

**MAHRM  
(HUMAN RESOURCE MANAGEMENT)**

**(Semester Scheme)**

**Two Year Full Time Programme**

**2014 Admissions Onwards**

**SYLLABUS**

**UNIVERSITY OF KERALA**

**MAHRM Syllabus**

**MAHRM (Human Resource Management): Semester System- Course Structure and Mark Distribution**

Sem	Paper Code	Title of the Paper	Distributi- on of hrs per semester	Instructional hrs per week		ESA (hrs)	Maximum marks			Credit
				L	P		CA	ESA	Total	
				<b>I</b>						
	2.1.1	Human Behaviour in Organisations	58	4		3	25	75	100	3
	2.1.2	Fundamentals of Management & HR	58	4		3	25	75	100	3
	2.1.3	Labour & Managerial Economics	58	4		3	25	75	100	3
	2.1.4	Business Communication	38	4		3	25	75	100	2
	2.1.5	Research Methods for Management	58	4		3	25	75	100	3
	<b>IE.1</b>	<b>Industry Exposure</b>	<b>270</b>		<b>15</b>		<b>100</b>		<b>100</b>	<b>5</b>
		<b>Total</b>	<b>540</b>	<b>20</b>	<b>15</b>				<b>600</b>	<b>19</b>
<b>II</b>										
	2.2.1	Organisational Behaviour	54	4		3	25	75	100	3
	2.2.2	Talent Management	54	4		3	25	75	100	3
	2.2.3	Statistics for Management	54	4		3	25	75	100	3
	2.2.4	Marketing Management	54	4		3	25	75	100	3
	2.2.5	Financial Management	54	4		3	25	75	100	3
	<b>IE.2</b>	<b>Organisational Study</b>	<b>270</b>		<b>15</b>		<b>100</b>		<b>100</b>	<b>5</b>
		<b>Total</b>	<b>540</b>	<b>20</b>	<b>15</b>				<b>600</b>	<b>20</b>
<b>III</b>										
	2.3.1	Industrial Relations	67.5	5		3	25	75	100	3
	2.3.2	Sustainable Development & CSR	67.5	5		3	25	75	100	3
	2.3.3	Performance Management	67.5	5		3	25	75	100	3
	2.3.4	Employee Wellness & Social Security	67.5	5		3	25	75	100	3
	<b>IE.3</b>	<b>Social /Industry Project</b>	<b>270</b>		<b>15</b>		<b>100</b>		<b>100</b>	<b>5</b>
		<b>Total</b>	<b>540</b>	<b>20</b>	<b>15</b>				<b>500</b>	<b>20</b>
<b>IV</b>										
	2.4.1	Business Environment & Corporate Strategy	67.5	5		3	25	75	100	3
	2.4.2	Management of Change & OD	67.5	5		3	25	75	100	3
	2.4.3	Counselling Skills for HR Managers	67.5	5		3	25	75	100	3
	2.4.4	Compensation Management	67.5	5		3	25	75	100	3
	<b>2.4.5</b>	<b>Dissertation</b>						<b>100</b>	<b>100</b>	<b>3</b>
	2.4.6	Comprehensive External Viva						100	100	1
	<b>IE 4</b>	<b>Internship</b>	<b>270</b>		<b>15</b>		<b>100</b>		<b>100</b>	<b>5</b>
		<b>Total</b>	<b>540</b>	<b>20</b>	<b>15</b>				<b>700</b>	<b>21</b>
<b>Grand Total</b>			<b>2160</b>				<b>850</b>	<b>1550</b>	<b>2400</b>	<b>80</b>

Evaluation of each paper shall be done in parts, viz., Continuous Assessment (CA) and End Semester Assessment (ESA). The distribution of marks shall be 25 marks for CA and 75 for ESA.

The allocation of marks for continuous assessment shall be in the following proportions:

a. Attendance and Class Participation	5
b. Assignment	5
c. Tests	10
d. Seminars	5
Total	25

There shall be no continuous assessment for Dissertation/ Project work.

The allotment of marks for attendance shall be as follows.

a. Attendance less than 75%	0 marks
b. 75%	1 mark
c. > 76% up to 80%	2 marks
d. >81% up to 85%	3 marks
e. >86% up to 90%	4 marks
f. Attendance more than 90%	5 marks

Those who secure a minimum of 75% attendance in the aggregate for all the papers of a semester taken together alone will be allowed to register for the End Semester Examination of the Semester. Each student shall be required to do 2 assignments for each paper; a maximum of 5 marks shall be awarded for 2 assignments.

There shall be two class tests during a semester. Marks of tests shall be awarded on the basis of the marks secured for the best of 2 tests. A maximum of 10 marks shall be awarded for the test.

Students shall be required to present a seminar on a selected topic in each paper. The evaluation of the seminar will be done on the basis of presentation, content of the paper and participation in discussion. The maximum marks shall be 5.

The maximum marks for Dissertation/Project Work shall be 100 of which 20% shall be allotted to the viva-voce examination, which shall be conducted along with the comprehensive viva. The marks for project and viva will be carried over.

### **Classification of Successful Candidates**

A. A candidate who secures not less than 40% in the ESA of a paper subject to a minimum of 50 % of the aggregate including CA together of all the papers will be declared to have passed the examination.

B. The division of pass will be based on the aggregate marks of all the CA and ESA in the four semesters put together.

1. Candidates who have secured 50% marks and above but below 60% of total marks for all papers in four semester examinations shall be declared to have passed in second class.

2. Candidates who obtain 60% marks and above of the total marks for all papers in four semester examinations shall be declared to have passed in First Class.

### **Criteria for submitting dissertation**

The Dissertation/Project work shall not be less than 50 typed (double space) pages in standard thesis format showing evidence of the ability of the candidate to collect relevant materials and data, analyze it by using appropriate tools of research and to present an analytical assessment of the problem. Two copies of the dissertation duly certified by the supervising teacher and countersigned by the HOD and the principal of the college, where the course is held, shall be submitted to the university before the commencement of the End Semester Examination (ESA) at the end of the Fourth Semester.

