Manonmaniam Sundaranar University
Tirunelveli-627 012
Bachelor of Arts in Human Resource Development –BA(HRD)
<u>Program Regulation and syllabus For those who joined in 2020-21 onwards</u>

The semester-wise program outline credits to each course are listed below.

Sem.	Part No	Course No	Course status	Course Name	Contact hours/ week	credits
III	I	13	Language	Tamil/others	6	3
	II	14	Language	English	6	3
	III	15	Core- 1	Labour law	6	5
	III	16	Allied-II	Business Statistics	6	5
	III	17	Skill Based course	Management Information System	4	4
	IV	18	Non Major Elective	Social Entrepreneurship	2	2
	IV	19	Common	Yoha	2	2
IV	I	20	Language	Tamil/others	6	3
	II	21	Language	English	6	3
	III	22	Core- 1	Organization Behaviour	6	3
	III	23	Allied-II	Professional Ethics	6	5
	III	24	Skill Based course	Human Resource Information System	4	4
	IV	25	Non Major Elective	Stress Management	2	2
	IV	26	Common	Computer for Digital Era	2	2
	V	-	Extension activity	NCC/NSS/YRC/YWF	-	1
v	III	25	Core- 1	Human Resource Development	6	5
	III	26	Core-2	Research Methodology	6	5
	III	27	Major Elective -I	Guidance and Counseling/ Public Relation	6	5
	III	28	Major elective-II	Competency Mapping/Performance Appraisal System	6	5
	IV	29	Skill Based (common)	Personality Development/ Elective Communication/ Youth leadership	4	4
		30	Mini Project	Mini Project	2	2
VI	III	31	Core1	Industrial Psychology	6	5
	III	32	Core-2	Entrepreneurships Development	6	5
	III	33	Cre-3	Organizational Development	6	5
	III	34	Core4	Corporate Social Responsibility	6	5
	III	35	Major Elective-I	Compensation Management/ Industrial relation	6	5
	III	36	Major Project	Main Project	7	10

SEMESTER -III
LABOUR LAWS

Course Objective: To create awareness on legal aspects influencing labours in the organization.

Unit-I

Factories Acts, 1948 – Licensing and registration of factories – Manager and occupier – Powers of the authorities under the Act – Penalty provisions.

Unit-II

Employee's State Insurance Act,1948 - Registration of Factories and Establishments - Employees State Insurance Corporation – Functions of Inspectors – Miscellaneous provisions.

Unit-III

Minimum Wages Act,1948 - Appointment of Advisory Board – Payment of minimum wages – maintenance of registers and records – Powers of appropriate government offences and penalties.

Unit-IV

Employees Provident Fund and Miscellaneous provisions Act, 1952 - Employees Provident Fund and other Schemes – Provisions relating to transfer of account and liability in case of transfer of establishment – Exemption under the Act – Court's power under the Act.

Unit-V

Payment of Bonus Act, 1965 - Eligibility for bonus and payment of bonus – Deduction from bonus payable — Set on and Set of allocable Surplus - Presumption about accuracy of balance sheet and profit and loss account.

Specific Learning Outcome: The students will be able to understand the legal requirements for effective organizing.

Reference:
1. M.R. Srinivasan, Industrial relation and labour legalization, Margham Publication,Chennai.

2. R.D. Agarwal, Dynamics of Labour Relations in India, Tata McGraw Hill, New Delhi,India.

3. P.Chowdry, Workers welfare and Law, National Printers, NewDelhi.

BUSINESS STATISTICS

Course Objective: To familiarize the students with various statistical applications for business research.

Unit- I

Statistics - Meaning and Limitation - Primary and secondary data - Data collection methods –

Scaling Techniques - Classification and tabulation - Frequency Distribution – Graphical representation of data,

Unit - II

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

Unit -III

Introduction to Probability distribution – Binomial, Poison and normal distribution - Measures of Central tendency - Arithmetic mean - median – mode.

Unit - IV

Measures of dispersion – Range – Moments - Standard deviation - Skewness and Kurtosis -.

