10×3 = 30 5×9 = 45
C3	Section A: Short Answers Section B: Either/Or - Essay Type	10 5	10×3 = 30 5×9 = 45
C4	Open Choice: Comprehensive Type	5/8	5×15 = 75
ARTS			
C1	Section A: Short Answers Section B: Either/Or - Essay Type	7/9 3	7×2 = 14 3×12 = 36
C2	Open Choice: Comprehensive Type	5/8	5×15 = 75
C3	Open Choice: Comprehensive Type	5/8	5×15 = 75
C4	Open Choice: Comprehensive Type	5/8	5×15 = 75

5. Dissertation

For carrying out the dissertation, it is mandatory to strictly adhering to the rules of the college as given below:

5.1 Requirement

Every student is expected to give two seminars one concerning Review of Related Literature within the four weeks from the beginning of the second semester and the other on Data Analysis/Result/Mid Term Review just before the submission of the final draft of the dissertation

5.2 Submission

Candidates shall submit the Dissertations to the Controller of Examinations **not earlier than five months but within six months** from the date of the start of theSemester –II. The above said time limit shall start from the 1st of the month which follows the month in which Semester - I examinations are conducted. If a candidate is not able to submit his/ her Dissertation 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 candidate does not submit his/her Dissertation 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 Principal. However the candidate need not write once again the theory papers if he/she has already passed these papers.

At the time of Submission of Dissertation, the guide concerned should forward the marks to the CoE through HOD in a sealed cover

5.3 Publications

All the M.Phil. Scholars should publish atleast one Research article in the reputed Journals before the submission of their dissertation. Publication of research article will be considered as CIA component. According to the type of Journals marks will be distributed to each article as follows.

UGC approved Journals	-	10 marks
Other Journals with ISSN number	-	8 marks
ReTeLL or Seminar /Conference Proceedings	-	6 marks

5.4 Requirement

For the valuation of dissertation it is mandatory to have passed in all the four courses. One external examiner and the Research Adviser shall value the Dissertation. The external examiner should be selected only from outside the college and shall be within the colleges affiliated to Bharathidasan University. In case of non-availability, the panel can include examiners from the other university/colleges in Tamil Nadu. The external examiner shall be selected from a panel of 3 experts suggested by the Research Adviser. However, the Controller of Examination may ask for another panel if he deems it necessary. Both the internal and external examiner will evaluate the Dissertation and allot the marks separately. However the *viva-voce* will be done by both of them. The average marks will be considered.

5.5 Curbing Plagiarism

According to The draft of University Grants Commission (Promotion of Academic Integrity and Prevention of Plagiarism in Higher Education Institutions) Regulations, 2017. Before submitting the thesis every students should submit the draft and get the certificate from the college library which will be issued after the verification of plagiarism. The certificate should be enclosed along with the thesis.

Plagiarism would be quantified into following levels in ascending order of severity for the purpose of its definition:

Level-0: Similarities upto 10% Excluded
Level-1: Similarities above 10% to 40%
Level-2: Similarities above 40% to 60%
Level-3: Similarities above 60%

Penalties for Students Plagiarism Disciplinary Authority (PDA) of the HEI, based onrecommendations of the Academic Misconduct Panel (AMP), shall impose penalty considering the severity of the Plagiarism.

i. Level 0: Similarities upto 10% - Minor Similarities, no penalty.
ii. Level 1: Similarities above 10% to 40% - Such student shall be asked to submit a revised script within a stipulated time period not exceeding 6 months.
iii. Level 2: Similarities above 40% to 60% - Such student shall be debarred from submitting a revised script for a period of one year.
iv. Level 3: Similarities above 60% -Such student registration for that programme shall be cancelled.

5.6 Viva-Voce

An open Viva-Voce examination shall be conducted by both the external examiner and the supervisor **and shall be attended by members of Department Research Committee members, all faculty members of the departments, other research scholars and other interested experts / researchers** and evaluated jointly by the Examiner and the Supervisor. The valuation of M.Phil. Dissertations and the viva-voce examination shall be carried out on the same day at the place of the Research Supervisor (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 by the Research supervisor. A candidate shall be declared to have passed Part-II Examination if he secures not less than **55%** of the marks both in internal and external.