### **Pattern of Question papers for the End Semester Examination**

The Question paper shall consist of three parts, of which Part-I shall consist of answers to be written in 50 words carrying 2 marks. Ten questions without choices shall be answered. Part II consists of short essays carrying 5 marks each. Five questions shall be answered out of 8

question choices, answers each not exceeding 500 words. In Part-III two out of four questions (long essays not exceeding 1200 words carrying 15 marks) shall be answered. Thus the total marks shall be 75(10x2=20, 5x5=25, 2x15=30).

**Evaluation of Field Work (practicum):** The Evaluation of Field work in all the four semesters shall be internal. The total marks for each semester shall be 100. In the first semester the field work shall be confined to exposure visits to various establishments.

During the remaining three semesters the students shall undergo supervised training for 15 hours per week in various agencies. This shall exclude the time taken for travel but include report writing time.

The student shall be assessed on the basis of the following:

- a. Regularity and punctuality in reporting for work
- b. The quality and content of the work.
- c. The quality of the reports and the punctuality in submitting the report
- d. Participation in group conferences
- e. Diligence shown in seeking individual guidance from the supervisor
- f. Keeness shown in undertaking the practical work and extra efforts made to bring in qualitative difference in the work.
- g. Special assignments undertaken on behalf of the client and/or agency, and
- h. A viva-voce at the end of the semester specially conducted to ascertain the grasp of the theories.

**MAHRM Syllabus**

**SEMESTER I**

**2.1.1. HUMAN BEHAVIOUR IN ORGANISATIONS**

**Objectives:**

- To understand the dynamics of human behaviour in organisational settings
- To search into the development of OB in industrial settings
- To learn to create win-win situation in conflict resolutions
- To learn to appreciate the uniqueness of each individual in the universe
- To understand how we perceive and interpret events, situation and people
- To acquire skills in tapping the talents in each human being

**Module I**

Organisational Behavior – Introduction, goals, Historical development of organisational behaviour, fundamental concepts, contributing disciplines to OB, Models of OB, international dimensions of organisational behaviour

**Module II**

Individual Behaviours: Introduction, foundations of individual behavior: Personality: determinants, personality traits, theories, instruments to measure personality, Perception: factors influencing perception, theories, frame of reference – perceiving people

**Module III**

Emotions: types, determinants, emotional intelligence. Attitudes, sources and types of attitudes, cognitive dissonance theory, changing attitudes, work related attitudes. Values: sources of our value systems, types of values, ethical behaviour, deviant workplace behaviour. Learning: process and theories of learning – OB Mod

**Module IV**

Groups Behaviour and Group dynamics- stages of group development, Group Norms- Cohesiveness-Group Decision Making Techniques, Work teams- types of teams

## Module V

Theories of Motivation- Employee engagement, employee identification, knowledge workers organisation citizenship behaviour, Leadership-theories of leadership- charismatic and transformational leadership

### Suggested Reading

1. Hitt, Michael A; Miller, C.Chet; Colella, Adrienna, Organizational Behaviour –A Strategic Approach, Wiley.
2. Robbins, Stephen P; Judge, Timothy A; Vohra, Neharika. Organizational Behaviour. Pearson.
3. Luthans Fred., Organizational Behaviour, Irwin Mc Graw – Hill, 2002
4. Greenberg, Jerald., Baron., Robert A: Behaviour in Organizations Understanding & Managing Side of Work., Prentice Hall of India Pvt Ltd., 2002
5. Nirmal Singh : Human Relations & Organizational Behaviour., Deep & Deep Publishing., 2001

## 2.1.2 FUNDAMENTALS OF MANAGEMENT AND HR

### Objectives:

- To glance thorough the evolution of management thoughts.
- To get to know the managerial functions of management.
- To introduce the learners to the fundamentals of Human Resource Management.
- To position Human Resource management in the overall functions of the corporate world.

### Module I

Management – Concept and overview-Functions of management – role of management – Relevance to different types of organisations, Evolution of Management Thought: Contributions of management thinkers– Systems approach to management. Business Ethics & Values

### Module II

Elements of an organisation- Management process in organisations- Planning-Organising- Staffing- Directing- Controlling – Delegation of authority – responsibility – accountability – lines and staff organisation

### Module III

Social significance of industrialization -Factory system-characteristics, Formal relationships in Industry-; social consequences of work design and Technology, Mechanization, Automation, and Rationalization. Problems of industrialization and urbanization, changing characteristics of industrial workforce, their strategic importance in Indian Society

### Module IV

Concept, Definition and Scope of Human Resource Management, HRD, Personnel Management, Growth of Human Resource function in India- The catalytic role of Human Resource in organisations. Functions of Human Resource Management-Advisory, Service functional guidance

### Module V

Organisation and Administration of Human Resource Department- Qualities of Human Resource Manager- Role and Status specifications; Professionalization of Human Resource Management in India.



**Suggested Reading :**

1. Koontz, Harlod and Weihrich, Heinz : Essentials of Management, Tata Mc Graw Hill Publishing.,2002
2. Stonner & James A.F : Principles of Management, Prentice Hall Publishing,2002
3. Stephen P. Robbins. Fundamentals of Management: Essential Concepts and Applications,  
Pearson Prentice Hall, 2007.
4. Business Organisation and Management, YK Bhushan

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### 2.1.3 LABOUR AND MANAGERIAL ECONOMICS

#### Objectives:

- To introduce students to the domain of economics
- To acquaint with the labour market in a developing economy like India.
- To introduce them to the changes in economic environment in the world and India
- To acquaint them with the industrial policies of the government
- To enable students to participate in debates on economic matters.