Introduction to Hypothesis formulation and testing.

Unit - V

Arithmetic and Geometric Progression – Types of Index Numbers - Time series analysis- Trend analysis– Business forecasting techniques.

Specific Learning Outcome: Students will be able to perform simple survey methods for market research.

Reference:
1. Richard I.Levin & David S.Rubin,Statistics for Management, Tata McGrawHill

2. SP Gupta, StatisticalMethods

3. R.P. Hooda, Statistics for Business andEconomics

4. Elhanse -Statistics.

5. Gupta, SP and Gupta MP, BusinessStatistics.

MANAGEMENT INFORMATION SYSTEMS

Course Objective: Introduce students to information technology applications in management.

Unit - I

    Data Base Management System **-** Introduction to Management Information System - Structure of MIS - Technology requirements for implementing MIS.

Unit - II

    Planning for MIS - Information system for decision making – Concepts of planning and control - Human element in information process.

Unit - III

    Conceptual System Design – System objectives – Constraints – Sources – Alternatives – Selection – Documentation – Reporting.

Unit - IV

    Detailed System Design – Implementation and evaluation of MIS Maintenance of MIS – Limitations of MIS.

Unit - V

    System Control – Organizational and social implications - Business applications - e-Business enterprise – e-Business system-e-Commerce.

Specific Learning Outcome: Students can able to apply information technology oriented tools for better management practices.

Reference:

1. Information system for Modern Management – Robert. G.Murdick,Joel.E.Ross

2. Management Information System – James.A.O'Brien

3. Management Information System –Davis andOlson

4. Management Information System- Jawadekar

SOCIAL ENTREPRENEURSHIP

Course Objective: Introduce students to the theory and practice of social entrepreneurship and to its potential as a transformative model of social change.

Unit –I

Introduction to Social Entrepreneurship - History of NGO - Contribution to the wellbeing of the society and the economy - Social enterprise and profits.

Unit – II

Profile of Social Enterprises - Outcome of 'social value addition' activity- Sources of income generation- Functional/geographical orientation of NGO – Social activism.

Unit- III

Relationship of Social Enterprises - Factors that affect the relationship between the NGOs and the State - Barriers to a Healthy State-NGO Relationship- National Policy on the Voluntary Sector

Unit – IV

Issues and Concerns of Social Enterprises - Opportunities for Social Enterprises - Voluntarism Vs. Privatization.

Unit – V

Insourcing Vs. Outsourcing - Implications of Decentralization - Conflict Vs. Consensus - Models of consensus – Case studies on successful social entrepreneurship models.

Specific Learning Outcome: Introduce students to the characteristics of successful social entrepreneurship and the people who make it happen.

References:

1. "Social Entrepreneurship (What Everyone Needs To Know)" by Bornstein andDavis

2. "Social Entrepreneurship: Working towards Greater Inclusiveness" by Rama Krishna Reddy Kummitha

3. "Social Innovation and Entrepreneurship: Case Studies, Practices and Perspectives" byFrancesco Molinari and BrendanGalbraith

4. "Getting Beyond Better: How Social Entrepreneurship Works" by Roger L Martin and SallyOsberg

5. "Social Capital and Entrepreneurship (Foundations and Trends in Entrepreneurship)" by Phillip H Kim and Howard E Aldrich

6. "The Business of Good: Social Entrepreneurship and the New Bottom Line" by JasonHaber

SEMESTER - IV

ORGANIZATIONAL BEHAVIOUR

Course Objective: To understand the behavior patterns of people in the work place.

Unit: I

Concept of Organizational Behaviour - Importance of Organizational Behaviour ¬ Key Elements of Organizational Behavior - Foundations or Approaches to Organizational Behavior - Challenges and Opportunities for Organizational Behaviour.

Unit: II

Individual Behaviour: Personality – Learning - Perception and Individual Decision-making, Values and Attitudes. Chris Argyr's Behaviour Pattern- Motivation: Maslow's Need Hierarchy - Vroom's Expectancy Theory. Organizational Behaviour Model.

