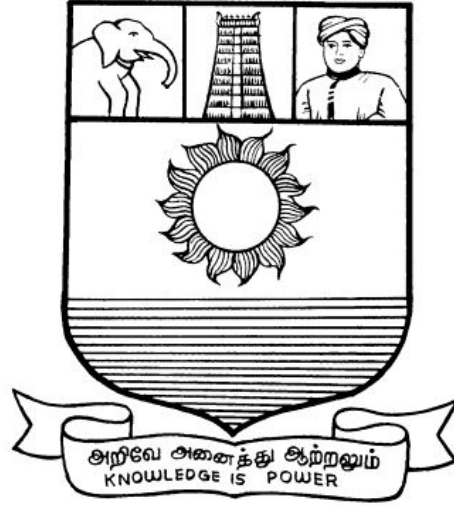


Manonmaniam Sundaranar University  
Tirunelveli – 627 012



Master of Arts in Human Resource Development –  
Choice Based Credit System  
(MA in HRD - CBCS)

Program Regulations and Syllabus

July 2017

**Manonmaniam Sundaranar University**  
**Tirunelveli – 627 012**

**Master of Arts in Human Resource Development – Choice Based Credit System**  
**(MA in HRD – CBCS)**

**Program Regulations and Syllabus**

**For those who joins in 2017 – 18 onwards**

1. **Program:** Master of Arts in Human Resource Development (**MA in HRD**)
2. **Duration:** Two years Full Time (each year having Two Semesters)
3. **Medium of Instruction and Examinations:** English
4. **Eligibility for Admission:**

A candidate shall be eligible for admission to Master of Arts in Human Resource Development (**MA in HRD**) course if he/she has obtained Bachelor's degree at least through 10 + 2 + 3 stream, recognized by our University with a minimum of fifty percent (50%) marks in Major and Allied Courses. For SC / ST candidates a Pass is enough through the same stream of education as mentioned above.

5. During an academic year, a candidate shall be enrolled for one program of study only and shall not appear for any other Post Graduate Examination of this or any other University.

6. **The transitory provision is as follows:** The student of this program has to complete the degree within **4 years** (2 years + 2 years) from the date of joining the course. After that period, one extension of One year can be applied for and obtained from the authorities of the university, on a case to case basis, in an extraordinary situation only.

7. The semester-wise course outline, credits assigned to each course, total marks allocated to each course, internal and end semester examination marks components are listed below. The course content is given in the detailed syllabus (Annexure).

MA in HRD (CBCS) Syllabus 2017 - 18

Sl. No	Sem.	Course Name	Status	Credits	Maximum Marks			Passing Minimum
					Internal Marks	External Marks	Total Marks	
1	I	Essentials of Management	Core	4	25	75	100	50 % in External and 50 % Overall  (38 out of 75 in External and 50 out of 100 in Total marks)
2	I	Organizational Behaviour	Core	4	25	75	100	
3	I	Human Resource Economics	Core	4	25	75	100	
4	I	Fundamentals of Human Resource Development	Core	4	25	75	100	
5	I	Elective - 1	Elective	3	25	75	100	
6	I	Elective - 2	Elective	3	25	75	100	
7	II	Business Ethics and Corporate Social Responsibility	Core	4	25	75	100	
8	II	Quantitative Methods	Core	4	25	75	100	
9	II	Training and Development	Core	4	25	75	100	
10	II	Human Resource Information System	Core	4	25	75	100	
11	II	Elective - 3	Elective	3	25	75	100	
12	II	Elective - 4	Elective	3	25	75	100	
13	III	Organizational Culture and Development	Core	4	25	75	100	
14	III	Industrial Relations	Core	4	25	75	100	
15	III	Labour Legislations	Core	4	25	75	100	
16	III	Research Methodology	Core	4	25	75	100	
17	III	Elective - 5	Elective	3	25	75	100	
18	III	Elective - 6	Elective	3	25	75	100	
19	IV	Strategic Human Resource Development	Core	5	25	75	100	
20	IV	International Human Resource Practices	Core	5	25	75	100	
21	IV	Total Quality Management	Core	4	25	75	100	
22	IV		Core	4	25	75	100	
23	IV	<b>Project</b>	Core	12	25	75	100	
<b>TOTAL</b>				90	575	1725	2300	

Course Structure for **MA in Human Resource Development**  
(With Effect from the Academic Year 2017 - 18 onwards)

Semester	Subject No.	Subject Status	Subject Title	Contact Hrs / W	Lecture Hrs / W	Tutorial Hrs / W	Practical Hrs / W	Credit
I	1	Core - 1	Essentials of Management	6	2	4	0	4
	2	Core - 2	Organizational Behaviour	6	2	4	0	4
	3	Core - 3	Human Resource Economics	6	2	4	0	4
	4	Core - 4	Fundamentals of Human Resource Development	4	4	0	0	4
	5	Elective - 1	Refer Electives List	4	4	0	0	4
	6	Elective - 2		4	4	0	0	4
<b>SUB TOTAL</b>				<b>30</b>	<b>18</b>	<b>12</b>	<b>0</b>	<b>22</b>
II	7	Core - 5	Business Ethics and Corporate Social Responsibility	6	2	4	0	4
	8	Core - 6	Quantitative Methods	6	2	4	0	4
	9	Core - 7	Training and Development	6	2	4	0	4
	10	Core - 8	Human Resource Information System	4	4	0	0	4
	11	Elective - 3	Refer Electives List	4	4	0	0	4
	12	Elective - 4		4	4	0	0	4
<b>SUB TOTAL</b>				<b>30</b>	<b>18</b>	<b>12</b>	<b>0</b>	<b>22</b>

III	13	Core - 9	Organizational Culture and Development	6	2	4	0	4
	14	Core - 10	Industrial Relations	6	2	4	0	4
	15	Core - 11	Labour Legislations	6	2	4	0	4
	16	Core - 12	Research Methodology	4	4	0	0	4
	17	Elective - 5	Refer Electives List	4	4	0	0	4
	18	Elective - 6		4	4	0	0	4
<b>SUB TOTAL</b>				<b>30</b>	<b>18</b>	<b>12</b>	<b>0</b>	<b>22</b>
IV	19	Core - 13	Strategic Human Resource Development	5	3	2	0	4
	20	Core - 14	International Human Resource Practices	5	3	2	0	4
	21	Core - 15	Total Quality Management	4	4	0	0	4
	22	Core - 16	Advanced Behavioural Science	4	4	0	0	4
	23	Project	Project Work	12	0	0	12	8
<b>SUB TOTAL</b>				<b>30</b>	<b>14</b>	<b>4</b>	<b>12</b>	<b>24</b>
<b>TOTAL</b>				<b>120</b>	<b>68</b>	<b>40</b>	<b>12</b>	<b>90</b>