#### Module I

Introduction to Economics-Scope and fundamental concepts, Managerial Economics, nature, scope and role of managerial economist, Introduction to the analysis of market mechanism, Circular Flow of Income, Factor Market & Products Market.

#### Module II

Demand, Production & Supply Analysis, Law of Demand, Elasticity of Demand, Concept of Utility, Production Function, Law of Variable proportions, Relationship between TP, AP and MP, Laws of Returns to Scale, Indifference curves, Law of supply, elasticity of supply, budget line and consumer equilibrium & Consumer Surplus

#### Module III

Market Analysis- market structures; perfect competition, monopoly, oligopoly and monopolistic competition & equilibrium, Output Decision in the Long Run, Price decisions under different market structures, Tools for economic decision making; Break Even Point & Input-output analysis, Externalities and Market Failure

#### Module IV

Nature and scope: Basics of labour market, supply and demand of labour, labour market equilibrium, flexibilities and rigidities in Indian labour market, Impact of recent economic changes on labour force-employment, unemployment and wage system.

#### Module V

Economic Planning; India's industrial policies, Crisis of 90s, Economic Reforms – LPG, salient features of Economic Legislations in India- Industries (D& R) Act, 1951, FEMA-1999, Competition Act 2002, SEZ, EPZ, FDI, Disinvestment, IMF, WB, WTO, ADB and other Structural Reforms, Indian financial market, National Income, Inflation, Core concepts of business cycle and its related monetary and fiscal policies

#### Suggested Reading

1. Damodaran, Suma – Managerial Economics – Oxford University Press
2. Dwivedi D.N: Managerial Economics., Vikas Publishing House., 2002
3. Misra and Puri. Indian Economy. Himalaya Publishing, 2011.
4. HL Ahuja, Managerial Economics, Mc Graw Hill, 2008.
5. Vijayan S, Nadar and E, Narayan. Managerial Economics., Prentice Hall, 2009.
6. Zyberberg, Andre. Labour Economics. MIT Press, 2004.

### 2.1.4. BUSINESS COMMUNICATION

#### Objectives

- To familiarise the students with the basic concepts of business communication in the organisational context.
- To understand the various forms and applications of communication in business.
- To develop the skills of written and oral communication
- To equip students to apply IT and audio visual tools for effective communication
- To acquire active listening skills

#### Module-I

Communication-Functions and Importance of communication in Business organisation; Communication process; Types and Channels of Communication –Barriers of Communication.

#### Module -II

Oral Communication: inter personal communication- interviews- Group discussions conversational skill- public speaking- nature, structure and styles of speeches- public meeting- board meeting- business presentations-Video Conferencing-role of IT and computers in oral presentations-Cyber Security and Cyber Information.

#### Module -III

Written Communication- letter writing: different types- report writing- types of report- appointment orders-preparation of resume and job applications- memorandum.

#### Module -IV

Business Correspondence; structure and formats of various official documents like memo, note, quotation, inter office and intra office communications, correspondence with external organisations. Managing business communications; role of computer networks in business communication.

#### Module V

Non-verbal communication-Art of listening- listening vs. hearing – barriers to effective listening- non verbal communication- body language- NLP

#### Suggested Reading:

- 1.Guffey, Mary Ellen and Seefer, Carolyn M; Essentials of Business Communication, Cengage Learning, Ed. 2010
- 2.Lesikar, Raymond V, Basic Business Communication. Mc Graw Hill, 2005.
- 3.Chaturvedi, P D and Chaturvedi, Mukesh, Business Communication. Pearson Education. 2011
4. Stuart, Bonnye E.; Laurence Stuart, Sarow, Integrated Business Communication: In A Global Marketplace, Wiley India, 2012.
5. Raman, Meenakshi & Singh, Prakash, Business Communication(2/e), Oxford University Press, 2012.

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### 2.1.5. RESEARCH METHODS FOR MANAGEMENT

**Objectives:**

- To develop an inquisitive mind and foster a scientific temperament.
- To undertake a study into the observable phenomena.
- To understand the process involved in scientific inquiry.
- To gain insights about the practical application of research in HR and related issues.

**Module I**

Scientific Method; basic trends, scientific approach to social research, social research – definition and applications-management/business research- philosophical dimensions of research-Epistemology and Ontological concerns in social research.

**Module II**

Problem formulation – objectives, concepts – theoretical and operational definitions variables – types and relationships- Assumptions and hypotheses: types, sources and usable hypotheses.

**Module III**

Research Design – meaning, need and problems; types of research designs- experimental, cross sectional, longitudinal, case study, comparative designs ; Experimental Studies – controls, experimental and control groups – matching and randomization, causality – inferring causality; Quasi – experimental studies – ex post – facto research. Pilot study, Sampling and Sampling Designs.

**Module IV**

Sources of data, types of data, methods and tools of data collection — observation, types; interview – types of tools; questionnaire and projective techniques. Scales for data collection – different types – Likert, Guttman, Thurston and Bogardus; Sampling techniques- principles of sampling and sampling designs- reliability and validity of tools.

**Module V**

Data Processing – Editing, coding, tabulation, interpretation- Application of statistics in social research.

Research Reporting – Communicability in research, style, features and content of research reports-Administrative aspects of research projects – time, personnel, finance etc. Research proposal.

**Suggested Reading**

1. Bryman, Alan. Social Research Methods. Oxford University Press, 2009.
2. Sekaran, Uma. Research Methods for Business. Wiley Inida, 2009.
3. Creswell , John W. Qualitative Inquiry and Research Design-Choosing Among Five Approaches *Third Edition*, Sage Publications, 2013.
4. Singh, Sadhu: Research Methodology in Management, Sultan Chand & Sons., 2004
5. Thomson Wadsworth : Doing quantitative research in the social sciences: An integrated approach to research design, measurement and Statistics, Sage Publications, 2002

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**SEMESTER II****2.2.1: ORGANISATIONAL BEHAVIOUR****Objectives**

- To acquaint with various forms of organisational dynamics
- To familiarise with the concepts of organisational culture and climate
- To understand the dynamics of stress and its management in organisations

**Module I**

Workforce diversity, international dimensions of OB, Organisation- Organisational structure, determinants of organisational design, new organisation designs ,organisation designs and employee behaviour.