6. Classification of Final Results

i. The classification of final results shall be based on the CGPA, as indicated in Table 2.
ii. For the purpose of Classification of Final Results, the candidates who earn the CGPA 9.00 and above shall be declared to have qualified for the Degree as "Outstanding". Similarly, the candidates who earn the CGPA between 8.00 and 8.99, 7.00 and 7.99, 6.00 and 6.99, and 5.00 and 5.99 shall be declared to have qualified for their Degree in the respective Programmes as "Excellent", "Very Good", "Good", and "Above Average" respectively..
iii. Absence from an examination shall not be taken as an attempt.

Table-1: Grading of the Courses

Marks Range	Grade Point	Corresponding Grade
90 and above	10	O
80 and above but below 90	9	A+
70 and above but below 80	8	A
60 and above but below 70	7	B+
50 and above but below 60	6	B
Below 50	NA	RA

Table-2: Final Result

CGPA	Corresponding Grade	Classification of Final Results
9.00 and above	O	Outstanding
8.00 to 8.99	A+	Excellent
7.00 to 7.99	A	Very Good
6.00 to 6.99	B+	Good
5.00 to 5.99	B	Above Average
Below 5.00	RA	Re-Appearance

6.1 Credit based weighted Mark System is to be adopted for individual semesters and cumulative semesters in the column 'Marks Secured' (for 100).

6.2 Candidates 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. The maximum duration for the completion of the M.Phil.Programme is 2 Years.

7. **Attendance**: Daily attendance for 90 working days should be enforced for the students. Periodical report of a student to the guide concerned should be recorded in the register kept by the guide.

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

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M. Phil. - HUMAN RESOURCES MANAGEMENT

Programme Outcomes (POs)

1. Scholars are to be adopted with a new paradigm of self-learning in the form of review of earlier knowledge acquired.
2. Scholars are brought to light from the previous investigation completed to the newer thrusts of knowledge and implementation in research.
3. Scholars are trained to design, implement and evaluate secured information (hard and soft) systems with assured quality and efficiency.
4. Scholars are to be oriented towards becoming globally competent.

Programme Specific Outcomes (PSOs)

1. Groomed with competency in knowledge, skills (Life, Communication and Managerial) and attitude (teaching Professional).
2. Expertise modern teaching techniques in the field of HR functions
3. Enhanced knowledge with teaching techniques to face Interviews and Competitive Examinations.
4. Sensitized in the changing scenario of social and industrial environment and being competent to start new ventures (Entrepreneurs)
5. Inclined to carry out research with assured quality and efficiency.
6. Proficient in heading and teaching teams with appropriate leadership qualities towards global competency.
7. Trained in research (hard and soft systems) in the practical area of HR functions
8. Efficient in sharing the equipped and enriched knowledge of HR through teaching

Sem.	Code	Title of the paper
I	18MHR101	Course-1: Professional Skills for Teaching-Learning
	18MHR102	Course-2: Research Methodology
	18MHR103	Course-3: International Human Resource Management
	18MHR104A	Course-4: Human Resource Management Core Functions
	18MHR104B	Course-4: Industrial Relations Management
	18MHR104C	Course-4: Labour Legislations
	18MHR104D	Course-4: Wage and Salary Administration
	18MHR104E	Course-4: Training and Development
II	18MEC205	Course-5: Dissertation

18MHR101

Paper-I
PROFESSIONAL SKILLS FOR TEACHING-LEARNING

Course Outcomes:
1. Employability of the students by empowering them with soft skills.
2. Knowledge on theoretical background of educational psychology and its important concepts.
3. Application of theories of educational psychology in educational practices.
4. Understanding about the nature of class room teaching and material preparation
5. Understand and apply ICT techniques and approaches in teaching
6. Equipping oneself to move with the current students

