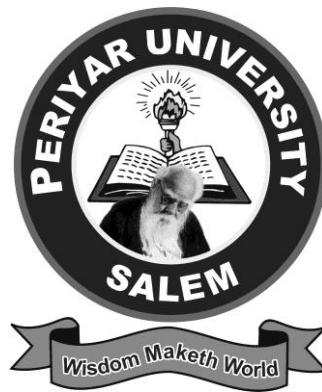


PERIYAR UNIVERSITY
SALEM – 636 011.



PERIYAR INSTITUTE OF DISTANCE EDUCATION

[PRIDE]

M.A. HUMAN RESOURCE MANAGEMENT

SYLLABUS

[Candidates admitted from 2007-2008 onwards]

1. OBJECTIVES:

The Master of (HUMAN RESOURCE MANAGEMENT) is a Degree Programme of the PRIDE, Periyar University which is offered to equip the practicing Executives and Managers working in Private / Public Sector Undertaking / Banking / Educational Institute / in the area of Human Resource Management / Industries and other similar organisations so as to enable them to enrich their managerial skills, decision – making, and to enhance their problem solving ability, through case studies case studies, lectures, role – plays and business games with special focus on Human Resource Management.

2. CONDITION FOR ADMISSION:

A candidate with Bachelor's degree in Arts / Science / Commerce of this university or any other University recognized by the University Grants Commission or any other degree accepted as equivalent thereto by the Syndicate is eligible to join this course.

3. DURATION OF THE COURSE:

The duration of the course is of a two academics years, whether Calendar year mode or Academic year mode. A Candidate shall be eligible for the award of the degree only if he / she has satisfactorily undergone the prescribed course of study in this University through PRIDE for a period of not less than two academic years.

4. STRUCTURE OF THE COURSE (UNIFORMITY IN TOTAL NUMBER OF PAPERS):

The Course shall consist of 10 papers at the rate of 5 papers for the First year and 5 papers for the second year to maintain uniformity with other P.G. Courses of this University.

5. UNIFORMITY IN TOTAL NUMBER OF UNITS IN EACH PAPER:

Each paper is divided in to 5 units to maintain uniformity in the units with other P.G. Courses of this University.

6. EXAMINATIONS:

There shall be examination in all five papers at the end of each year. A Candidate who does not pass the examination in any subject in the first year will be permitted to appear in such failed subjects or subject in the subsequent examinations or along with the papers of the second year.

7. THE EXAMINATION PATTERN IS AS FOLLOWS:

Time: 3 Hours

Max. Marks: 100

PART A: 5X5=25

Answer all Questions

Short notes (300 words) in all the Units of the paper with no choice

PART B: 5X15=75

Essay type answers of about 1000 words

8questions to be asked from all the 5 units and five questions need to be answered.

Total 100 Marks

The questions shall be selected at the rate of 1 from each unit for part – A and not more than 2 from each unit for part – B.

The Examinations for the 5 papers of the first year and first 4 papers of the second year shall be in the above pattern. The 5th paper of the second year, shall be on the basis of a “Case Study” Report, in not less than 20 pages written in hours duration in the Examination Hall.

M.A. HUMAN RESOURCE MANAGEMENT

FIRST YEAR

PAPER – 1: Principles of Management and Communication

PAPER – II: Organizational Behaviour

PAPER – III: General Human Resource Management

PAPER – IV: Career Management and Decision Making

PAPER – V: Legal Aspects of HRM

SECOND YEAR

PAPER – VI: Change Management and Organisational Development

PAPER – VII: Management Training and Development

PAPER – VIII: Management of Industrial Relations and Welfare

PAPER – IX: Modern Human Resource Management

PAPER – X: A Case Study and training report on
Human Resource Practice

PAPER – 1: PRINCIPLES OF MANAGEMENT AND COMMUNICATION

UNIT – 1

Management – Meaning, Nature, Importance, Scope, Levels – Functional Management and functions of management – Contributions of F.W. Taylor & Fayol – Modern management concepts – JIT, KAIZEN, Six Sigma, 5S and TQM.

UNIT – II

Planning – Meaning, Importance, Process, Types, MBO & MBE – Decision Making – Organizing – Meaning, Process, Types of organization Structure, Span of Control – Delegation of Authority – Centralization and Decentralization.