Total number of **Core** Courses: **17 (16 + 1 Project)**

Total number of Electives: **6**

Total number of Practical Courses: **0**

Total number of Hours: **120**

#### **8. End Semester Examination Question Paper Pattern:**

Maximum Marks: 75 and Max. Time: 3 Hours

**Part A:** 10 marks (10 questions \* 1 mark) (Multiple Choice Questions)  
*(2 questions from each unit)*

**Part B:** 25 marks (5 questions \* 5 marks) *(1 question from each unit)*

**Part C:** 40 marks (5 questions \* 8 marks) *(1 question from each unit)*

**Note: Part A will have NO choice and Part B and Part C will have Internal Choice**

**9. Internal Assessment:**

**(I) For Theory Courses** (Written End Semester Examination Courses), the Internal Assessment will be as follows:

**Continuous Internal Assessment Tests** : **20 marks**  
(Three compulsory Tests should be attended by the Student, out of which the average of the Best Two will be calculated)

**Seminars / Presentations / Case Discussions /  
Assignment / Term Paper / Case Study  
Submitted by the Students** : **05 marks**

**Total** : **25 marks**

**Note:** Based on the necessity and the nature of the Course Work, Seminars and Assignments can be added together and Reports / Audio Visual presentations / Case Presentations by the Individual students or a Group of Students can be evaluated by the Course Facilitator for the Maximum of Ten Marks.

**(II) For Project Works**, the marks for the **Viva Voce** will be considered as **Internal Marks**.

**10. The Project Report** will be evaluated on the following criteria:

**a) Faculty Guide (Internal Examiner):**

- |   |          |
|---|----------|
| 1. Adherence to Report Format                   | : 10     |
| 2. Introduction                                 | : 05     |
| 3. Research Methodology                         | : 10     |
| 4. Review of Literature                         | : 05     |
| 5. Analysis and Interpretations                 | : 10     |
| 6. Managerial Implication of the Project        | : 05     |
| 7. Identification of further scope for Research | : 05     |
| 8. Adherence to Procedure and Schedule          | : 15     |
| 9. Adherence to Suggestions by the Guide        | : 10     |
|   | <hr/>    |
|   | 75 marks |
|   | <hr/>    |

**b) External Examiner / A Panel of Examiners: - TO BE APPOINTED BY THE CONTROLLER OF EXAMINATIONS**

1. Adherence to Report Format	: 10
2. Introduction	: 05
3. Research Methodology	: 20
4. Review of Literature	: 05
5. Analysis and Interpretations	: 20
6. Managerial Implication of the Project	: 10
7. Identification of further scope for Research	: 05

\_\_\_\_\_  
75 marks  
\_\_\_\_\_

**11.** The students will be evaluated on the following criteria during the conduct of the **Viva Voce Examination:**

**a) By the Faculty Guide:**

1. Introduction to the Project	: 5
2. Methodology adopted	: 5
3. Creativity in Presentation	: 5
4. Presentation Skills (including use of AV aids)	: 5
5. Answers to Questions	: 5

\_\_\_\_\_  
25 marks  
\_\_\_\_\_

**b) External Examiner / A Panel of Examiners: - TO BE APPOINTED BY THE CONTROLLER OF EXAMINATIONS**

6. Introduction to the Project	: 5
7. Methodology adopted	: 5
8. Creativity in Presentation	: 5
9. Presentation Skills (including use of AV aids)	: 5
10. Answers to Questions	: 5

\_\_\_\_\_  
25 marks  
\_\_\_\_\_

**Note:** For Project Report Evaluation and for the Viva voce examination, the average of the marks awarded by both Internal and External Examiners will be calculated. Thus arrived marks for the Project Report will be treated as External Marks and that for the Viva Voce Examination will be treated as External Marks.

## 12. Project Works

(a) Every candidate shall have to undertake **SIX weeks Main Project Work** in an organization of repute in India or abroad.

(b) **Attendance Certificate from the Organization and Strict Adherence to the procedure, schedule and suggestions offered by the Faculty Guide are pre-requisites for acceptance of the report and to be verified by the External Examiner during the Viva Voce Examination.**

(c) Upon completion of the project, the report has to be submitted in duplicate within the time stipulated.

(d) The candidate shall have to make an oral presentation of his/her project report before a joint session of the faculty and students.

(e) The faculty shall evaluate the presentation and record of marks shall be maintained. A consolidated marks list duly signed by the Head of the Department shall be sent to the Controller of Examinations at the conclusion of presentations to be incorporated in the mark statement of the Fourth Semester.

(g) Any candidate who fails to defend his /her project / training report satisfactorily shall have to take up a project afresh in the ensuing semester and defend it in a similar manner as laid down above. **The veracity / genuineness of the project work should be proved beyond doubt.** If proved otherwise, a case of malpractice is to be reported and necessary action can be initiated as per the University norms.

(h) All students are required to be present at the time of presentation. Their attendance can also be taken into account while awarding marks for their presentation.

14. The Electives will be offered in all the semesters. A student has to opt for any **two** electives in each semester, from the list given below:

Semester	Electives
I	<ol style="list-style-type: none"> <li>1. Employee Empowerment and Leadership</li> <li>2. Human Resource Planning</li> <li>3. Stress Management</li> </ol>
II	<ol style="list-style-type: none"> <li>1. Performance Management</li> <li>2. Human Resource Management</li> <li>3. Emotional Intelligence</li> </ol>
III	<ol style="list-style-type: none"> <li>1. Knowledge Management</li> <li>2. Human Resource Compensation</li> <li>3. Counselling Skills</li> </ol>



**Annexure - Detailed Syllabus**

2017 - 18 / MSU / 46<sup>th</sup> SCAA / Affiliated College / PG / MA in HRD / Sem I / Core - 1

**I Semester**

**ESSENTIALS OF MANAGEMENT**

**UNIT I**

Nature and functions of Management – Administration vs Management - Skills and levels of managers – Characteristics of a Manager - Different approaches to management – systems approach – Management Environment – Internationalization of management

**UNIT II**

Planning – Nature – Importance – Types – Steps in planning process – MBO – Strategic planning process – TOWS matrix – Business portfolio matrix

**UNIT III**

Decision making process – Models of decision making - Formal / Informal organization – Organizational structure – organizing process – Departmentalization – Authority delegation – Decentralization – Coordination – Line / Staff relations – Staffing procedure – Training and development – Performance appraisal

**UNIT IV**

Direction and Communication – Processes and Barriers – Leadership – Characteristics of a leader – Approaches to leadership – Motivation concepts – Theories of motivation – Committee – Team – Group decision making - System and process of controlling – Control techniques

**UNIT V**

Organizational change and Development – Strategies for efficient OC and OD – Productivity – Operations management - Use of IT in management functions