Unit-I: Soft Skills
a. Introduction to Soft skills, Soft Skills Vs Hard Skills, types of Soft Skills
b. Communication skills-Basics in communication, structure of written and oral sentences, Verbal, non-verbal, body language, JOHARI Window, Intrapersonal and Interpersonal Communications, Activities in Effective Communication
c. Behavioral Skills- Leadership skills, Time Management, Creativity and Lateral thinking
d. Interview Skills-Resume Writing, Different types of interviews, Etiquettes in interviews, Mock interviews
e. Team Building and Group Discussion- Progressive stages of Team Building, Parameters of GD (Special reference to attending, listening, responding skills), Mock Group GDs

Unit-II: Techniques and Dynamics of Teaching –Learning
a. Emerging trends in Educational psychology – Meaning, Scope and Methods
b. Learning- Different Theories of Learning, Approaches to learning (Classical Conditioning- Ivan Pavlov; Operant conditioning- B.F.Skinner); kinds of learning, factors affecting learning
c. Motivation: Intrinsic and extrinsic motivation, Development of memory and intelligence

Unit-III: e-Learning and e-Teaching
An overview of Microsoft office-2007: MS WORDS-2007-MS Excel-2007-MS Powerpoint-2007, Concepts in e-Resources and e-design: World Wide Web Concepts- Making use of Web Resources- We site creation concepts-Creating Web Page Editors- Creating Web graphics- Creating Web Audio files.

Unit-IV : Material Resources for Class Room Teaching
Referencing of books, journals, etc., - internet resources – preparation of lecture materials – questions and exercises – preparation of question banks – documentation of the material resources in hard and soft forms.

Unit-V: Classroom Teaching
Presentation skill – Elements of teaching-Content creation-Teaching Pedagogy– Clarity of expression – Blackboard writing – Use of tools like charts, models, power point materials, technological teaching, hand outs , etc. – motivation of students – group discussions – problem solving sessions – short tests- Mock class room session.

Books for Study and Reference
Unit 1.
1. JASS (2013). Winners in the Making. Introduction to Soft Skills. St. Joseph's College, Trichy.
2. Murphy, Raymond. (1998). *Essential English Grammar*. 2nd ed., Cambridge University Press.
3. Trishna (2004) Knowledge System *How to do well in GDs and Interviews*. Reprographic and Printing services, Secunderabad.

Unit II
1. Covey, Stephen. (2004). *7 Habits of Highly effective people,* Free Press.
2. Driscoll, M. P. (1994). Psychology of Learning for Instruction. Needham, MA: Allyn & Bacon.
3. Gardner, Howard (1983; 1993) Frames of Mind: The theory of multiple intelligences, New York: Basic Books

Unit III
1. Joyce Cox, CurtisFrye etc., (2007), "Step by 2007 Microsoft Office System", Prentice Hall of India Private Let, New Delhi.

Unit IV
1. Internet: The Complete Reference, by Margaret Levine Young

Unit-V
1. Lindaren Henry, Education psychology in classroom, Asia publishing Home.
2. Holt Richard, Psychology of Class Room Learning.

Semester I	Code 18MHR101					Title of the Paper PROFESSIONAL SKILLS FOR TEACHING-LEARNING								Hours 9	Credits 3
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)								Mean Score of COs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8		
CO1	5	5	4	5	4	4	5	4	5	5	4	4	3	4.2	
CO2	5	4	3	4	4	4	4	5	4	4	3	4	4	4.0	
CO3	4	3	5	4	4	3	4	5	4	4	4	5	5	4.1	
CO4	4	3	4	3	5	5	3	4	4	3	4	4	5	3.9	
CO5	4	4	5	3	4	5	4	4	3	3	4	4	5	4.0	
CO6	4	5	3	4	3	3	4	5	4	4	4	4	3	3.9	
												Overall Mean Score for COs		4.0	

Result: The Score for this Course is 4.0 (High Relationship)

Note:

Mapping	1-20%	21-40%	41-60%	61-80%	81-100%
Scale	1	2	3	4	5
Relation	0.0-1.0	1.1-2.0	2.1-3.0	3.1-4.0	4.1-5.0
Quality	Very poor	Poor	Moderate	High	Very High

Values Scaling:

Mean Score of COs = $\dfrac{\text{Total of Values}}{\text{Total No. of POs \& PSOs}}$	Mean Overall Score for COs = $\dfrac{\text{Total of Mean Scores}}{\text{Total No. of COs}}$

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18MHR102

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Paper-II
RESEARCH METHODOLOGY

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Course Outcomes

1. Gaining good knowledge that supports for independent research
2. Expertise in the methodology of doing scientific research.
3. Familiar with the procedure involved in quantitative research on par with latest scientific updation.
4. Understanding the techniques involved in qualitative research
5. Enriched with teaching skills pertaining to research along with statistical application in research.
6. Understanding the latest updations in SPSS according to the need of data analysis.

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 function

Research design: Meaning and types. Hypothesis: Definition, sources and types. Research in planning, organizing, staffing, controlling, 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: Attitude scales (Likert scale, semantic differential scale). Observation and interview.

Unit-IV: Statistical Analysis 1

Univariate analysis with the help of descriptive statistics, investigation of association (Bivariate data). Pearson's correlation coefficient (interval and ratio scales). Spearman's rank correlation coefficient (ordinal data). Contingency coefficient (Nominal data). Simple regression analysis: Assumption about the model, violation models and rectification. 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, and Chi-square distributions.

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Unit-V: Statistical Analysis 2 and Report Writing

Non – Parametric test: run test, Mann Whitney 'u' test. Content of research report, Types of Research report, Research Summary, Bibliography, Reference, Citation.

References

1. Sullivan, Monotte and Dejong(2001) Applied social research (Tools for the Human Services) Harcourt Brach College Publishers.
2. Baker, T.L. (1999) Doing Social Research, 3rd edition, New York, McGraw Hill.
3. Gilbert. A and Churchill Jr., (1983). Marketing Research: Methodological Foundations India, Prentice Hall India.
4. Tull.D.S. and Hawkins, D.I.,(2000) Marketing Research: Measurement and methods, Prentice Hall India.
5. Kurtz. R. Norman, (1983), Introduction to social statistics, New Delhi, McGraw Hill International.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes

Semester I	Code 18MHR102				Title of the Paper RESEARCH METHODOLOGY								Hours 9	Credits 4
Course Outcomes (COs)	Programme Outcomes (POs)				Programme Specific Outcomes (PSOs)								Mean Score of COs	
	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8		
CO1	5	5	4	5	4	5	4	3	5	4	4	3	4.2	
CO2	5	4	3	4	4	4	4	5	4	3	4	4	4.0	
CO3	4	3	5	4	3	4	5	3	3	2	3	5	3.6	
CO4	4	3	4	3	5	3	4	4	3	4	4	5	3.8	
CO5	4	4	5	3	5	4	3	3	3	3	4	4	3.7	
CO6	4	5	3	4	3	4	4	5	4	4	4	3	3.9	
Overall Mean Score for COs													3.9	

Result: The Score for this Course is 3.9 (High Relationship)

Note:

Mapping	1-20%	21-40%	41-60%	61-80%	81-100%
Scale	1	2	3	4	5
Relation	0.0-1.0	1.1-2.0	2.1-3.0	3.1-4.0	4.1-5.0
Quality	Very poor	Poor	Moderate	High	Very High

Values Scaling:

$$\text{Mean Score of COs} = \frac{\text{Total of Values}}{\text{Total No. of POs \& PSOs}}$$

$$\text{Mean Overall Score for COs} = \frac{\text{Total of Mean Scores}}{\text{Total No. of COs}}$$

18MHR103

Paper-III
INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Course Outcomes

1. Getting acquainted with doing courses online.
2. Being competent with knowledge and skill on International Human Resource Management.
3. Groomed with proficiency in the latest techniques related to planning and development of human resources at international level.
4. Nurtured with the recent strategic IHRM practices entitled to succeed in competitive examinations.
5. Potential enough to carry out research activities in the areas of International Human Resource Management as per the need of the hour.
6. Sensitized in the changing scenario of International HR practices.