Unit: III

Group Behaviour: Group Dynamics - Cohesiveness and Productivity- Resistance to Change. Conflict: Source – Pattern - Levels and Resolution - Organizational Politics. Leadership: Concept and Styles. Fielder's Contingency Model, House's Path-GoalTheory.

Unit: IV

Nature and meaning of Interpersonal Behaviour - Concept of Self - Transaction Analysis (TA) - Benefits and uses of Transactional Analysis -Johari Window Model.

Unit: V

Organizational Processes: Control - Process and Behavioral Dimensions of Control. Organizational Climate - Concept and Determinants Organizational Culture. Organizational Effectiveness - Concept and Measurement. Organizational Change: Emerging Issues in Organizational Behaviour,

Specific Learning Outcome: Students will develop interpersonal skills and intra personal skills.

Reference:

1. Robbins, Stephen P., Organizational Behaviour, Prentice-Hall, NewDelhi.

2. Luthans, Fred, Organizational Behaviour, McGraw-Hill, New York2000

3. Gregory, Moorhead and Ricky W. Griffin, Organizational Behaviour, AITBS Publishers and Distributors, 1st ed.1999

4. Newstrom, John W. And Keith Davis, Organizational Behaviour: Human Behaviour at work, Tata McGraw-Hill Pub. Co. Ltd. NewDelhi,

5. Kast, F.E. and Rosenzweig, J.E., Organisational and Management: A System and Contingency Approach, McGraw-Hill, New York,1985

PROFESSIONAL ETHICS

Course Objective: To create awareness about the ethical and moral values in the profession.

Unit-I

Professional Ethics – Meaning – Standards and scope – Principles of Professional Ethics – Factors affecting professional ethics.

Unit-II

Managerial Ethics – Ethics in Production- Ethics in Marketing – Ethics in Human Resource Management – Ethics in financial decision making and pricing.

Unit-III

Social Responsibility of Business – Need for Social Responsibility – Responsibility towards various stake holders.

Unit-IV

Local and global ethical issues – Poverty Ecological Crisis – Causes and Implications – Environmental Management System.

Unit-V

Concept of Sustainable Development – Waste Management – Waste Disposal – Waste Treatment.

Specific Learning Outcome: Students can understand the values, culture and moral aspects must be carried out in an organization.

Reference:

1. The Ethics of Management, La Rue Tone Hormer, Universal Book Stall,Delhi.

2. Principles of Commerce, C.D. Balaji & G. Prasad, Margham Publications,Chennai.

3. Essential of Business Environment, Aswathappa.K, Himalaya publishing house,Mumbai.

4. Management Today Principles and Practice, Gene Burton, Manab Thakur, tata Mc Graw Hill Publishing Co Ltd.,Delhi.

5. Business Ethics, R.V. Badi and N.V. Badi, Vrinda Publication,Delhi.

HUMAN RESOURCE INFORMATION SYSTEMS

Course Objective: To introduce the applications of information technology in human resource management.

Unit - I

Organizations and Information Systems – HR System Development – Managerial Decision Making - Information Systems and Business Strategy.

Unit - II

Concept of Human Resource Information System (HRIS) —HRIS Planning and Designing - Hardware and Software of HRIS Implementation- Maintaining and developing HRIS.

Unit - III

Application of HRIS in Employee Engagement - Compensation Management - Training and Development - Grievance Redressal -Payroll.

Unit - IV

Decision Support System (DSS) – Business Intelligence - Expert System - Artificial Intelligence (AI) – Managing Human Resource InformationSystems.

Unit -V

Introduction to HRIS software - HRIS in different types of organizations – Networking – Internet - Intranet - Telecommunications in HRIS functions.

Specific Learning Outcome: Students can able to apply various application oriented software for human resource management.

Reference:
1. Jaiswal & Mittal. Management Information System. Oxford University Press.

2. Keen,PeterGW.Decisionsupportsystem:AnOrganizationalPerspective.Addison-WesleyLaudon,

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

STRESS MANAGEMENT

Course Objective: To familiarize the students regarding the impact of stress and its impact in the work place.