**Reference:**

1. Harold Koontz, Heinz Weihrich, Essentials of Management, McGraw Hill
2. J S Chandan, Management: concepts and cases, Vikas Publishing House, Pvt. Ltd.
3. Stoner, Freeman and Gilbert, Management, Pearson Education
4. Tripathi, Reddy, Principles of Management, Tata McGraw Hill
5. Fredrick Hillier, Mark Hillier, Management, Tata McGraw Hill

**ORGANIZATIONAL BEHAVIOR**

**UNIT I**

Organizational Behavior (OB) –Definition-nature and scope-contributing disciplines-challenges and opportunities-OB models-Global scenario

**UNIT II**

Individual level concepts – Learning - Perception - Values – Attitudes – Personality – Motivation

**UNIT III**

Group Dynamics-formation of groups - decision making; Team effectiveness - Team building; Dynamics of power and politics

**UNIT IV:**

Leadership – theories - styles - contemporary issues; Interpersonal communication-Transactional Analysis - Conflict Management

**UNIT V**

Organizational Dynamics – Organizational Culture – Organizational Change – Organisation Development (OD) interventions and Case studies related to concepts and application of OB

**Reference:**

1. Stephen P. Robbins - Organizational Behavior, Prentice Hall of India.
2. Fred Luthans - Organizational Behavior, McGraw Hill.
3. Udai Pareek - Understanding Organizational Behaviour, Oxford University Press
4. Arun Kumar & Meenakshi N - Organizational Behavior, Vikas Publishing

## **HUMAN RESOURCE ECONOMICS**

### **UNIT I**

Understanding the “Economics” of “Human Resources”— Human Capital Theory - The Demand for Human Resources— Short-run and Long-run Demand—Elasticities of Demand for Human Resources—The Supply of Human Resources—Basic Model of Work-Leisure Decision—Becker’s Model of Allocation of Time.

### **UNIT II**

Wage Determination and the Allocation of Human Resources- Labour Market policies- Wage Structure and Wage Differentials—The Job Search Model: Internal and External.

### **UNIT III**

Economic Issues in Compensation—Alternative Pay schemes and labor efficiency—Agency Problem—Pay for Performance and other contemporary issues

### **UNIT IV**

Human Resource Participation Rate: Issues and Trends—Hours of Work: Emerging Trends in Mobility, Migration and Efficiency—Contemporary issues in labor mobility and employment trends in India—Basic Issues in Labour Market Discrimination.

### **UNIT V**

Economic Perspectives and Trends in Trade Unionism —Model of the Bargaining Process and Economic Implications—Economic Impact of Unions.

### **Reference:**

1. C. R. Mcconnell, S. L. Brue and D. A. Machpherson, Contemporary Labor Economics, McGraw-Hill.
2. P. Cahuc and A Zylberberg, Labor Economics, PHI Learning.
3. T. N. Bhogaliwal;. Economics of Labour and Social Welfare, Sahitya Bhawan.
4. K. N. Vaid, Labour Welfare in India, Sri Ram Centre for Industrial Relations.
5. J.E. King, Labour Economics, Macmillan

**FUNDAMENTALS OF HUMAN RESOURCE DEVELOPMENT**

**UNIT I**

Introduction to Human Resource Development: Concept; Relationship between human resource management and human resource development; HRD mechanisms, processes and outcomes; HRD matrix; HRD interventions; Roles and competencies of HRD professionals; Challenges in HRD

**UNIT II**

HRD Process: Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating effectiveness of HRD Programs; HRD audit; HRD culture and climate.

**UNIT III**

HRD Activities: Employee development activities- Approaches to employee development, leadership development, action learning, assessment and development centres; Intellectual capital and HRD; HRD mechanisms for workers; Role of trade unions; Industrial relations and HRD; Influence of motivation on development activities.

**UNIT IV**

HRD Applications and Trends: Coaching and mentoring; Career management and development; Employee counselling; Competency mapping; PCMM, Balanced Score Card, Appreciative inquiry; Integrating HRD with technology, Employer branding and other emerging trends.

**UNIT V**

HRD in Organizations: Selected cases covering HRD practices in government organisations, manufacturing and service industries and MNCs; International experiences of human resource development.

**Reference:**

1. Werner J. M., DeSimone, R.L., Human resource development, South Western.
2. Nadler, L., Corporate human resources development, Van Nostrand Reinhold.
3. Mankin, D., Human resource development, Oxford University Press India.
4. Haldar, U. K., Human resource development, Oxford University Press India.
5. Rao, T.V., Future of HRD, Macmillan Publishers India

**ELECTIVE**

**EMPLOYEE EMPOWERMENT AND LEADERSHIP**

**UNIT I**

Understanding Leadership: Leadership Skills - The difference between Leadership and Management; Evolution of Leadership Theories; Attributes of Effective Leaders. Leadership Styles; Likert's Four Styles; Tannenbaum & Schmidt Continuum of Leaders Behavior;

**UNIT II**

Conflict Resolution Skills; Leadership Tactics. Leadership Development to Organization Goals. Learning: The Learning organization; Leading a Learning Organization - Coaching Leaders - Demystifying Coaching; Improving as a coach.

**UNIT III**

Employee empowerment, Employee involvement - Quality of work life; Work - life balance, Leadership Succession. Impact of Leadership Styles on Work Climate.

**UNIT IV**

Developing Performing Teams Moving from command and control to Teamwork; Understanding Teams and Teamwork; Principles of Great Teams; Team Size and Skills. Balance Score-card & Competency Mapping

**UNIT V**

Leadership Approaches that Foster Team Performance; Team Learning. Leadership Challenges: Challenges of Knowledge Work; Realities of E-commerce Environment; Managing Diversity.

**REFERENCES**

1. Rozana Huq, Employee Empowerment: the rhetoric and reality, Triarchy press publication, 2010
2. Kenneth L. Murrell, Mimi Meredith, Empowering Employees, McGraw - Hill Professional, 2000
3. Sujata Belgamkar, Veena Yamini B., The Power of Employee Empowerment, ICFAI
4. G. Ronald Gilbert, Ardel E. Nelson, Beyond Participative Management: Toward Total Employee Empowerment for Quality, Quorum Books, 1991

**ELECTIVE**

**HUMAN RESOURCE PLANNING**

**UNIT I**

Concept and importance of Human Resource Planning - Process of Human Resource Planning - Need for Human Resource Planning - HR Forecasting Techniques – Factors influencing Successful Human Resource Planning.

**UNIT II**

Assessing Human Resource requirements - Human resource forecasting - Work load analysis - Job analysis - Job description – Job specifications - Job design - Job characteristic approach to job design.

**UNIT III**

Succession Management - Importance of Succession Management - Evolution of Succession Management - Succession Management Process - Employee Competencies, Training & Development - Career Planning.