**Module II**

Power and Politics in organisation – meaning, relationship between power and politics – power tactics-sources of power- causes and consequences of political behavior

**Module III**

Conflict and Negotiation: The conflict process- intra-individual conflict, interpersonal conflict, inter group conflict and structural conflicts in organisations- Negotiation: bargaining strategies, negotiation process.

**Module IV**

Organisational Culture, culture creation, evolution and change. Organisational Climate – Factors affecting Organisational Climate – Structure – Process- Measurement of Organisational Climate- Job satisfaction- concept and correlates, Job satisfaction and performance

**Module V**

Organisational change- resistance to change- learning organisation ,Stress Management: Work stress, work-life balance, sources of stress, consequences of stress, managing stress

**Suggested Reading**

1. Hitt, Michael A; Miller, C.Chet; Colella, Adrienna, Organizational Behaviour –A Strategic Approach, Wiley.
2. Robbins, Stephen P; Judge, Timothy A; Vohra, Neharika. Organizational Behaviour. Pearson.
3. Luthans Fred., Organizational Behaviour, Irwin Mc Graw – Hill, 2002
4. Greenberg, Jerald., Baron., Robert A: Behaviour in Organizations Understanding & Managing Side of Work., Prentice Hall of India Pvt Ltd., 2002
5. Nirmal Singh : Human Relations & Organizational Behaviour., Deep & Deep Publishing., 2001

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## 2.2.2. TALENT MANAGEMENT

### Objectives:

- To assess the human resource requirement of an enterprise and to suggest the best course of action to be taken
- To acquaint with the nuances of training and development in organisations
- To create awareness among students about different types of information systems in an organisation
- To acquaint students with the development and implementation of Human Resources Information Systems for various levels in an organisation.
- To familiarize with the application of various Human Resources Information Systems in organisations.
- To acquire skills in imparting training based on training needs identified
- To workout strategies in retaining the human resources in a knowledge- based work environment

### Module I

Human Resource Policies-Aims and Objectives, Principles, Types - Mechanisms of policy formulation-Procedures and Programmes- H R records and Statistics.

HR Planning: Concept, Aims and Objectives at the Unit level, Demand and Supply Forecasting, Scheduling, Procurement programs- HR Planning at National Level- Job Analysis- Job Description, Job Specification, Job Design, Job Evaluation.

### Module II

Talent Acquisition - Recruitment and Selection Tools- Their advantages and Limitations- Use of Application Blanks, Weighted Application Blanks, Interviewing- problems in interviewing-Psychological Tests - Characteristics and developing psychological tests for selection-Employment offers and references, Service conditions, Contract of Employment.

### Module III

Human Resource Development (HRD): Concept, Origin and Need for HRD- Overview of HRD as a Total System-Approaches to HRD- HRD Strategies, HRD Styles and Culture-HRD Structures-HRD Competencies-Training and Development. Competency Building and Development

### Module IV

Computers and Computer Based Information Systems. Introduction to Human resource Information System : Role played by HRIS in the operation of human resources management function – Managerial decision making for HR – Strategic advantage-HRIS Life Cycle/HR responsibility in each phase of HRIS development-. Pre implementation stage of HRIS: HRIS Planning, Implementation of HRIS: Tools in HRIS Development-HRIS in large and small organisations-. Packaged HRIS / BPR/ERP Systems. Introduction to SAP-HR module.

Applications of HRIS in organisations- Emerging Trends in HRIS, Networking, Internet, Intranet, and Technology Implications.

### **Module V**

Strategic HRM – Global practices in Talent Management. HR practices in different sectors, HR Audit-HR Accounting – manufacturing & services. HRM practices in NGOs/NPOs. Contemporary Challenges in HR

#### **Suggested reading:**

1. Varkkey, Biju and Dessler, Gary. Human Resource Management. Pearson.2010.
2. Flipppo, Edwin: Principles of Human Resource Management,Prentice Hall of India Pvt Ltd., 2002
3. Amstrong, Michael. A Handbook of Human Resource Management Practices. Kogan Page Publishers
4. Richard . B Renckly : Human Resources., Barron`s Publishing.,2004
5. Michael Kavanagh and Mohan Thite . Human Resource Information Systems -- Sage Publications Inc, 2009
6. Gupta, Ashok Kumar. Developing Human Resource Information System , Daya Publishing House, 2005.



### 2.2.3. STATISTICS FOR MANAGEMENT

#### Objectives

- To understand the nature of statistics and statistical inference; and its proper role in the process of scientific investigation.
- To analyse quantifiable and non-quantifiable data
- To acquire facility in using various statistical methods
- To base oneself on facts and figures
- To be able to use statistical packages to perform statistical calculations.

#### Module I

Statistics: Definition, functions and limitations. Application of Statistics in management research-Classification and tabulation of data, Parametric and non Parametric Statistics

#### Module II

Diagrammatic and Graphic representation of statistical data-simple and multiple bars, pie diagrams, cartograms, histograms, frequency tables, frequency curves;

#### Module III

Descriptive Statistics-Measures of Central Tendency- concept, essential characteristics – Mean, Median and Mode- Deciles and Percentiles-Measures of Dispersion- concept- Range, Quartile Deviation, Mean Deviation, Standard Deviation, relative measures of Dispersion, Coefficient of Variation-Measures of Association

#### Module IV

Correlation and Regression- concept, types and Scatter Diagram; Product moment correlation. Skewness - Symmetric distributions.

#### Module V

Testing of Hypothesis- Types of Errors-Level of Significance- Factor analysis – Test of Validity –Null hypothesis; Steps, t-test and one-way Analysis of Variance-Non Parametric Statistics –ANOVA, Chi-Square Test- Software packages for analysis (SPSS , R etc.)and its application in social research.