Unit - I

Definition ofthe terms stress and stressor - Eustress and Distress - Chronicstress - common stressors - Dimensions of stress levels.

Unit - II

Causes of Stress - Impact of Stress on Cognitive Process - Sleep disorders - Eating disorders - Emotional disorders.

Unit - III

Stress management practices - General features of dealing with stress - Stress-patterns – Discovering and transformation of habitual stress.

Unit - IV

Time management and Stress – Stress Busters – Meditation – Yoga – Social support and stress.

Unit – V

Role of communication and relationships in managing stress - Components of healthy diet - Impact of sleep habits - Emotional intelligence and conflict managementframeworks.

Specific Learning Outcome: The students will able to practice various stress management techniques.

Reference:

1. Paul M. Lehrer, Robert L. Woolfolk, and Wesley E. Sime, Principles and Practices of Stress Management, New York: GuilfordPress

2. Anita Singh, Stress Management, Global India Publications Pvt.Limited

3. Seaward B.L. Managing Stress: Principles and Strategies for Healthand Wellbeing, Jones and BartlettPublishers.

4. Simmons M., Daw W. Stress, Anxiety, Depression: a Practical Workbook, WinslowPress.

5.Steinmetz J. Managing Stress Before it Manages You, BullPublishing.

HUMAN RESOURCE DEVELOPMENT

Course Objective: The objective of the course is to make the student aware of the concepts and practices 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.

UnitII:

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 developmentactivities.

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

Specific Learning Outcome: The students would have gained knowledge on the concepts and functions of human resource Development.

References:

1. Goldstein Irwin L, Training In Organizations - Needs Assessment, Development & Evaluation, Wordsworth Publication.

2. Lynton & Parekh, Training for Development, Sage Publication.

3. Robert L. Craig, ASTD Training and Development, McGraw Hill Publication.

4. Dugan laird- Approaches to Training and Development, Perseus Publishing.

REAEARCH METHODOLOGY

Course Objective: To familiarize the students with different methods and techniques of scientific research.

Unit I:
An introduction meaning of research, objectives of research, significance of research, types of research.

Unit II:
Research Problem – what is research problem, selection of research, necessity of defining a problem.

Unit III:
Research Design – Meaning of research design, need for research design, features of research design, different types of research design.

Unit IV:
Methods of Data Collection – Primary data, data collection through questionnaires, Schedules and other methods of data collection, primary data Vs secondary data, appropriate method of data collection.

Unit V:
Interpretation and report writing – meaning of interpretation, techniques of interpretation, precautions in interpretation, significance of report writing, different steps of report writing.

Specific Learning Outcome: The students would have gained to define problems, identify research design and to prepare research projects.

Reference:

1. Gupta S.C., Fundamentals of Statistics, (Six Reviseds & Enlarged Edition) Himalaya Publishing House, Mumbai,2006.

2. Hans Raj, Theory and Practice in Social Research, Surjeet Publications, Delhi,2002

3. Krishnaswami O.R., Ranganatham M., Methodology of Research in Social Sciences, Himalaya Publishing House, Mumbai,2005

4. Kothari C.R, Research Methodology, WishvaPrakashan, New Delhi,2001.

5. Manoharan M., Statistical Methods, Palani Paramount Publishers, Tamil Nadu,1997

GUIDANCE AND COUNSELLING SKILLS

Course Objective: The aim of the course is to create an awareness and understanding of the concepts of guidance and counseling.

Unit I:
Concept of Guidance &Counseling: Definition, nature, functions, Importance, limitations, types and kinds of Guidance and Counseling. Difference between Guidance &Counseling.

Unit II:
Areas of Counseling Skills: Basic knowledge of Psychology & ability to make rapport, communication skills, observational power and empathy. Probing skill; through questioning and organizing facts.

Unit III:
Skills: Sensitivity & practicing ethical issues, Listening skills - patience. Honesty - confidentiality.

Crisis management - facilitating self-disclosure - problem-solving - Ice breaking - monitoring and closure.