**UNIT IV**

Strategic Options and their HRP Implications - Organizational Downsizing & Restructuring - Globalization of Operations - Mergers & Acquisitions – Outsourcing.

**UNIT V**

Human Resource Planning Evaluation - Importance of Evaluation - Criteria & Techniques of Evaluation - Cost-Benefit Assessments - Audits, Utility Analysis & Impact Studies.

**Reference:**

1. Belcourt, M. and K. McBey: Strategic Human Resource Planning, Thompson Nelson.
2. Aswathappa, K., Human Resource Management-Text and Cases, Tata McGraw Hill.
3. D. K. Bhattacharyya, Human Resource Planning, Excel Books India.
4. James. W. Walkner, Human Resource Planning, McGraw – Hill.
5. John Bramham, Human Resource Planning, McGraw – Hill.

**ELECTIVE**

**STRESS MANAGEMENT**

**UNIT I**

Concept of Stress, Origin, Basic concepts of the theory of H. Selye - Stressors, Basic Stress-reactions, Distress. Principles of Adaptation: From Darwin up to modern military psychology

**UNIT II**

Stress and psychological disorders: Causes of Stress, Impact of Stress on Thinking, Feeling and Behaviour. Sleep disorders, Eating disorders, Emotional disorders

**UNIT III**

Practical skills of stress management: General features of dealing with stress. Stress management in NLP, Stress-patterns, discovering, breaking, transformation, Reframing of habitual stress-reactions.

**UNIT IV**

Time management as a technical basis of stress – management, Stress and time (in time / not in time: early or late).

**UNIT V**

Extreme approaches to Stress Management: military techniques of self-control, Regulation of sleeping regime, Muscular tension reduction, Emotional tension reduction.

**Reference:**

1. Anita Singh, Stress Management, Global India Publications Pvt. Limited
2. Paul M. Lehrer, Robert L. Woolfolk, and Wesley E. Sime, Principles and Practices of Stress Management, *New York: Guilford Press*
3. Seaward B.L. *Managing Stress: Principles and Strategies for Health and Wellbeing*, Jones and Bartlett Publishers.
4. Simmons M., Daw W. *Stress, Anxiety, Depression: a Practical Workbook*, Winslow Press.
5. Steinmetz J. *Managing Stress Before it Manages You*, Bull Publishing.

**II Semester**

**BUSINESS ETHICS AND CORPORATE SOCIAL RESPONSIBILITY**

**UNIT I**

Ethics – Definition, Relevance to Business - Historical Perspective of Ethics – Philosophical Foundation of Ethics in Business and management - Changing concepts and objectives of Business, Forces inducing Social Responsibility, Social responsibilities of Business Organization.

**UNIT II**

Ethics and Decision Making - Ethical Aspects Corporate Policy - Moral Relationship between Individual and Organization - Conflict between personal values and organizational goals - Corporate culture - Corporate Governance in India.

**UNIT III**

Consumerism and Ethics - Consumer Rights, Exploitation of consumers, Consumer Protection and Consumerism in India - Ethics in Advertising - Ethics and HRM - Ethics and Marketing - Ethics in Finance and Accounting - Ethical implications of Technology - Ethics and Information Technology.

**UNIT IV**

Corporate Social Responsibility (CSR) - Philanthropy - Conventional and Strategic - Environmental issues - Social issues - Labour and related issues - Ethical and Governance issues.

**UNIT V**

Social responsibility of business stakeholders (owners, employees, consumers, and community) - response of Indian firms towards CSR - Cost-benefit analysis of corporate social responsibility and good corporate citizenship.

**Reference:**

1. Sarkar, C. R., Social Responsibility of Business Enterprises, New Century Publication.
2. Velasquez, Business Ethics - Concepts and Cases, Prentice Hall.
3. Baxi, C. V. and Prasad, Ajit, Corporate Social Responsibility, Excel Books.
4. Sherlekar, S. A., Ethics in Management, Himalaya Publishing House.
5. Blowfield, Michael, and Alan Murray, Corporate Responsibility, Oxford University Press.



**QUANTITATIVE METHODS**

**UNIT I**

Set theory – Coalitions - Venn Diagrams – relations - Domain – Co-domain. Functions – Linear and nonlinear – Maxima and minima. Business Applications of Matrix.

**UNIT II**

Statistics - Meaning, scope, characteristics and Limitations. Statistical enquiry - Census and sample survey. Data - Primary and secondary. Data collection - Scale – Types & Characteristics (Nominal to Ratio scale) – classification - tabulation (Univariate & Bi-variate). Frequency Distribution – Graphical representation (Bar Charts – Pie Diagram – Line graphs).

**UNIT III**

Probability – addition and multiplication – baye’s theorem. Probability distribution – Theoretical probability distributions – Binomial, Poison and normal - Characteristics. Measures of Central tendency-Arithmetic mean, median, mode, harmonic mean and Geometric Mean-Weighted Arithmetic Mean.

**UNIT IV**

Measures of dispersion – Range – Moments - Standard deviation - Co-efficient of variation-Skewness and Kurtosis. Correlation and Regression - Rank correlation. Introduction to Hypothesis Formation and Testing.

**UNIT V**

Arithmetic and Geometric Progression. Index number – Types of index numbers. Time series - Trend (Secular, cyclical, seasonal and random) – use of time series in business and forecasting.

**Reference:**

1. Richard I. Levin & David S. Rubin, Statistics for Management, Tata Mc Graw Hill
2. SP Gupta, Statistical Methods
3. R.P. Hooda, Statistics for Business and Economics
4. Elhanse, Statistics.
5. Gupta, SP and Gupta MP, Business Statistics.

## **TRAINING AND DEVELOPMENT**

### **UNIT I**

Training and development system - Concepts of Training and Development Organizing training department - Training and Development policies - Linking training and development to company's strategy - Requisites of Effective Training - Role of External agencies in Training and Development.

### **UNIT II**

Training Methodologies - Logic and Process of Learning - Skills of an Effective Trainer - Audio-Visual Aids in training - Computer Aided Instructions - E- Learning - Technologies Convergence and Multimedia Environment - Electronic Enabled Training Systems (EETS.)

### **UNIT III**

Training Needs Assessment (TNA) - TNA at different levels - Training design, kinds of training and development programs - Preparation of trainers - Developing training materials - Training process outsourcing - Training issues resulting from the external environment and internal needs of the company.

### **UNIT IV**

Case-study methods in training - In-basket exercise - Multiple management Programme Learning - Action learning – Training Games - Role Play - Self Diagnostic Skills - Experience Learning - Discovery Learning - Brain Storming – Counseling - Sensitivity Training.