Unit-I: Introduction IHRM

Definition of IHRM, need of IHRM, Approach path global status, Linking HR and International expansion. Strategies changing environment: Changing role of HR managers, internationalization business, need for responsive organizations, current trends of Hr. Ethics and IHR manager, variables that moderate domestic HRM and IHRM, importance of cultural awareness, expanding the role of HRM in international firms.

Unit-II: Organizational context of IHRM

International recruitment and selection of executives, Nationality staffing policies. Repatriation process, Managing people in an international context. HRIS: Definition, meaning, need, scope function, types of IS, limitations of IS, MIS applications, E'HRM, E'HR activities, E-Learning and paperless office.

Unit-III: Performance Management Systems

Multinational performance management systems, factors associated with individual performance 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

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

International compensation: objectives, approaches, issues, challenges and theoretical development of IHR. Industrial Relations: Approaches, nature, key issue in international IR, Trade Unions and International IR, Response of Trade Union.

References

1. Dowling and Welch, 2006, International Human resource Management, Pearson Publications.
2. Bhatia, S.K, International Human Resource Management, Deep and Deep Publications.
3. Gary Dessler, 2007, "Human Resource Management" 8th edition, Tata McGraw Hill.
4. Aswathappa.K, Sadhandash, 2008, "International Human Resource Management", Tata McGraw Hill.
5. Mead Richard, 2005, "International Management" 3rd edition, Black Well publishing.

For the Department

http://www.sjctni.edu/Department/HR/OOC/ooc.jsp

For Units

http://www.sjctni.edu/Department/HR/OOC/unit1.jsp
http://www.sjctni.edu/Department/HR/OOC/unit2.jsp
http://www.sjctni.edu/Department/HR/OOC/unit3.jsp
http://www.sjctni.edu/Department/HR/OOC/unit4.jsp
http://www.sjctni.edu/Department/HR/OOC/unit5.jsp

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes

Semester I	Code 18MHR103				Title of the Paper INTERNATIONAL HUMAN RESOURCE MANAGEMENT										Hours 9	Credits 4
Course Outcomes (COs)	Programme Outcomes (POs)				Programme Specific Outcomes (PSOs)										Mean Score of COs	
	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8				
CO1	5	5	4	5	4	5	4	3	5	4	4	3			4.2	
CO2	5	4	3	4	4	4	4	5	4	3	4	4			4.0	
CO3	4	3	5	4	3	4	5	3	3	2	3	5			3.6	
CO4	4	3	4	3	4	3	4	4	3	4	4	5			3.7	
CO5	4	4	5	3	5	4	3	2	3	3	4	4			3.6	
CO6	4	5	3	4	3	4	4	5	4	4	4	3			3.5	
													Overall Mean Score for COs		3.8	

Result: The Score for this Course is 3.8 (High Relationship)

Note:

Mapping	1-20%	21-40%	41-60%	61-80%	81-100%
Scale	1	2	3	4	5
Relation	0.0-1.0	1.1-2.0	2.1-3.0	3.1-4.0	4.1-5.0
Quality	Very poor	Poor	Moderate	High	Very High

Values Scaling:

Mean Score of COs = Total of Values / Total No. of POs & PSOs

Mean Overall Score for COs = Total of Mean Scores / Total No. of COs

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18MHR104A

Paper-IV
HUMAN RESOURCE MANAGEMENT CORE FUNCTIONS

Course Outcomes:
1. Being competent with knowledge and skill of human resource management.
2. Groomed with proficiency in the latest techniques related planning and development of human resources in an industry.
3. Nurtured with the recent strategic HRM practices entitled to succeed competitive examinations.
4. Potential enough to carry research activities in the areas of human resource management as per the need of the hour.
5. Sensitized in the changing scenario of HR practices and being competent to start new ventures (Entrepreneurs)
6. Proficient in carrying research activities as per the dynamics of human resource climate of the industry.

Unit-I:
Man Power Planning
Need of man power planning – importance of man power planning- benefits of man power planning - process of man power planning – man power plan component- determination of the quality of personnel- anticipating excess and deficit man power- supply and demand of Man power- Man power inventory.