Unit IV:
Types: Educational & Vocational (School and College), Occupational Counseling, Marital, Family, Group Counseling.

Unit V:
Recent trends: Current forms of e-Counseling and Tele-Counseling and their applications in areas of rehabilitation.

Specific Learning Outcome: At the end of this course the students will be able to acquire the skills necessary for guidance and counseling.

References
1. Gibson, Robert L. & Mitchell, Marianne H. (2012).Introduction to Guidance and Counseling, Prentice Hall of India, NewDelhi.

2. Gupta, Manju (2003). Effective Guidance & Counseling modern Methods and Techniques, Mangal Deep Publications,India.

3. Kinra, Asha K. (2012). Guidance and Counseling, PearsonPublication.

4. Nag, Dr. Subir (2012-13). Counseling and Guidance, Rita Publication,Kolkata

5. Rao, S. Narayana & Sahajpal, Prem (2013).Counseling and Guidance, McGraw Hill Education, New Delhi.

6. Sharma, Ramnath and Sharma, Rachana (2007).Guidance and Counseling in India, Atlantic Publishers and Distributors, NewDelhi.

PUBLIC RELATIONS

Course Objective: To make the students familiarize the role and scope of Public Relations in management, its various tools and the emerging importance of the discipline in varying areas.

Unit I:
Understanding Public Relations – Concepts, Definitions and Theory, Brief History of Public

Relations and Emergence of Corporate Communication - The Evolution of Public Relations- The Pioneers and their Works, Understanding Various Concepts, viz., Public Relations, Publicity, Propaganda and Advertising.

Unit II:
The Public Relations Process: Defining the Problem, Media Selection, Feedback and Evaluation; Case Studies

Unit III:
Tools of Public Relations: Media Relations – Steps in Organizing Press Conferences/Meets, Press Releases - Barriers in organizing and Media Relations management – Factors influencing the Selection of Media, Difficulties faced in reaching out to Publics.

Unit IV:
The Public Relations Environment: Trends, Consequences, Growth and Power of Public Opinion, Political Public Relations, Sports Public Relations, Entertainment and Celebrity Management.

Unit V:
Public Relations and Writing: Understanding Media Needs - New Value of Information Printed Literature, Newsletters, Position Papers/Opinion Papers and White Papers and Blogs.

Specific Learning Outcome: The student will understand the importance and will start developing the skill of public relations

References
1. Jefkins, Frank: Public Relations Is Your Business (Nd, Excel Books,1995)

2. Jethwaney J &Sarkar N N: Public Relations Management (Nd, Sterling,2009)

3. L'etang Jacquie: Public Relations, Concepts, Practice And Critique (Sage Publications India,2008)

4. TheakerAlison : The Public Relations Handbook (4 Edition) (Routledge, Uk,2012)

5. Brown, Rob: Public Relations And The Social Web (New Delhi: Kogan Page India,2010)

COMPETENCY MAPPING

Course Objective: The student would understand the process of competency mapping and profiling.

Unit I:
Competency – Concept, Meaning, Types/Classification and usage of competencies at entry and mid-career level. Competency Mapping – Meaning, purpose and Benefits,

Unit II:
Process of Competency Mapping – Identifying competency requirement for various sectors of employment / various jobs IT, ITeS, Insurance, Banking and other Financial Service, Entertainment, Health Service, Private Education and Training,

Unit III:
Defining competency requirements - skills, tasks, activities and technologies, Competency mapping at different levels. Training and Development: Need for training, performance appraisal and standards.

Unit IV:
Methods of Competency Mapping – Assessment Centre, Critical Incident Techniques, Questionnaire method, Psychometric tests, etc.

Unit V:
Competency Models – Steps in Developing a valid competency model – Goleman's emotional intelligence model – Aspects of emotional intelligence – Self-awareness – Social awareness – Self management – Relationship management.

Specific Learning Outcome: The students would be able to differentiate the various types of competencies. The students would also be able to understand the process of competency Assessment.