### **UNIT V**

Reasons for evaluating Training and development programs, Problems in evaluation; Evaluation planning and data collection, different evaluation frameworks, Problems of Measurement and Evaluation; Costing of training, measuring costs and benefits of training program, obtaining feedback of trainees; Methods of evaluating effectiveness of Training Efforts.

### **Reference:**

1. Prior, John, Handbook of Training and Development, Jaico Publishing House, Bombay.
2. Craig, Robert L., Training and Development Handbook, McGraw Hill.
3. Rolf, P., and Udai Pareek, Training for Development, Sage Publications Pvt. Ltd.
4. Dayal, Ishwar, Management Training in Organisations, Prentice Hall.
5. Warren, M.W. Training for Results, Massachusetts, Addison-Wesley.

## **HUMAN RESOURCE INFORMATION SYSTEM**

### **UNIT I**

Information System: Role, Functions & Types – Organizations and Information Systems - System Development – Managerial Decision Making - Information Systems and Business Strategy.

### **UNIT II**

Management Information System – Concept, Necessity and Functional Applications – Overview of Human Resource Information System (HRIS) —HRIS Planning & Designing, Hardware & Software of HRIS Implementation—Planning, Installation, Modification, Acceptance Tasking- Maintaining & Enhancing HRIS.

### **UNIT III**

HRIS Application: Application of HRMS in Employment Management, Compensation, Benefit, Training & Development, HRP, Grievance Redressal, Occupational Health & Safety and Payroll.

### **UNIT IV**

Basic Concepts of Office Automation System - Decision Support System (DSS) – Knowledge Based Systems - Business Intelligence, Expert System, Artificial Intelligence (AI) - Database Management System (DBMS) – Managing International Human Resource Information Systems.

### **UNIT V**

HRIS in different types of organizations — Packaged Human Resources Information Systems— Basics of Networking, Internet, Intranet, Technology Implications— Uses of Internet and Telecommunications in HR functions such as Acquisition, Training & Development etc—Exposure to HRIS software.

### **Reference:**

1. Jaiswal & Mittal. Management Information System. Oxford University Press.
2. Keen, Peter GW. Decision support system: An Organizational Perspective. Addison-Wesley Laudon, K.C. & Laudon, J.P. Management Information Systems. Pearson Education.
3. Turba Efrin. Decision Support & Expert Systems - Management Perspective. Macmillan
4. Vincent R. Ceriello, Human Resource Management System –Strategies, Tactics and Techniques, Lexington.
5. Hcas M. Awad, Casico, Human Resource Management, An Information Systems Approach, Reston Publishing

**ELECTIVE**

**PERFORMANCE MANAGEMENT**

**UNIT I**

Objectives of performance management system - Performance management and performance appraisal - Performance Management Process - Linkage of performance management system with other HR practices - Performance management practices in Indian organizations.

**UNIT II**

Implementing performance management system- Strategies and challenges - Characteristics of effective performance metrics - Role of HR professionals in performance management - Performance management as an aid to learning and employee empowerment - Performance management documentation - Performance management audit.

**UNIT III**

Performance planning - Performance measurement and evaluation - Performance management appraisal methods - Appraisal Communication - Counseling - Identifying potential for development - Linking pay with performance.

**UNIT IV**

Performance Management and Talent Management - Talent identification - Integration and retention - Building the talent pipeline - Ethical and legal issues in performance management.

**UNIT V**

Managing employee engagement - Key factors and different aspects of performance management - Using performance management processes to drive culture of excellence - Future directions in talent management practice and research.

**Reference:**

1. Armstrong, M. & Baron, A., Performance management and development, Jaico Publishing House.
2. Bhattacharyya, D.K., Performance management systems and strategies, Pearson Education.
3. Bagchi, S. N., Performance management, Cengage Learning India.
4. Rao, T.V., Performance management and appraisal systems: HR tools for global Competitiveness, Response Books: A division of Sage Publications
5. Robert B., Performance management, McGraw-Hill Education India.

**ELECTIVE**

**HUMAN RESOURCE MOTIVATION**

**UNIT I**

Motivation– Definition, Need for motivation, Nature and Sources of Motivation – Content Theories and Process, Implications for Managers—Employee Morale.

**UNIT II**

Theories of Motivation–Application of Motivation Theories–Management’s assumptions about people- McGregor’s Theory X and Theory Y; Chris Argyris Behaviour Patterns. Motivation - Maslow’s Need Hierarchy, Herzberg’s Two Factors Theory, Vroom’s Expectancy Theory;

**UNIT III**

Approaches to employee motivation, action learning, assessment and development centres; Theory of Intrinsic Motivation by Ken Thomas

**UNIT IV**

Influence of motivation on development activities Work –Designing for creating motivating Jobs; OB Mod. HRD mechanisms for motivation.

**UNIT V**

Selected cases covering Motivation practices in government organizations, manufacturing and service industries and MNCs. Motivation - Indian approach vis-à-vis American and Japanese approaches.

**Reference:**

1. Haldar, U. K., Human resource development, Oxford University Press India.
2. Rao, T.V., Future of HRD, Macmillan Publishers India.
3. Davis and Newstrom: Organizational Behaviour: Human Behaviour at Work, Tata McGraw-Hill.
4. Fred Luthans, Organizational Behavior McGraw-Hill Book Company.
5. Steers and Black: Organizational Behaviour, Harper Collins College Publishers.
6. S.P. Robbins, Organizational Behavior, Prentice Hall India Private Limited.

**ELECTIVE**

**EMOTIONAL INTELLIGENCE**

**UNIT I**

Emotional Intelligence: The Concept - Introduction: Evolution of Emotional Intelligence, Defining Emotional Intelligence, How EQ makes a difference in Life, What exactly is EQ, Are you Emotionally Intelligent, How do you acquire your EQ, How EQ helps in Professional Success.

**UNIT II**

Emotional Quotient and Intelligent Quotient - The relationship between EQ and IQ, Where do emotions come from?, Consequences of Low and High EQ.

**UNIT III**

Can EQ be developed ? - Early life experiences, EQ develops with maturity, How Emotions can be unlearned? Gardner's seven intelligence model. Developing Emotional Intelligence through coaching.

**UNIT IV**

Emotional Skills - Learn to recognize your emotions, Learn to empathize with others, How to develop high Self- Esteem, How to manage emotional upsets?, How to learn the art of influencing people, How to manage your anger?

**UNIT V**

Emotional Intelligence: The Empirical Evidence - Emotional Intelligence competencies, Do different professions require different levels of EQ?, Emotional Intelligence and Leadership Behaviour, Emotional Intelligence and Stress Management. Case Studies of successful persons and their emotional intelligence.