Unit-II:
Personnel Policies
Aims of personnel policies- objectives of personnel policies- need of personnel policies-principles of personnel policies- types of personnel policies- procedures and programmes- personnel audit- personnel research-personnel records and reports- managing personnel policies- reviewing personnel polices.

Unit-III:
Job Role Analysis
Job diagnostic survey- job analysis- techniques of job analysis data- job description- nature of job description- importance of job description- Minnesota job description- rewards-role analysis-technique of job analysis data-job specification- meaning- essence of job specification- job specification management- management by objectives- work rules.

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Unit-IV:

Recruitment and Selection

Recruitment- meaning- nature- types- process- source of recruitment-methods of recruitment- recruitment practices in India – scientific selection-selection process- selection procedures- HRIS- human capital management – hiring of employees- retaining of workers-out sourcing of Recruitment and selection.

Unit-V:

Orientation and Induction

Orientation- definition of orientation -meaning of orientation - importance of orientation- scope of orientation – how to orient an employee- impact of poor orientation; induction- meaning- process of induction- reason for induction; placement- meaning- process- result of proper placement

References

1. Peter Drucker, F (2000), Management Tasks, Responsibilities and Practices, New York, Harper and Row.
2. Dale Yoder, G (2006), Personnel Management and Industrial Relations, New Delhi, Printel Hall India.
3. Prasad, L.M (2005), Principles and Practice of Management, New Delhi, Sultan Chand and Sons.

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Paper-IV
INDUSTRIAL RELATIONS MANAGEMENT

Course Outcomes:

1. Groomed with the theoretical and practical knowledge in industrial relations
2. Efficient enough to handle the disciplinary proceeding and grievance measures according to the changing scenario of social and industrial environment.
3. Proficient to share the gained and enriched knowledge, skill and attitude with the concerned people.
4. Competent to deal the trade unions by applying the latest labour legislations.
5. Trained to exhibit positive attitude for research activities in the dynamic areas of industrial relations.
6. Being catalyst to bring change in managerial attitude towards worker's participation in management.

Unit-I:

Industrial Relations And Industrial Disputes

IR – Meaning and Concept. Industrial Disputes: Meaning & Causes. Industrial Dispute Act 1947: Settlement machineries, Awards and Settlements, Strike and Lockout, Lay-off and Retrenchment. Directive Principles of State Policy. Creating and adopting Labour Policy. Role of ILO in Industrial Relations.

Unit-II:

Trade Unions And Industrial Relations

Purpose and functions of Trade unions. History and Growth of Trade Union. Trade Unions and Economic Developments. Pitfalls and Suggestions to improve Trade Union Activities. Trade Unions Movement in India.

Unit-III:

Discipline And Grievance Procedure

Discipline: Meaning and Concept, Causes of Indiscipline, Maintenance of Discipline. Domestic Enquiry: Concept and Practice. Principles of Natural Justice, Principles of Hot Stove Rule.Grievance Handling: Meaning of Grievances, Sources and Benefits of Grievances, Grievance Redressal Machinery, Constitution of Grievance Committee.

Unit-IV:
Collective Bargaining And Workers' Participation In Management

Collective Bargaining: Meaning, Types, Process and Importance. Status of Collective Bargaining in India. Suggestions to improve Collective Bargaining. Negotiation: Types, Problem Solving Attitude, Negotiation Skills.WPM Concept and Practices in India: Works Committees, Joint Management Councils, Shop Councils, Voluntary Scheme of Workers' Participation, Quality Circle, Suggestions Scheme for Improvement. WPM in Other Countries.

Unit-V:
Strategic Management Of Industrial Relations

Managing Good Industrial Relations: Ten Golden Rules for Good Industrial Relations. International Regulation: ILO Declaration on MNEs and Social Policy, Organisation for Economic Cooperation and Development (OECD) Guidelines, Global Compact. Future of Industrial Relations

Reference

1. Mamoria,C.B., (2000) Industrial Labour and Industrial Relations in India, Kitab Mahal.
2. Bhatia,S.K., (2003), Constructive Industrial Relations and Labour Laws, Deep and Deep, New Delhi.
3. Manoppa,A., (1999), Industrial Relations, TMH, New Delhi.
4. Yoder, Dale and others, (1999), Personnel Management and Industrial Relations, New Delhi, Prentice Hall.