References:

1. McClelland , David Competence at Work, Spencer andSpencer,1993.

2. Shermon, Ganesh. Competency based HRM. 1st edition , Tata McGrawHill.

3. Sanghi, Seema. The Handbook of Competency Mapping: Understanding, Designing andImplementing Competency Models in Organizations, 2nd edition, Sage Publications Pvt. Ltd 2007

4. RadhaR.Sharma, 2004, 360 Degree Feedback, Competency Mapping and Assessment Centres for Personal and Business Development, Tata McGraw-Hill Publishing Company Limited, NewDelhi

PERFORMANCE APPRAISAL SYSTEM

Course Objective: The purpose of this course is to understand the importance of Performance Appraisal System in business and how it can contribute towards results of a company or institution.

Unit I:

Conceptual Framework of Performance Appraisal System: Concept, Meaning, Performance Appraisal System process; Objectives of Performance Appraisal System; Historical development in India;

Unit II:

Components of Performance Appraisal System: Performance planning; coaching; Performance measurement and evaluation; Methods of performance appraisal; Identifying potential for development; Linking pay with performance.

Unit III:

Implementation of Performance Appraisal System: Characteristics of effective Performance Appraisal System; Performance management as an aid to learning and employee empowerment; Use of technology and e- Performance Appraisal System.

Unit IV:

Talent Management: Concept and approaches; Framework of talent management; Talent identification, integration, and retention.

Unit V:

Talent Management Practices and Process: Managing employee engagement; Key factors and different aspects of talent management; Talent management in India;

Specific Learning Outcome: Students will therefore obtain a basic understanding about the critical aspects, when developing a performance appraisal system& measurement system.

References:

1. Chadha: Performance management, ExcelBooks

2. Hartle: Transforming Performance Management Process, Koganpage.

3. Srinivas R. Khandula: Performance Management: Strategies, Interventions and Drivers, Prentice Hall of India

4. Herman Aguinis: Performance Management, PearsonEducation

5. S. Kohli and Tapomoy Deb, Performance Management, Oxford UniversityPress

INDUSTRIAL PSYCHOLOGY

Course Objective: To create awareness about psychological aspects in the industrial framework.

Unit-I
     Nature and Meaning of IndustrialPsychology- Evolution ofIndustrialPsychology- Learning Process - Principles of learning - Classical and Instrumental conditioning - Motivational factors in learning.

Unit-II
     Motivation and work behavior - Theory X and Y - McClelland's Need Theory - Herzberg's Two Factor Theory, Cultural Differences in Motivation.

Unit-III
     Groups and work teams - Group Behavior - Group formation and development - Decision making process - Group decision process - Forces reshaping organizations - Organizational design process - Functions of organizational culture - Organizational Socialization

Unit-IV
     Industrial Morale and Counseling - Attitude - Job Satisfaction - Factors influencing job satisfaction - Determinants and measurement- Types of counseling - Ergonomics: Concept and Importance.

Unit-V
     Personality and Organization - Meaning, Application of Personality theory in organization - traits, Common personality measurement tools - Complexity, challenges and choices in the future.

Specific Learning Outcome: Students will understand the work place psychological approaches and behavior patterns**.**

Reference:

1. Nelson, Quick and Khandelwal, ORGB : An innovative approach to learning and teaching Organizational Behaviour. A South Asian Perspective, Cengage Learning,2012
2. Luthans, Fred, Organizational Behavior, McGraw Hill2008.
3. Ghiselli, Edwin E. And Brown C.W. Personnel and Instruct psychology. McGraw-Hill Book Co.Inc: NewYork.
4. Blum, M.L. and Naylor, J.C. Industrial Psychology; Its theoretical and social foundations. Harper and row: NewYork.
5. Dunnette M.D. and Hough, L.M. Handbook of Industrial Organizational Psychology. Vol.2 and 3, Jaico Publishing House,Delhi.

ENTREPRENEURSHIP DEVELOPMENT

Course Objective: The objective of this course is to provide knowledge of entrepreneurship and also provide necessary inputs for the creation of the new ventures.