#### Suggested Reading

1. Nagar,A.L.;Das,R.K: Basic Statistics,Oxford University Press,2004 .
2. Levin,Jack; Levin,William C., Elementary statistics in social research :A work book, Harper & Row,2002
3. Levin, Richard I and Rubin, David S., Statistics for Management, Prentice Hall India, 2007.
4. Mann, Prem :Introductory statistics, John Wiley, 2004

## 2.2.4. MARKETING MANAGEMENT

### Objectives:

- To understand how consumer taste is created and sustained
- To learn to price the product
- To acquaint with sales network
- To acquire skills in preparing a budget

### Module I:

Fundamentals of Marketing: Concepts, meaning, nature, scope, Evolution, Role of Marketing in business management, The need for a new perspective in understanding marketing.

### Module II:

Marketing Environment: Major components of environment, Global Marketing Environment, Marketing Strategy in the new internet age- BCG Matrix, E-business, E- Commerce, Marketing Challenges in a Liberalizing and Globalizing India.

### Module III:

Consumer Behaviour: Major factors influencing consumer behaviour, Perceptual Mapping- Market Segmentation, Targeting and Positioning, The Indian Consumer and the Rising Consumer Market in India, Relationship marketing ;C RM & PRM- Role of marketing research in marketing decision making.

### Module IV:

Marketing Mix: 4Ps, **Product**: Product Mix; Product Life Cycle, New Product Development, **Service** – expanded service mix elements 7Ps, service marketing **Pricing**: Pricing objectives; Pricing Strategies and Tactics, **Promotion**: Promotion Mix, Concept of Integrated Marketing, **Place**: Marketing Channels: Network Marketing, Retail Marketing-The Selling Process & Sales Force management.

### Module V:

Marketing and Society: Marketing's Impact on Individual Consumers, Society as a Whole, & on other Businesses, Business Actions Toward Socially Responsible marketing- Enlightened Marketing, Green Marketing, rural marketing, Marketing Ethics.

### Suggested Reading

1. Amstrong : Principles Of Marketing Management., Tata Mc Graw Hill Publishing.,2002
2. Kotler, P., Keller, K., Koshy, A. & Jha, M. - Marketing Management; Pearson
3. Ramaswamy & Namakumari - Marketing Management; McMillan
4. Nikhilesh, Dholakia and Rakesh Khurana, Marketing Management: Cases and concepts, Mc Milan India, 2007.
5. Schiffman, Leon; Lessley, Lazer kanuk, Consumer Behaviour, Pearson.

### 2.2.5. FINANCIAL MANAGEMENT

#### Objectives

- To understand the significance and functions of finance
- To understand the basic ideas of income and expense
- To prepare a balance sheet in the proper format
- To enable the students to understand concepts and decisions of financial management.
- To equip them to apply the knowledge of financial management in the organisation.

#### Module I

Role of financial functions in management of an enterprise, Nature of financial decisions, Goals of financial management, Role of a Finance Manager-Concept of value and return, Time value of money, Risk and return.

#### Module II

Fundamentals of Accounting, Debit- Credit, Accounts, Cash book, reading final financial statement-Trading and Profit and Loss Account. Cost of capital, Meaning, Estimation of cost of capital-Capital budgeting, Nature of investment decisions, Various Investment evaluation techniques.

#### Module III

Capital structure: Meaning and importance, Theories of capital structure, Financial and operating leverage.-Dividend theories, Dividend policy, Forms of dividend, Practical considerations in dividend decision.

#### Module IV

Working capital: Importance in the success of a firm, Determinants of working capital, Factors affecting working capital requirements, Managing receivables, Inventory management, Managing Cash. Short term sources of finance. Factoring, Venture capital

#### Module V

Sources of Funds- Long Term Sources: Equity, Term Loans, Debenture, venture Capital Financing & Hybrid Financing, Introduction to capital market-Short term Sources: Trade Credit, Bank sources, Commercial papers, CD, Bill discounting and Factoring, Money market, Commodities market & other instruments.

#### Suggested Reading:

1. Pandey I.M., Financial Management, Vikas Publications House,
2. Khan M.Y. and Jain P.K., Financial Management, Tata McGraw Hill
3. Prasanna Chandra, Financial Management, Tata McGraw Hill
4. Van Horne James C. Financial Management Policy, Prentice Hall of India (9<sup>th</sup> Edition).
5. Battacharya, Hrishikas, Working Capital Management: Strategies and Techniques. Prentice Hall.

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**SEMESTER III****2.3.1. INDUSTRIAL RELATIONS****Objectives**

- To acquire skills in handling employer-employee relations.
- To get to know the composition of the parties to industrial relations.
- To familiarize with the role of management and unions in the promotion of industrial growth of the economy.
- To develop a perspective about industrial peace and harmony in the changed economic scenario

**Module I**

Introduction to Industrial Relations- conceptual framework and approaches; Role of government, employers and trade unions in industrial relations,

Evolution of industrial relations and industrial conflicts; inputs of industrial system, industrial conflicts, Industrial peace, Industrial Discipline-Standing orders , Service Rules , Code of discipline; Industrial employment (Standing Orders) Act, 1946 – Model standing order-Domestic enquiry- Principles of Natural justice, Misconducts, Disciplinary procedures, Punishment, Positive Disciplinary Intervention.

**Module II**

Trade Union Movement; Labour movement-characteristics of labour and trade union movement in developed nations. India labour movement; purpose functions, structure, and problems of trade unions in India; Recognition of trade unions, Trade union security measures- Essentials of Trade union Act 1926.