UNIT – III

Staffing – Meaning, Purpose, Process – Directing – Meaning, Methods – Controlling, - Meaning, Process, Types and Techniques.

UNIT – IV

Communication – Meaning, Process, Types, Barriers, Principles – Verbal Communication – Written Communication – Business Correspondence – Non Verbal Communication.

UNIT – V

Meeting, Seminars and Conference – Preparing Agenda, Minutes and Resolutions – Communication through interest – Communication Manners and Etiquette.

Books :

1. Essentials of Management: An International Perspective – Harold Koontz & Heinz weirich.
2. Mastering Business Communication – Wool Cott & Union

PAPER – 2: ORGANIZATIONAL BEHAVIOUR

UNIT I

Meaning, Concepts, importance and Scope of Organizational Behavior – Approaches to the Studying of organizational behavior – Emerging Challenges and opportunities for organizational behavior – Hawthorne's Experiment.

UNIT II

Personality – Determinants, types and tests – Perception – Factors influencing perception and process of perception – Learning – Principles, Process and theories – Attitude – Characteristics, formation components and measurement.

UNIT III

Motivation – Meaning, importance, techniques and theories – Job satisfaction – determinants, importance and measurement – Morale – Factors influencing morale building, morale Productivity.

UNIT IV

Group Dynamics – Group formation, types, group cohesiveness and decision making techniques – Conflict – Nature types, Process and resolution techniques – Counseling – Types and needs.

UNIT V

Leadership – Role and functions of a leader, leadership theories and styles – Organizational Culture – Organizational Change – Change Management – Organizational – Development – Organizational effectiveness.

Books:

1. Stephen P. Robbins – Organizational Behaviour – PHI
2. L.M. Prasad – Organizational Behaviour, Sultan Chand & Sons

PAPER – 3: GENERAL HUMAN RESOURCE MANAGEMENT

UNIT I

HRM –Meaning, definition, Objectives and functions – Scope – HRM environment – HRM Policies.

UNIT II

Human Resource Planning – Importance – Factors affecting Human Resource Planning – Process – Human Resource Forecasting – Job analysis and design – Job description – Job Specification – Job evaluation.

UNIT III

Recruitment – Definition – importance – Process – Sources – Selection – Process – Methods of Selection – Placement – Induction – Training and Development.

UNIT IV

Performance Appraisal – Definition – Process – Methods and techniques – Wage and Salary administration – Bases for wage and salary fixation – Incentive schemes – Collective bargaining.

UNIT V

Employee welfare measures – Types – Workers Participation in management – Grievance handling procedure – Employee Communication – Trade Unions – introduction, Objectives – Functions.

Books:

1. Dynamics of Personnel Management – CB, Memorias – Himalaya - Publishing.
2. Human Resource and Personal Management – K. Aswathappa.

PAPER – 4: CAREER MANAGEMENT AND DECISION MAKING

UNIT I

Descriptive dimensions of managerial jobs – Methods – Model – Time dimensions of Managerial jobs – Effective and ineffective job behaviors – Functional and level difference in job behavior.

UNIT II

Managerial Talent – Identification – Selection - Managerial Skills development – Pay and rewards – Motivation – Performance appraisal process – career Management – current practices.

UNIT III

Managerial effectiveness – Meaning – approaches – Measuring Managerial effectiveness – Management of Managerial effectiveness – in private and public sectors.

UNIT IV

Environmental Issues – Organizational processes – Organizational climate – Leader and group influences – Job challenge – Competition – Managerial functional styles.

UNIT V

Organizational and Managerial efforts – Self development – Negotiation skills – Development of the competitive spirit – Creativity and innovation – Development.

Books :

1. Total Career Management, Frances A Clark, MC Graw Hill
2. Effective Decision making, Helga Drummod, Wheeler Publishing.

PAPER – 5: LEGAL ASPECTS OF HRM

UNIT 1

The Factories Act 1948 – Introduction – Registration of factories – Inspecting staff – Provision relating to health – safety and welfare of workers - working hours – Holidays – Employment of young person and women.

UNIT II

The payment of wages Act 1936

The Minimum wages Act 1948

UNIT III

The Trade Unions Act 1926

The Industrial Disputes Act 1947

UNIT IV

The Payment Bonus Act 1965

The Payment of gratuity Act 1972

UNIT V

The Employee's Provident Funds and Miscellaneous Provisions Act 1952

The Employee's State Insurance Act 1948

Books:

1. R. Venkatapatty and Assussi Menachery – Industrial Relations and Labour Legislation – Aditya Publishers
2. P. Saravanavel – Legal Systems of business – Himalaya.