Unit I:
Entrepreneurship: Concept, Evolution- Entrepreneurship and Small Business owners: Distinction, Approaches to Entrepreneurship.. Entrepreneurs: Role, Entrepreneurial Traits – Entrepreneurial Types– Qualities and Functions of Entrepreneurs.

Unit II:
Entrepreneurial Process: Critical factors for starting a new enterprise, recognizing and evaluating opportunities, Entrepreneurial Financing sources-Determining the financial needs, Sources of finance- Debt, Venture Capital and other forms of Financing.

Unit III:
Innovation and Entrepreneur – Sources and Processing of Business Ideas –Basic Business Research - Creating a successful business plan-Financial Projections-Preparation of Feasibility Reports.

Unit IV:
Entrepreneurial Development Programme (EDP) in India – Issues in the designing of a successful entrepreneurship development programme – External Assistance Programme. MSME's -Sickness of Units –Women Entrepreneurs

Unit V:
Entrepreneurial Behavior and Motivation – N-Achievement and Management Success – Role and Importance of Entrepreneurs in Economic Growth –- Social Entrepreneurship.

Specific Learning Outcome: Students should be able to understand the concept of MSME and shall gain interest to start an enterprise.

Reference:
1. Desai, A.N. Entrepreneur & Environment. Ashish, NewDelhi.

2. Drucker, P. Innovation and Entrepreneurship. Heinemann, London.

3. Jain, R. Planning a Small Scale Industry: A Guide to Entrepreneurs. S. S. Books,Delhi.

4. Kumar, S A. Entrepreneurship in Small Industry. Discovery, NewDelhi.

5. Pareek, Udai and Venkateswara, Rao. T. Developing Entrepreneurship – A Handbook on Learning Systems,Delhi.

ORGANIZATIONAL DEVELOPMENT

Course Objective: To emphasize and understand the necessity for change and to familiarize the concepts and techniques of OD

Unit-I:
Change – meaning, importance, Stimulating Forces - Change Agents - Planned Change - Unplanned Change – Models of Organizational Change - Lewin's Three Step Model.

Unit-II:
Resistance to Change - Individual Factors - Organizational Factors – Techniques to Overcome Change.

Unit-III:
Change Programs – Effectiveness of Change Programs - Change Process - Job Redesign - Socio-Technical Systems.

Unit-IV:
OD - Basic Values - Phases of OD - Entry - Contracting - Diagnosis – Feedback - Change Plan - Intervention - Evaluation - Termination.

Unit-V:
OD Interventions - Sensitivity Training - Survey Feedback - Process Consultation - Team Building - Inter- group Development - Innovations - Learning Organizations.

Specific Learning Outcome: The students would understand the need for change and would be a change catalyst.

References

1. Kondalkar, Organization Effectiveness And Change Management, Phi Learning, NewDelhi,2009

2. French & Bell, Organisational Development,Mcgraw-Hill.

3. Dipak Bhattacharyya, Organizational Change And Development, Oxford University Press, New Delhi,2011

CORPORATE SOCIAL RESPONSIBILITY

Course Objective: Students are provided with the basic knowledge and orientation in the corporate social responsibility (CSR).

Unit I:

Business ethic vs. corporate social responsibility: History and origin of business ethics, relationship between business ethics and corporate social responsibility (CSR), Ethical decision making.

Unit II:

Evolution and Development of CSR: The introduction to CSR, .Origin of CSR, Conceptual Dimensions of CSR: Theoretical Approaches, Developmental Models, Multi-Dimensional View.

Unit III:

Approaches to CSR: Risk & Opportunities , Drivers & Challenges, Strategic investment, Triple Bottom Line Approach of CSR: Economic, Social, Environmental, Stake holders and Social Preferences: Customer, Employees, Communities, Investors.

Unit IV:

Managing and implementation of CSR: How to manage CSR, position of CSR in leadership of a company, Social accounting, Stakeholder management, Responsible investment, CSR in small and medium sized enterprises

Unit V:

Impact, criticism and future of CSR: The impact of CSR, Criticism of CSR, Future and development of CSR in India.