**Module III**

Industrial disputes- causes and effects; Settlement of Industrial Disputes-authorities and machinery; Strikes and Lockouts-Concept, types, legal and illegal strikes and lockouts; Industrial disputes Act, 1947: and its rules;

Conciliation, Arbitration and Adjudication – Mediation and Conciliation, functions and process of mediation , kinds, essentials, conciliation machinery, conciliation practices in India, Adjudication, importance, types, labour courts, industrial tribunal.

**Module IV**

Collective Bargaining; Concept, approaches, types, prerequisites and process-Collective agreements Negotiation skills

Technological Change & IR- Employment Issues, Management Strategy, Trade Union Response, Human Resource Management and IR- Management Approaches-Recommendations on National Commission on Labour.

### **Module V**

Grievance; Concept, Significance, and methods of redressal-Discipline & Misconduct – Nature and concept, Approaches to Discipline; Statutory and non statutory measures for discipline, Code of Discipline & Conduct.

Workplace harassment- Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Bill, 2010

### **Suggested Reading:**

1. C.S Venkataratnam : Industrial Relations, Oxford University Press, 2006
2. R. Sivarethinamohan : Industrial Relations And Labour Welfare: Text And Cases, PHI Learning Pvt. Ltd., 2010.
3. Philip Lewis, Adrian Thornhill, Mark Saunders : Employee Relations: Understanding the Employment Relationship, Pearson Education Ltd., 2003
4. Ratna Sen, 'Industrial Relations in India', Shifting Paradigms, Macmillan India Ltd., New Delhi, 2003.
5. Joseph Jerome : Strategic Industrial Relations Management : tata Mc Graw – Hill., 2002

### **2.3.2. SUSTAINABLE DEVELOPMENT AND CORPORATE SOCIAL RESPONSIBILITY (CSR)**

#### **Objectives**

- To provide insights about the concept of sustainable development
- To develop sensitivity among students about the rising issues related to environment
- To familiarise with alternative sources of energy.
- To get acquainted with the various environment management systems

#### **Module 1**

Introduction; Concept of Sustainable Development; Stakeholder Concept- Issues affecting ecological equilibrium – population growth – depletion of natural resources – industrial and urban population –global warming Concept of Environment and Environmental Management. Business and Society – business culture and ethics in India, responsible corporate citizenship- Social Responsibility

#### **Module II**

Renewable and non renewable resources, and associated problems- Role of an individual in conservation of natural resources. Concept of an Ecosystem, understanding ecosystems, ecosystem degradation, resource utilization- Structure & functions of an ecosystem- producers, consumers and decomposers-Business risks and opportunities, Taking it to the next level: Corporate sustainable development strategies.

#### **Module III**

Impact of Business on Environment: Air, Water ,Soil Pollution, Noise, Thermal & Nuclear Pollution — developing recycling technologies – managing industrial waste – maintaining bio-diversity – government and institutional support for establishing and maintaining environment friendly business.

#### **Module IV**

Environment Impact Assessment(EIA) – Current Practices in India, Future Trends in EIA. Life Cycle Analysis, Social Impact Assessment, Triple bottom line approach-Bottom of the pyramid opportunities- Equator principles , Socially Responsible Investing.

#### **Module V**

Regulatory and Economic Instruments; Types of Standards; Corporate Environmental Responsibility; Environmental Managements Systems, Global Compact Principles, Understanding ecological “footprint”: Eco-tracking, Designing for the environment and “greening” the supply chains.

**Suggested Reading**

1. Sawhney, Aparna. The New Face of Environment Management in India, Ashgate Publishing Ltd, 2004.
2. Crane, Andrew; Matten, Dirk; and Spence, Laura J.(eds.). Corporate Social Responsibility: Readings and Cases in Global Context, Routledge.
3. Kotler, Philip and Lee, Nancy., Corporate Social Responsibility: Doing the Most Good for Your Company and Your Cause, John Wiley. 2011.
4. Agrawal, K M; Sikdar, P K and Deb, S C. A text book of Environment, Macmillan, 2002.
5. Baxi C.V. and Prasad Ajit, Corporate Social Responsibility, Excel Books, 2007.
6. Rajagopalan R., India and Its Environment-An Illustrated Journey. Oxford University Press. 2012.

### 2.3.3. PERFORMANCE MANAGEMENT

#### Objectives

- To familiarise the students with the need and relevance of performance management in organisations.
- To equip students with comprehensive knowledge about performance management of employees in their organisations.
- To understand the process involved in the performance management.
- To acquaint the students with the various methods and strategies used to measure performance employees.

#### Module I

Definition of performance Management(PM)-the performance management contribution-Issues and Problems in P M Objectives and role of PM Systems- characteristics of an ideal PM systems-performance management process- performance management and strategic planning- Historical Review of P M.

#### Module II

Job Description and P M- Job Analysis in P M Systems-Performance Appraisal-Methods of PA- Appraisal Forms and Formats- Measurements in P A- Measuring results and behaviours-gathering performance information-implementing performance management system.

#### Module III

Process of PA- Appraisal Communication- Appraisal Interview- Performance Feedback and Counselling- Implications of Management Styles on P A- P A and its Organisational Implications- Legal and Ethical Perspectives in P A.

#### Module IV

Personal Development plans, 360 degree feed back as a developmental tool-performance management & reward systems: performance linked reward system- performance linked career planning & promotion policy.

#### Module V

Strategic tools for performance management-competency Mapping- Balance Score Card- PCMM-CMMI



**Suggested Reading**

1. Bacal, Robert. Performance Management. Mc Graw Hill companies. 2012
2. Rao, TV. Performance Management and Appraisal Systems. Response Books. 2004.
3. Sahu RK, Performance Management System. Excel Books. 2009.
4. Kohli, AS and Deb, T. Performance Management. Oxford University Press. 2009.
5. Amstrong, Michael. Performance Management: key strategies and practical guidelines. Kogan Page. 2006.