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Paper-IV
LABOUR LEGISLATIONS

Course Outcomes:
1. Competent with updated knowledge in various spheres of Indian and TamilNadu Labour Legislation.
2. Proficient to carry research in the labour laws pertaining to industrial environment.
3. Eniched with practical applications of labour laws at various areas of Industrial culture.
4. Sensitized with the changes in the industrial and social environment and capable of applying the updated laws according to the need.
5. Efficient to share the enriched knowledge in labour laws with the concerned people.
6. Expert in integrating labour legislation with developments among human resources in industrial avenues

Unit I: Basic Act: Factories Act

Health- safety- welfare- working hours of adult – employment of young persons- employment of women- annual leave procedure with and without wages- national holidays- casual leave- earn leave- safety officers role in factory- welfare officers duty towards welfare of workers- inspection- penalties and procedure.

Unit II: Security Related Act: ESI, EPF, Gratuity & Compensation Act

ESI : administration- contribution- governing rules- benefits- machinery to recover arrears; EPF: provident fund scheme- pension schemes- insurance schemes and administration; Gratuity: eligibility- forfeiture of gratuity- nomination for gratuity- recovery of gratuity; Compensation: meaning- out of employment- in the course of employment- commissions- mode of distributions.

Unit III: Wage Related Act: Wage, Minimum and Bonus Act

Rules for wage payment- standard deduction and enforcement; minimum wage: fixation- revision of minimum wage- rate of wage- living wage – fair wage; Bonus: eligibility for bonus- minimum bonus- maximum bonus- allocable surplus- available surplus- set on and set off for bonus.

Unit IV: Women Related Act: Maternity, Sexual Harasment Act

Maternity : meaning – basic definitions- miscarriage- abortion- termination of pregnancy –right to benefit- legal issues to pregnancy- forfeiture of benefit- medical bonus- leave- nursing breaks; sexual harassment: meaning- importance of Sexual harassment Act, 2006 – procedure to file a suit- committee at the work place- legal formalities during proceedings

Unit V: TN State Act: Shops And Establishment & Contract Act

Shops and Establishment: meaning- coverage of business zone- opening of shops and establishment- closing of shops and establishment- brake in a day- working hours for shops and establishment-holidays- permissible deductions; Contract- scope- coverage- prohibition of contract labour- licensing of contractor- welfare and health of contract labour.

References

1. Malik, P .L (1995), Handbook of Industrial Law, Lucknow, Eastern Book House.
2. Sinha, P.R.N (2009), Labour Legislation, New Delhi, Pearson Education House.
3. Kapoor, N.D (2003), Handbook of Industrial Law, New Delhi,Sultan Chand and Sons

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Paper-IV
WAGE AND SALARY ADMINISTRATION

Course Outcomes:

1. Gained knowledge on the different types of wages and the importance of equity in wage and salary administration.
2. Have become aware of the issues related to compensation or rewarding human resources in various forms of organizations
3. Familiarized on the computation of wage and salary.
4. Learnt about the different machineries involved in wage fixation in our country.
5. Developed skills in designing, analyzing and restructuring reward management systems, policies and strategies.
6. Learnt the different incentive payment plans introduced by the management researchers.

Unit-I:
Basic Concepts

Wage and salary: meaning- purpose- structure- minimum wages- fair wages- living wages- statutory minimum wage- need based minimum wage- problems in wage and salary administration- authorized deduction in wages and condition for imposition of fines on employees- supervision for wage and salary payment- form/ mode of wage and salary distribution.

Unit-II:
Wage Policies

Concept of wage policies- importance of wage policies- ILO of wage policies- National wage policies in India- hurdles in national wage policies- Iron law of wages- Adam smith's wage fund theory- Surplus value theory of Karl Max- Residual claimant theory of Walker- Bargaining theory of wages- Application of the wage theories- committees to revise wage policies .