Specific Learning Outcome: Understand several CSR theories and be able to apply these theories in real world settings as they relate to business and social responsibility.

References:
1. Agrawal Sanjay K Corporate Social Responsibility, Sage Publications, NewDelhi

2. Katamba David, Zipfel Christoph and Haag David, Principles of Corporate Social Responsibility (CSR): A Guide for Students and Practicing Managers in Developing and Emerging Countries, Strategic Book Publishing

3. Prasenjit Maiti ,Corporate Social Responsibility. - Vol. – I & II Sharda Publishing House, Jodhpur (India),2010

4. Sumati Reddy Corporate Social Responsibility, "The Environmental Aspects" The ICFAI University, ICFAIBooks

COMPENSATION MANAGEMENT

Course Objective: To understand the various dimensions of Compensation Management and to familiarize the role of various bodies involved in Compensation Management.

Unit-I:

Compensation - Definition - Compensation Responsibilities – Compensation System Design Issues – Compensation Philosophies – Compensation Approaches.

Unit-II:

Compensation Classification - Types - Incentives - Fringe Benefits– Development of Base Pay Systems – Pay Grades – Salary Matrix – Compensation as a Retention Strategy.

Unit-III:

Theories of Wages - Wage Structure - Wage Fixation - Wage Payment - Salary Administration - Executive Compensation – Incentive Plans – Team Compensation – Gain Sharing Incentive Plan– Profit Sharing Plan- ESOPs.

Unit-IV:

Methods of Rewarding of Sales Personnel - Pay - Commission - Pay and Commission – Performance Based Pay Systems - Incentives - Executive Compensation Plan and Packages.

Unit-V:

Employee Benefits – Benefits Need Analysis – Funding Benefits - Employee Benefit Programmes – Security Benefits – Designing Benefit Packages.

Specific Learning Outcome: At the end of this course the students will be able to acquire the knowledge about the financial and non-financial components in compensation.

References

1. DewakarGoel, Performance Appraisal And Compensation Management, PHI Learning, New Delhi,2008

2. Richard.I. Henderson, Compensation Management In A Knowledge Based World, Prentice Hall India, NewDelhi.

3. Richard Thrope& Gill Homen, Strategic Reward Systems, Prentice Hall India, NewDelhi.

4. Michael Armstrong & Helen Murlis, Hand Book Of Reward Management, Crust PublishingHouse.

INDUSTRIAL RELATIONS

Course Objective: To familiarize the students with the knowledge of industrial relations and their impact on managing human resource.

Unit I:
Concept of Industrial Relations – Characteristics, Objectives, Significance & Factors of IndustrialRelations — Employment and Indian Labour - Globalization and Industrial Relations - Indian Industrial Relations – HRM and IR.

Unit II:
Industrial Disputes in India: Meaning–Difference between Industrial Disputes and Industrial conflict–Forms of Industrial Disputes – Difference between Human Relations and Industrial Relations – Prevention and settlement of industrial disputes.

Unit III:
Worker's Participation in Management: Concept, Origin & Growth of Worker's Participation in Management – Forms of Workers' Participation in India.

Unit IV:
Employee Discipline : Concept of Discipline – Aspects & Objectives of Discipline – Causes of Indiscipline – Essential of Good Disciplinary System – Disciplinary Action. Employee Grievance: Concept and Causes of Grievances – Sources of Grievance – Grievance Redressal Procedure.

Unit V:
Trade Unionism, Collective Bargaining: Concept, Functions of Trade Unions– Types of Trade Unions - Problems of Trade Unions in India. Collective Bargaining –Concept, Principles– Forms of Collective Bargaining – Collective bargaining in practice.

Specific Learning Outcome: The student would develop skills in understanding the importance of industrial relations inorganization.

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2. G. A. Armstrong: Industrial Relations-An Introduction ,George G. Harrap& Co. Ltd.,London.

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4. P. C. Tripathy: Personnel Management and Industrial Relations , Sultan Chand & Sons, NewDelhi.

5. S. C. Srivastava: Industrial Relations and Labour Laws, Vikas Publishing House, NewDelhi

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