**Reference:**

1. Goleman, D., Working with Emotional Intelligence, Bloomsbury Publishing, London.
2. Goleman, D., Boyatzis, R., and McKee, A. Primal Leadership: Realizing the power of EI. Boston, Harvard Business School Press.
3. Stein, S.J. and Book, H., The EQ Edge. Emotional Intelligence and Your Success. Jossey-Bass
4. Peter Salovey; David J. Sluyter, Emotional Development and Emotional Intelligence: Educational Implications, Basic Books.
5. Adele B. Lynn , The EQ Difference: A Powerful Program for Putting Emotional Intelligence to Work , AMACOM

**III Semester**

**ORGANIZATIONAL CULTURE AND DEVELOPMENT**

**UNIT I**

Organizational Culture - Concepts of organizational culture, levels of culture and macro cultures, subcultures and micro cultures.

**UNIT II**

Organizational culture external adaptation and internal integration. Factors of participant interactions, analysis tools for judging a culture and determining results.

**UNIT III**

Creating organizational cultures, leaders' roles, managing through company life cycle and concepts. Managing culture change, assessing. Adapting to current challenges and managing multicultural groups.

**UNIT IV**

Organizational Development - Concept and process; Assumptions and values underlying organization development (OD); Foundations of organization development, Emergence of OD as an applied behavioral science.

**UNIT V**

OD Interventions - Change agents, Work redesign, work modules, Quality of work life (QWL), Quality circles (QC); Management by objectives (MBO), Sensitivity training, Transactional analysis. Trends in Organization Development: OD-HRD interface; OD in global settings; OD research and practice in perspective; Challenges and future of OD.

**Reference:**

1. French, W.L. and Bell, C.H., Organization development, Prentice-Hall, New Delhi.
2. Ashkanasy, N.M., Wilderom, C.P.M., & Peterson, M.F., *Handbook of Organizational Culture and Climate*. Sage Publications, Thousand Oaks, CA.
3. Harvey, D.F. and Brown, D.R., An experimental approach to organization development, Prentice-Hall, Englewood Cliffs, N.J.
4. Pareek U., Rao, T.V. and Pestonjee, D.M., Behavioural processes in organizations, Oxford and IBH., New Delhi.
5. Cummings, T. G., Theory of organization development and change, South Western.

## **INDUSTRIAL RELATIONS**

### **UNIT I**

Industrial Relations: Human Rights and Labourers – Social, Legal and Natural Justices, Industrial Relations System, Cause for Poor industrial relations, Recommendations of National Commission of Labour, Industrial Relations in developed countries – International Labour organization – Objectives, Structure and Functions

### **UNIT II**

Development of Trade Unionism in India –Central Organization of workers in India - Role of internal Trade Union – Inter and Intra Union rivalries – Union recognition. International Labour movement: ICFTU –WFTU – ILO – History, objective and functions – Convention and recommendations.

### **UNIT III**

Concept of Industrial relations – Social obligations of Industry – Role of Government, employers and the Unions in Industrial relations – Industrial relations machinery – Joint consultation – Works committee, Conciliations – Adjudication, Voluntary arbitration – Workers participation in Industry – Grievance procedure.

### **UNIT IV**

Process of collective bargaining – Problems and prospects – Bipartism in agreements – Code of conduct and code of discipline – Wage boards – Reports of wage boards – Management of strikes and lockouts.

### **UNIT V**

Employee safety programme – Types of Safety organization – Safety committee – Ergonomics, Damage control and system, safety. Employee communication – House journals – notice boards suggestion schemes – upward communication, personnel counselling and mental health - Educational and social development – Modern Trends.

### **Reference:**

1. T.N. Bhagoliwal, Personnel Management and Industrial Relations, Agra Publishers Agra.
2. Arun Monappa, Industrial Relations, Tata Mc Graw Hill, New Delhi.
3. V.P. Michael, HRM and Human Relations, Himalaya Publishing House, Mumbai.
4. Mamoria & Mamoria, Dynamics of Industrial Relations in India, Himalaya Publishing House.



**LABOUR LEGISLATIONS**

**UNIT I**

Factories Act, 1948. The Workmen's Compensation Act, 1923.

**UNIT II**

Payment of Wages Act, 1936. Minimum Wages Act, 1948. Payment of Bonus Act, 1965.

**UNIT III**

Payment of Gratuity Act, 1972. Employees State Insurance Act, 1948. Employees Provident Fund and Miscellaneous Provisions Act, 1952.

**UNIT IV**

Industrial Disputes Act, 1947. Industrial Employment (Standing Orders) Act, 1946. Trade Union Act 1926. Shops and Establishment Act, 1947.

**UNIT V**

Equal remuneration Act, 1976. Contract Labour (Regulation and Abolition) Act, 1976. Maternity Benefits Act, 1961.

**Reference:**

1. N.D. Kapoor, Industrial Law, Sultan Chand & Sons, New Delhi.
2. P.L. Malik, Industrial Law, Eastern Book Company Lucknow. (*Relevant Bare Acts*).
3. S.K. Puri, Labour Law.
4. S.N. Misra, Labour and Industrial Laws.

## **RESEARCH METHODOLOGY**

### **UNIT I**

Research-Meaning, - purpose - types of research - Pure, applied, historical, analytical, descriptive and experimental -Significance of research in social sciences - Process of research - Meaning -Scientific method - Induction and deduction.

### **UNIT II**

Planning Research : Research Problem - identification, selection and formulation of research problem - Review of literature - Hypothesis - Meaning - Sources of hypothesis - Types of Hypothesis - Formulation and testing - Research design - Factors affecting research design

### **UNIT III**

Sampling design: Census method and sampling method for investigation - advantages and disadvantages of sampling - principle of sampling - Essentials of a good sampling - methods of sampling - probability and non-probability sampling methods - Selection of a sample - factors affecting the size of the sample

### **UNIT IV**

Collection and Processing of Data : Sources of data - primary and secondary data - Modes of data collection - Analytical method - case study – observation - survey method - Interview – Construction of Interview Schedule - Questionnaire –pre-testing and its importance. Process of data analysis - Editing - Coding - Tabulation - Diagrams - The process of interpretation - Guidelines for making valid interpretation - Scaling techniques..

### **UNIT V**

Structuring the Report: Chapter format- Pagination- Using quotations- Presenting footnotes – abbreviations- Presentation of tables and figures-Referencing- Documentation-Use and format of appendices- Indexing.

### **Reference:**

1. O.R. Krishnaswami, Methodology of Research in social Sciences, Himalaya Publishing House, Mumbai
2. Donald R. Cooper, Pamela S. Schindler, Business Research Methods, Tata McGraw Hill Publishing Company Ltd. New Delhi

**ELECTIVE**

**KNOWLEDGE MANAGEMENT**

**UNIT I**

Introduction : Overview of Knowledge Management: Data, Information and Knowledge; History of Knowledge Management, Importance of Knowledge Management, Information Management Vs Knowledge Management; Knowledge Management's Value Proposition, Users Vs Knowledge Workers, Role of Consultant in Knowledge Management.