### 2.3.4. EMPLOYEE WELLNESS AND SOCIAL SECURITY

#### Objectives

- To acquaint with the concept and evolution of Employee Welfare (wellness)
- To get to know the social security measures in India
- To understand the structure and functions of Labour Administration in India
- To develop a perspective about the basics of constitution of India

#### Module I

Employee welfare: Historical perspective, concept and objectives, theories and principles- Statutory, Voluntary and Mutual Welfare measures- role of management and trade Unions, welfare audit

#### Module II

Working conditions- Industrial safety; accidents-Safety Organisation, concept of safety climate, statutory safety provisions- Industrial Health-Industrial Hygiene-Occupational Hazards and Diseases-Occupational Health Services-Industrial Pollution-Prevention and Control Labour Welfare Boards & Funds-Welfare Legislations: Factories Act, 1948; Plantations labour Act 1952; Contract labour (Regulation and Abolition) Act 1970; Kerala Shops and Commercial Establishment Act, 1960

#### Module III

Social Security; Definition, Importance in India- Social security measures- Welfare of special categories of labour and social security – Female Labour – Child Labour – Disabled – Contract Labour – Migrant Labour – Construction Labour – Rural Labour.

Social Security Legislation: Workmen's Compensation Act, 1923; Employees State Insurance Act, 1948; Maternity Benefit Act 1961; Employees' Provident Fund and Miscellaneous Provisions Act 1952; Payment of Gratuity Act, 1972;

#### Module IV

Definition, Scope and Functions of Labour administration; Labour Administration in India- Constitutional Provisions, Role of ILO & ILCs; Labour policy- Objectives and Salient Features of Labour Policy and Five-Year Plans.

Central government machinery for labour administration-Organisation and administration of labour offices- enforcement machinery for central laws-State machinery for labour administration -Labour Commissioners and other enforcement authorities in state- their qualifications, employment, and nature of duties and functions.

#### Module V

Constitutional Writs and Appeals - *habeas corpus*, *certiorari*, *mandamus*, *quo warranto* and prohibition. Recent Amendments, Important case laws, Current proposals.

**Suggested Reading:**

- 1 . R. Sivarethnamohan : Industrial Relations And Labour Welfare: Text And Cases, PHI Learning Pvt. Ltd., 2010.
- 2 . Memoria C B & Mamoria Satish : Labour Welfare & Industrial Peace in India., Kitab Mahal., 2003
- 3 . J.N Mongia : reading in India Labour & Social Welfare.,Atma Ram & Sons.,2002
- 4 . Dr. Sarma A.M : Aspects of Labour Welfare & Social Security., Himalaya PublishingHouse.,2002
- 5 . M.V Moorthy: Principles of Labour Welfare., Sultan Chand & Sons.,2002
- 6 . Saxena R C : Labour Problems & Social Welfare ., 6<sup>th</sup> Edition., K Nath & Co.,2004

**SEMESTER IV****2.4.1 BUSINESS ENVIRONMENT AND CORPORATE STRATEGY****Objectives:**

- To acquaint with the business environment in the country
- To develop a true perspective about business ethics
- To develop a sense of social responsibility
- To understand the concept of entrepreneurship
- To acquire skills in strategic management
- To perceive strengths and threats that are inherent in business operations
- To familiarize with latest management techniques

**Module I**

The External environment of Business: its importance, the challenge of change- Management of Change and Organisation Development-Elements of direct-action environment – external and internal stake holders – influencing the direct- action environment-Element of indirect-action environment- social, economic, political and technological variables- monitoring the indirect- action environment.

**Module II**

Indian model of Management; Work ethos ; Indian heritage in Production and Consumption

The growth and development of public sector enterprises - Classification of companies – Maharatna, Navaratna and Miniratna companies.

**Module III**

Introduction to Corporate Strategy, Strategic, Administrative and Operating Decisions; Levels of Strategy and role of different levels of management

Strategic Management Process- Overview, Mission, Objective and Goals- definition of Business- Entrepreneurship versus Intra-preneurship-Entrepreneurial Competence.

**Module IV**

Mergers & Acquisition – Basics of Mergers and Acquisition  
Corporate Restructuring-objectives of merger, demerger, acquisition, types of merger, competition, Horizontal, Vertical, Conglomerate.

Strategy management tools-SWOT and TOWS Analysis, choice of strategy, Implementation and Evaluation of Strategies- Competitive Strategies- Implication of Personnel-Companies Act 1956 – an overview

### **Module V**

Work study- Productivity- Project Management, Network techniques; Critical path method (CPM) and PERT. Quality concepts-TQM, KAIZEN, Deming's wheel, Pareto Analysis, ISO,ISI,SA8000 and other quality standards

### **Suggested Reading**

1. Azhar Kasmi, Business Policy, 6<sup>th</sup> Edn.,Sultan Chand and Co, 2003
2. Donnelly, James H & Gibson, James L & Ivancevich, John,M.: Perspective on Management (8<sup>th</sup> Edn.)2002.
3. Mathias, Theophane, A.: Corporate Ethics, 2004.
4. Agas, Rohinton D.: Changing the Mindset-reflections of a Chief Executive, 2004.
5. Williams Stevenson, Operations Management, Tata Mc Graw Hill, 2012
6. OP Khanna, Industrial Engineering and Management, Sultan Chand& Co, 2011.

## 2.4.2. MANAGEMENT OF CHANGE AND ORGANISATIONAL DEVELOPMENT (OD)

### Objectives

- To understand the concepts and practice relating to the processes of organisation development and change.
- To develop insight and competence in diagnostic and intervention processes and skills for initiating and facilitating change in organisations.
- To provide necessary self-insight, skills and techniques to become effective change agents and internal OD consultants.
- To help the students to understand the various change management strategies adopted by competing organisation and impact of change on organisations.

### Module I:

Introduction-Planned Organisational Change- Need for change; factors contributing to change; impact of change in organisations-; Resistance to change-cause and counteractive measures.

### Module II:

Different perspectives on change; Change as growth, transformation and turnaround change; change as a strategic management tool-change for internal re-organisation; Global perspectives on change. Theories of Change.