PAPER – 6: CHANGE MANAGEMENT AND ORGANISATIONAL DEVELOPMENT

UNIT I

Organizational Change – Evolution, Concept and Importance – Types of Changes – Individual, group and organizational Change.

UNIT II

Resistance to Change – Dynamics – Implementations of Change Methods and Techniques of overcoming resistance to Change – Problems of implementing Change – Acceptance of Change.

UNIT III

Organizational Development – Theory – Foundations – Values and assumptions – OD Process.

UNIT IV

OD Interventions – Team interventions – Group and Third party interventions – Comprehensive interventions – Structural interventions.

UNIT V

OD – Key Considerations and issues – issues in Consultant – Client relationships – Power Politics and OD – Current and future issues in OD.

Books :

1. Organizational Development, Theory, Practice and Research – French, Bell and Zawack.
2. The Change masters – Rosebeth Moss Kanter.

PAPER – 7: MANAGEMENT TRAINING AND DEVELOPMENT

UNIT I

Concepts of Training and development – Types of training – Objectives, structure and functions of training department – training Programmes – execution and evaluation.

UNIT II

On the job training - techniques – off the job training – techniques – other techniques – simulation – Group discussion.

UNIT III

Management development – concept need and importance – Management development process – components.

UNIT IV

Factors influencing Management Development – organizational – Development concept – Goals of OD – OD process – Management Development - Leader Centered techniques.

UNIT V

Management Development – on the Job techniques – Merits and demerits of MD techniques – Training and development institutes.

Books:

1. Training in Business and industry, MC Gehee, William and Thayer, Jonh Wiley & sons.
2. Management Training: Aims and methods, Hacoon R.J., English University press.

PAPER – 8: MANAGEMENT OF INDUSTRIAL RELATIONS AND WELFARE

UNIT I

Industrial Relations – Meaning – Scope and models of Industrial Relation practices in India – Labour Policy – Central and state Government machinery for Labour administration in India.

UNIT II

Industrial Disruptes - Concepts – causes – Forms – Prevention and Settlement – Collective Bargaining – Methods – Negotiations.

UNIT III

Trade Unions – Principles - Growth – Management of Trade Union – Measures to improve functions of Trade Unions – Workers participation – ILO – functions and Conferences.

UNIT IV

Labour Welfare – Meaning – Types and Classification – Provisions under Labour Welfare facilities – Facilities – Work Place – Outside work Place.

UNIT V

Industrial Health and Safety - Working Conditions – Welfare officers – Role and responsibilities – Insurance Scheme and other benefits

Books:

1. Vaid K.N. – Labours Welfare in India
2. Memoria C.B – Dynamics of Industrial Relations in India.

PAPER – 9: MODERN HUMAN RESOURCE MANAGEMENT

UNIT I

Transactional Analysis - Concepts - Stages - Transactions - Communication and negotiation Skills, Games, Scripts and time Structuring.

UNIT II

Stress Management - Meaning - Causes of Stress - types of Stress - Technique to overcome stress - Practices.

UNIT III

Behavioral Science - Behavioral and Cognitive Therapies - Reinforcement theory - Rational emotive therapy - Shaping - Role Play - Modeling.

UNIT IV

Knowledge Management - Emergence of K M - Concepts - process - Techniques and tools - Knowledge Workers problems and Solution.

UNIT V

Counseling - Concepts - Methods of Counseling - Styles - training for Counseling.

Books:

1. Occupational Values and Styles of Indian Managers - Preetham singh
2. Organisational Behavior - Preetham singh and Warrior.

Paper – 10: A CASE STUDY AND TRAINING REPORT
HUMAN RESOURCE PRACTICE

- The tenth paper is a case study and training report in intended to examine the Candidates ability to understand to subject in practical.
- The Candidate has to select an organisation to understand a human resource management issues in various aspects and make a review as a case or report.
- The case / report should be written and submitted within 20 - 25 pages. It is to be written in the examination hall within three hours duration.
- The paper is to be valued along with other paper (Double Valuation each for 100 marks)
- The passing minimum is 50 on par with other papers. Option is to be given to the Candidate to write the case study to either language (ie) English or Tamil.