**UNIT II**

Strategic Dimensions of KM: Knowledge Management Strategies, Strategic Drivers, Impact of Business Strategy on Knowledge Strategy, Porter's Five forces Model, Resource Strategy Model, Strategic Advantage, Knowledge Maps, Strategic Knowledge Resources, Balanced Scorecard and Knowledge Strategy.

**UNIT III**

Knowledge Management System: Knowledge Management Processes; Knowledge Management Systems: Types of Knowledge Systems, Knowledge Management Architecture, Knowledge Management System Implementation, Knowledge Discovery in Database; Knowledge Management Infrastructure; Knowledge Management System Life Cycle (KMSLC); Challenges and Barriers to Knowledge Management Systems, Drivers of Knowledge Management System.

**UNIT IV**

Tools & Techniques in KM: Knowledge Management Mechanisms & Technologies, Role of IT in KM, Knowledge Portals and Knowledge Management Tools, Communities and Collaborations, Intelligent Techniques in Building KMS, Data Mining in KM; Scope, Cost Efficiency and Reliability of Technologies to Support Knowledge work.

**UNIT V**

Measurement Systems for KM, Knowledge Audit, Knowledge Divestiture, IP Protection, KM Certifications; Practices of Knowledge Management in Modern Global Organizations.

**REFERENCES**

1. Elias M Awad, Hassan M Ghaziri, Knowledge Management, PHI
2. Fernandez A C. Knowledge Management, Pearson Education.
3. Anu Singh Lather, Anil K Saini and Sanjay Dhingra Ed., Knowledge Management, MacMillan.
4. Warier, Sudhir, Knowledge Management, Vikas Pub. House.
5. KimizDalkir, Knowledge Management in Theory and Practice, PHI.

**ELECTIVE**

**HUMAN RESOURCE COMPENSATION**

**UNIT I**

Concept of Wages and Salary, Minimum Wage, Fair Wage and Living Wage – Theories of Wages and Salary – Pay and Social Class – Machineries for Wage Fixation – Statutory provisions governing different components of reward systems. Wage criteria and wage machinery – Wage Components – Salary Benchmarking, designing Key Result Area and Key Performance Indicator.

**UNIT II**

Reward Management: Concept, Aims, Components of Reward system – Role of Reward in organization. Strategic perspectives of Reward – Reward as a motivational tool – Psychological contract – Reward policies. Factors determining the rates of Pay – Strategic and Tactical pay related issues – Establishing Job Values and Relativities: Internal and External Equities – Job evaluation schemes, Internal Pay Structure, Reward survey – Designing Pay Level, Pay Mix and Pay Structures – Grade and Pay structures: Types, Design and Implementation – Group/Individual Incentive, Designing Incentive Scheme.

**UNIT III**

Rewarding and Reviewing Contribution and Performance: Individual Contingent Pay – Team Pay – Paying for Organisational performance – Recognition Process – Performance Management and Reward. Reward for Special groups – Directors, Chief executives, Senior Managers, professionals and knowledge workers, Scientists and Engineers, Sales Staff, contingent workers – Components of Executive Compensation package. Employee Benefits and Services – Rationale for employee benefits – Types of benefits, Choice of benefits, administering employee benefits, Tax considerations – Flexible benefits/Cafeteria Plans– Pension Schemes – ESOP—Computations of taxable income, overtime.

**UNIT IV**

Managing Reward Processes: Reward Management Roles – Reward Procedures – Controlling reward – Pay reviews – Communicating to employees – Managing the development of reward systems – Future Trends in Reward Management.

**UNIT V**

Strategic Reward: Concept, Aims–Strategic Reward and Reward Management – Purpose and Contents of Reward Strategy – Strategic Reward and Performance – Reward strategies in a Knowledge economy –Reward Strategies in a Service-based economy – Developing reward strategy – Communicating reward strategy – Implementing reward strategy.

**Reference:**

1. Armstrong & Stephens, Employee Reward Management and Practice, Kogan Page
2. Strategic Reward, Armstrong & Brown, Kogan Page.
3. Henderson, R.O., Compensation Management, Englewood Cliffs, Prentice Hall
4. Armstrong, M and Murlis H, Reward Management, Kogan Page.
5. Martocchio Joseph J., Strategic Compensation-A Human Resource Management Approach, Pearson

**ELECTIVE**

**COUNSELLING SKILLS**

**UNIT I**

Definition, aims and scope of counseling, goals of counselling, characteristics of effective counselling, Application of counselling in various areas.

**UNIT II**

Understanding counselling as a process - Outcome & Process goals in counselling; Psychoanalysis: Introduction - Assumptions - acquisition - Maintenance - Practice.

**UNIT III**

Behavioural counselling: theory - Pavlov's classical conditioning - watson's conditioned behaviourism - Skinner's operant behaviourism - Wolpe's reciprocal inhibition - Eysenck's incubation theory

**UNIT IV**

Goals for counseling - Behavioural assessment - relaxation Procedures - Systematic desensitization - Behavioural rehearsal and assertive training - Reinforcement methods - Aversive and Flooding methods.

**UNIT V**

Rational Emotive Behaviour Counselling and Cognitive Counselling: Assumptions - acquisition - Maintenance - Practice; Cognitive models. Multi-model Counselling - Life Skills Counselling.

**Reference:**

1. Lewis E. Patterson and Elizabeth Reynolds Welfel . The Counselling Process, Wasworth Brooks / Cole, Thomson Learning.
2. S. Narayana Rao, Counselling Psychology, Tata McGraw Hill Publisher.
3. Brammer. L.M. and Shostrom E.L. Therapeutic Psychology, Englewood Cliffs, New Jersey.
4. Nelson - Jones, R. The Theory and Practice of Counselling, London : Cassell.

**IV Semester**

2017 - 18 / MSU / 46<sup>th</sup> SCAA / Affiliated College / PG / MA in HRD / Sem IV / Core - 13

**STRATEGIC HUMAN RESOURCE DEVELOPMENT**

**UNIT I**

Strategic HR Development: meaning- nature - Scope and importance. HRD Strategic perspective: Significance of HRD- Human Resources for competitive advantage- Business Strategy and HRD- HR and Business Policy linkages- HRD and life cycle of organization- HRD and Organizational Performance- Human Resource contributions to Organizational Development- Strategic Planning in Indian Organizations.

**UNIT II**

Strategic HRD System Practices: Working conditions- Training- HRD Function- performance appraisal- Career Planning- Communication and involvement. Strategic HRD Facilitators: Concerns of top management, Trade Unions, Frontline officers and workers- Industrial Relations Scenario- Employment Externalization.