Unit-III:
Methods of Wage Fixations

Computation of salary- time rate and piece rate of wage payments- merits and demerits in wage payment; wage differentials- meaning- nature- benefits of wage differentials- linkage of wages with productivity- consumer price index numbers; dearness allowance and fringe benefits- meaning- usage-

calculation of dearness allowance - executive remuneration and perks – EXOP schemes.

Unit-IV:

Machineries for Wage Fixations

Wage boards- pay commissions- role of conciliation- adjudication- arbitration in wage fixation- collective agreements and productivity agreements- land mark judgments of the Supreme Court in wage area- profit sharing and bonus- role of gain sharing in wage fixations- settlement of wage and salary grievances.

Unit-V:

Incentives and Retirement Plans

Basic pay- provision for dearness allowance- calculation of total compensation packages- various methods of compensating cost of living- essence of standard of living in computing compensations- production oriented incentive schemes-Halsey incentive plans- Rowan incentive plans; retirement plan- pension schemes- family pension plan.

References:

1. Sharma, A.M, (1999), Understanding Wage Systems, Bombay, Himalayan Publishing House.
2. Prasad, N.K (2005), Principles and Practices of Cost Accounting, New Delhi, Sultan Chand and Sons.
3. Alka Gupta, D (2000), Wage and salary Administration in India, New Delhi, Anmoe Publications.

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Paper-IV
TRAINING AND DEVELOPMENT PROCESS

Course Outcomes:

1. Understand the nature of various methods and techniques of training practiced in several organization
2. Know the importance of basic training need analysis and its steps to empower life skills
3. Become aware of the evaluation procedures pertaining to training and training strategies.
4. Develop skills to carry out performance appraisal and to go with performance management in various organizations.

Unit-I: Introduction

Training and Development-Concept of Training –Meaning, Definition, Nature, Objective, Deference between Training and Development, Training process, Training Method, Training need Analysis.

Unit-II: Methods and Techniques of Training

General Training need analysis, its Models ,Contemporary Methods Framework , Output , Approaches, Focus on Small Business : TNA & Design, Organizational Constraints on Training , Developing Objective Training , Facilitation on Learning , Focus on the trainees , Focus on the Training Design , Focus on Organizational Intervention and Outcome of Design

Unit-III: Evaluation of Training and Management Development

Development of Training, its Implementation, Major Players in Training & Development , Evaluation , Types of Evaluation ,Focus on small Business : Training programs and Issues , Management Development Implications, Sources of Knowledge and Skill Acquisition , Training and development for Executives and middle level Managements

Unit-IV: Performance Evaluation and Management

Performance Measurements- purpose, principles, issues and classifications; Traditional methods- ranking, paired comparison, grading, forced distribution, check list, critical incident, graphical rating scale, essay, field review, confidential report; Modern methods- MBO, BARS, HR accounting, 360 degree appraisal, balanced score card; Recent trends- computerized appraisal process, electronic performance monitoring, assessment centers

and merging methods; rational performance management and documentation.

Unit-V: Managing Career

Performance development framework- Performance development cycle, performance development planning, performance development review, Promotion, Transfer, performance development training; Appraisal Interview-types, skills , guidelines and process; Performance and development review-coaching and counselling; Managing under-performers; Performance management – training, principle criteria , evaluation and methods; effective performance evaluation system.

References

1. Gurpreet Randhawa (2007), Human Resource Development, Atlantic Publisher and Distributor.
2. Arm Strong, Michael and Baron, Angela,(2007), Performance Management, Mumbai, Jaico Publishing House.(unit 1: chapter 1-4; unit 3: chapter 15 and 18; unit 5: chapter 12, 19, 20 and 21)
3. Gary Dassler, Human Resource development, New Delhi. Printice Hall of India.
4. J.Jayasankar (2009). 4th Edition, Human Resource Management, Chennai: Margham Publication.
5. P. Nick Blanchard, James W. Thacker, V. Anand Ram(2010). Effective Training, Pearson Education.
6. Uday Kumar Haldar (2010). 2nd Edition, Human Resource Development, Oxford University Press.