### Module III:

Foundations of OD-Entry and Contract- Organisational Diagnosis- Feedback and OD.

### Module IV:

Individual and Interpersonal Interventions- Team / Group Interventions- Intergroup Interventions- Comprehensive Interventions- Organisational Transformation.

### Module V:

Role, Skills and Dilemmas- Success and Failure of OD- Future of OD & New Perspectives. OD in India: status and issues.

**Suggested Reading:**

1. Harigopal, K.. *Management of Organizational Change- Leveraging Transformation*. New Delhi: Response Books, 2001.
2. Wendell L, French and Cecil H, Bell. *Organisation Development*. New Delhi: Prentice Hall of India, 1991.
3. Sharma, Radha R. *Change Management-Concepts and Applications*. Tata Mc Graw Hill.2003
4. Ramnarayan, S.; Rao, T V; and Singh, Kuldeep. *Organisation Development: Interventions and Strategies*. Response Books, 1998.
5. Paton, Robert A and Mccalman,James. *Change Management:A Guide to Effective Implementation*, Sage publications, 2008.
6. Ramnarayan S. and Rao, TV. *Organization Development: Accelerating Learning and Transformation*. Sage. 2011.
7. Khanna ,O. P., *Industrial Engineering & Management*, Tata Mc Graw Hill Publishing Pvt Ltd,2003

### 2.4.3. COUNSELLING SKILLS FOR HR MANAGERS

#### Objectives

- To provide an overview of the counselling processes and techniques.
- To create a forum for practicing the basic counselling skills.
- To realise the various problem areas where counselling can be applied as a tool.
- To identify and select the key areas and situations where management can and should help employees in performance planning and career advancement.
- To provide insights in developing alternative approach to dealing with problem situations in organisations.

#### Module I :

Workplace today - Industry and its impact on the worker: approaches to deal with human problems in industry. Emergence & growth of Industrial Social Work & Counselling Services- dimensions of counselling- basics of managerial counselling

#### Module II:

Conceptual understanding and tackling problems arising out of work situations – maladjustment, ill-health, occupational diseases, mental health disorders, relationships in work – setting, indiscipline, chronic absenteeism, labour turnover, alcoholism and drug addiction, indebtedness, housing and family problems.

Problems of specific groups such as the backward, the handicapped, the older, younger and women employees – sexual harassment, Concept, objectives and scope of industrial social work – functions and tasks of social worker – initiating services including educational, recreational, family and community welfare within and outside plant – special community projects undertaken by industry.

#### Module III:

The Counselling Environment- Intake- Referral procedures- Guidelines for effective counselling-Action strategies-Barefoot Counselling- Assertiveness and Interpersonal Skills for Counsellors- Counselling Relationship

#### Module IV:

Development of Counselling Skill: Introduction to the Important Schools of Counselling- Psychoanalytic Foundations- Transactional Analysis- Gestalt Therapy- Rational Emotive Therapy- Person-Centred Approach to Counselling- An Integrated Model- Essentials of Skills- Nonverbal Clues



**Module V:**

Counselling Interventions in Organisations- Empathy- Listening and Responding- Effective Feedback-Performance Counselling- Counselling in Problem Situations- Interpersonal Conflicts- Midlife Blues-Integration and Action Plan.

**Suggested Reading:**

1. McLennan, Nigel - Counselling for Managers, Gower.
2. Kavita Singh, Counselling Skills for Managers, Prentice Hall of India, 2007.
3. Richard Welson – Jones. Introduction to Counseling skills – Texts and Activities, , Sage Publications, 2000
4. Casemore, Roger. Person Centered Counselling in a Nutshell. Sage, 2006.

#### 2.4.4. COMPENSATION MANAGEMENT

##### Course objectives:

- To promote understanding in issues related to compensation in corporate sector.
- To impart skills in designing, analysis and restructure compensation management system, policies and strategies.
- To understand the role of compensation in determining the competitive advantage of an organisation.

##### Module I:

Introduction: Compensation meaning, objectives- nature of compensation- types of Compensation-compensation responsibilities-Compensation system design issues: compensation Philosophies, compensation approaches, decision about compensation, compensation- base to pay, individual Vs team rewards, Perceptions of pay Fairness, legal constraints on pay systems.

##### Module II:

Internal and external equities in compensation system- determining the worth of jobs- understanding inter and intra-industry compensation differentials-designing pay structure and administrating compensation package-understanding different components of compensation package like fringe benefits, incentives and retirement plans- pay for performance plans.

##### Module III:

Strategic Compensation planning, determining compensation-the wage mix, Development of a Base Pay System: the compensation structure- Wage and salary surveys- the wage curve- pay grades and rate ranges- preparing salary matrix-government regulation on compensation- fixing pay- significant compensation issues.

##### Module IV:

Variable Pay and Executive Compensation: Strategic reasons for Incentive plans, administering incentive plans, Individual incentive plans-Piecework, Standard hour plan, Bonuses, Merit Pay, Group incentive plans- Team compensation- Gain sharing incentive Plans, Enterprise incentive plans- Profit Sharing plans, Stock Options, ESOPs, executive compensation -elements of executive compensation and its management-International compensation Management.

##### Module V:

Role of compensation in organisation: economic and behavioural theories related to compensation; strategic perspectives of compensation; Compensation as a retention strategy compensation policy.

**Suggested Reading**

1. B. D Singh. Compensation & Reward Management, , Excel Books
2. Joseph J. Martocchio. Strategic Compensation, ,6<sup>th</sup> Edition, Pearson Education, 2011.
3. Richard I., Henderson. Compensation Management in a Knowledge based, World,.Pearson,2006.
4. Milkovich, George T and Newman J.M., Compensation, Tata McGraw Hill, 2009.
5. Bhattacharyya, Dipak Kumar . Compensation Management. Oxford University Press, 2009.