**UNIT III**

Strategic compensation and development system: Strategic compensation system – Employee development- Training and Development- Meaning- Need- Process- Training Effectiveness- Methods of Training- Challenges in Training.

**UNIT IV**

Performance Management: Objectives- Process of Performance Appraisal- Effective performance Evaluation- Methods of Performance Appraisal- Potential Appraisal- Individual high performance HR practices – System at high performance HR Practices - Universal Practices Vs Contingency perspectives.

**UNIT V**

Strategic Responses of Organizations: Portfolio related Strategic Responses and SHRD Systems- Process Related Strategic Responses and SHRD System- Structure Related Strategic Responses and SHRD System- Downsizing: Need for downsizing approach to a strategic downsizing – A Strategic HR information system and its contribution to the SHRM.

**Reference:**

1. Greer CR. Strategic HR Management: A General Management approach (2<sup>nd</sup> Edn). Pearson Education Asia.
2. Srinivas. R. Kandula. Strategic Human Resource Development (10<sup>th</sup> Edn). PHI Learning Private Limited.
3. Dr. Lalitha Balakrishnan and S. Sridivya. Human Resource Development (1<sup>st</sup> Edn). Himalaya Publishing House.
4. Buckley, P.J. and M.C.Cassan (1985). Economic Theory of Multinational Enterprises. London: McGraw Hill.

## **INTERNATIONAL HUMAN RESOURCE PRACTICES**

### **UNIT I**

Understanding International Business Operations— Importance of People Management Issues— Evolution, Concept and Characteristics of International Human Resource Management (IHRM)— Variables that moderate differences between Domestic & International HRM— Economic Development and the management of human resources.

### **UNIT II**

Issues and Challenges in IHRM – Multinational as a global citizen—International Accord and Corporate Codes of Conduct—Implication for the HR function of the multinational firm— Contemporary issues in managing people in international context.

### **UNIT III**

International Recruitment, Selection and Compensation - Global pressures on domestic recruitment—Issues in staff selection – Objectives of International Compensation—Key Components of a Potential Compensation program – Approaches to International Compensation.

### **UNIT IV**

Global Employment Relations and Employment Laws— Cross-border Communications and Employment Relations – Best practice in employee relations in cross-country perspective— Labour Union and International Employment Relations - Response of labour unions to multinationals.

### **UNIT V**

Performance Management and Employee Development in IHRM – Criterion used for performance appraisal of International employees— The International HRM perspectives in Training and Development – Case studies on International Human Resource Management.

### **Reference:**

1. Chris Brewster, Paul Sparrow and Guy Vernon, International Human Resource Management, The Universities Press.
2. A.V.Phatak: International Dimensions of Management, Cincinnati, South Western College.
3. Peter J. Dowling, Marion Festing, Allen D. Engle, International Human Resource Management, Thomson Learning.
4. M. Tayeb, International Human Resource Management: A Multinational Company Perspective, OUP Oxford.
5. Dennis R. Briscoe, Randall S. Schuler, International Human Resource Management: Policy and Practice for the Global Enterprise, Psychology Press.

## **TOTAL QUALITY MANAGEMENT**

### **UNIT I**

Total quality management – Definition – Concepts - Basic elements. Total quality - Value and differential advantage. Customer Focus – customer perception of quality - Customer satisfaction – Customer Perception of Quality - Customer Complaints - Service Quality - customer retention. Dimensions of product and service quality. Barriers to TQM Implementation.

### **UNIT II**

Strategic thinking and planning – Total quality policy and development guidelines – Total quality approaches – Quality costs – Functional linkage of quality with reliability and Maintainability – Failure Analysis - Failure mode effect analysis (FMEA) – requirements – reliability - failure rate – stages – design - process and documentation - Optimum Maintenance Decisions. TQM culture. Usability of Information technology.

### **UNIT III**

TQM principles - Deming Philosophy. Employee Involvement – Motivation – Empowerment – Teams - Recognition and Reward - Performance Appraisal – Benefits. Continuous Process Improvement – Juran Trilogy - PDCA Cycle - 5S – Kaizen. Vendor development – Partnering, sourcing, Supplier Selection - Supplier Rating, Relationship Development – evaluation. Six sigma. New seven Management tools. POKA YOKE

### **UNIT IV**

Benchmarking – Reasons - Process. Quality Function Deployment (QFD) – QFD Process – Benefits. Taguchi Quality Loss Function. Total Productive Maintenance (TPM) – Concept - Improvement Needs. Statistical process control - Meaning – Significance – Construction of control charts. Business process re-engineering (BPR) – principles – applications - process - benefits and limitations.

### **UNIT V**

Total Quality Models – responsibilities – Commitment to quality – supportive and effective leader – Humanistic aspects of TQM. Quality improvement Teams. Quality certification. Quality System – Elements – Implementation – Documentation - Quality Auditing.

### **Reference:**

1. Grant, Eugene L and Leavenworth, Richards, Statistical Quality control.
2. Dale H. Besterfield *et al*, Total Quality Management.
3. Shridhara Bhat K, Total Quality Management – Text and Cases.
4. James R. Evans & William M. Lindsay, The Management and Control of Quality



**ADVANCED BEHAVIOURAL SCIENCE**

**UNIT I**

Relationship between Behavioural Science and other functional areas of Management – Role of advanced Behavioural Science in organizational Life – Advanced Behavioral Science Vs Organization Development – Interventions and Strategies.

**UNIT II**

Transactional Analysis and its importance – Use of strokes, stamps, Sweatshirts and rackets. Assertiveness – Nature – Importance – Relevance in organisational Life – Individual Assertiveness and communication.

**UNIT III**

Performance Review, TA tips for Performance interview – Goal setting – Development planning with subordinates – Analyzing performance problems.

**UNIT IV**

Behaviour Modification Principles & Practice: Objectives - Formulation of Behavior Change Goals - Intervention Planning - Classification of Behavior Change Techniques - Developing the Intervention Plan - Implementing the Behavior Change - Evaluating the Effectiveness of the Behavior Change Program

**UNIT V**

Managerial counselling – Elements of Counselling – Developing the organization – Helping and Predicting people's problem – Anxiety and Stress at work – Training for counselling.

**Reference:**

1. Cooper D.L , Improving Interpersonal Relations – Some Approaches to Social Skill Training, Gower.
2. Elaina Zuker, Mastering Assertions Skills, Pomer and Positive Influence at Work, AMA.
3. Rober de Board, Counselling People at Work, An Introduction for Managers, Gower.
4. Marrison J.H and O' Hearne JJ. Practical Transactional Analysis Management, Addison, Wesley Publishing Co.
5. Martin Sundel, Sandra Sundel, Behavior Change in the Human Services: Behavioral and Cognitive Principles and Applications Fifth Edition, Sage Publications