

MANONMANIAM SUNDARANAR UNIVERSITY
TIRUNELVELI
PG - COURSES – AFFILIATED COLLEGES
 Course Structure for Master of Human Resource Development
 (Choice Based Credit System)
 (with effect from the academic year 2016- 2017 onwards)
 (44th SCAA meeting held on 30.05.2016)

Sem.	Sub 'Pr. No.	Subject status	Subject Title	Hrs/ week	Credits	Marks				
						Maximum			Passing Minimum	
						Int.	Ext	Tot.	Ext.	Tot
III	12	Core – 9	Research Methodology	6	4	25	75	100	38	50
	13	Core – 10	Organizational Culture and Development	6	4	25	75	100	38	50
	14	Core – 11	Industrial Relations	6	4	25	75	100	38	50
	15	Core - 12	Labour Legislations	6	4	25	75	100	38	50
	16	Elective - III	Human Resource Compensation (or) Counselling Skills	6	5	25	75	100	38	50
IV	17	Core - 13	Strategic Human Resource Development	6	4	25	75	100	38	50
	18	Core - 14	International Human Resource Practices	6	4	25	75	100	38	50
	19	Core - 15	Total Quality Management	6	4	25	75	100	38	50
	20	Elective - IV	Performance Management (Or) Advanced Behavioural Science	6	5	25	75	100	38	50
	21	Project	Project	6	10	50	50	100	25	50

The Electives will be offered in all the semesters in two groups. A student who opts for Group A will be allowed to choose Electives from Group A only in all the Semesters and the same applies to a student who opts for Group B.

Semester	Group 1	Semester	Group 2
I	Human Resource Planning	I	Stress Management
II	Human Resource Motivation	II	Emotional Intelligence
III	Human Resource Compensation	III	Counselling Skills
IV	Performance Management	IV	Advanced Behavioural Science

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

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, NewDelhi.
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.

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

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.

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 (2nd Edn). Pearson Education Asia.
2. Srinivas. R. Kandula. Strategic Human Resource Development (10th Edn). PHI Learning Private Limited.
3. Dr. Lalitha Balakrishnan and S. Sridivya. Human Resource Development (1st 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

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.

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

**MSU/2016-17/PG -Colleges/ M.A. (Human Resource Development) / Semester -IV
/Ppr.no.21 / Project**