

MASTER OF ARTS IN HUMAN RESOURCE

M.A. (HUMAN RESOURCE)

COURSE CODE :28

PAPER CODE : H1010

FIRST YEAR

PAPER –I - MANAGEMENT CONCEPTS

- Unit I Nature and process of Management – Management as Science, Art and Profession – professionalisation of Management in India – Current Trends – Management Levels Vis-vis Skills.
- Unit II Manager and Environment – Systems Approach to Management – Responsibilities of Management.
- Unit III Planning – principles of planning- Types of plans – Steps in planning – Limitations of planning.
- Unit IV Decision-making Models and Techniques – Management by Objectives (MBO) – policy Formulation.
- Unit V Organising process – Organisation Structure and Design – Span of Management – Delegation and Decentralisation – Line and Staff Relationships.
- Unit VI Essentials of Directing – Motivation Concepts – Leadership Styles – Communication process.
- Unit VII Controlling – process of Control – prerequisites of Controlling Systems – Methods of Controls.
- Unit VIII Comparative Management Styles with Special with Special Reference to Japanese Management practices – Organisational Creativity and Innovation – Entrepreneurial Management.

Reference Books

1. Harold Koontz & Heinz Weirich: Management, Mc Graw Hill, Tokyo.
2. Stoner & Wankel: Management, prentice Hall of India Ltd., New York.
3. Richard M. Hodgets: Management, Academic press, New York.
4. Hampton: Management, Mc Graw Hill, Tokyo.
5. peter F. Drucker: practice of Management, pan Books, London.

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PAPER CODE : H1020

PAPER –II - ORGANISATIONAL BEHAVIOUR

- UNIT I Organizational Behavior: Focus and purpose – Organisation – Meaning, Need and Importance of Organisation – Classification – Organisation Goals, prospects of Formal Organisation – Organisation – Organisational Behavior (OB) – Nature and scope – Contributions – OB Models – Features of Modern OB Model.
- UNIT II Individual Behaviour, personality, Learning and Attitudes – personality – Definition – Biological,; cultural, Family, Social and Situational Factors – Theories of personality –Meaning of Learning – Learning process – Learning Theory and OB – Organisational Behaviour Modification – Meaning, Steps, process and practice, Attitudes – Characteristics – Components – Formation – Measurement of Attitude.
- UNIT III perception: perception – Meaning and Definition – Need – perception Vs. Sensation Mechanism – Factors influencing perception – percept Constancy, Context and Defence – Interpersonal perception.
- UNIT IV Group Behavior and Group Dynamics: Group Dynamics – Meaning – Types – Group in an Organisation – Group Size and Status – Influences – Emergence of Informal Leaders – Role – Relationships and Group Behaviour – Characteristics – Behaviour problems – Group Norms - Cohesiveness – Features – Effects – Group Thinking – Symptoms, Consequences and Remedy – Group Decision Making Techniques.
- UNIT V Power and Leadership: power – Meaning and Definition – Importance – power Vs Authority – Characteristics – Source of power – Use of power – Dynamics of power Leadership – The Concept – Leadership Styles – Continuum of Leader Behaviour – problems with the Continuum Leadership Theories.
- UNIT VI Dynamics of Organisational Behaviour, Organizational Change and Development: Organizational Change – Meaning – Nature of Work Change – Stability Vs Change – proactive Vs Reactive Change – pressure of Change – Changes in Managerial personnel – Change process – Organisational Resistance to Change – Management of Change – Organisational Development – Definitions – Characteristics – Objectives – Team Building – Survey Feed Back – Four Systems Management.
- UNIT VII Organizational Effectiveness: Effectiveness Concept – Effectiveness Concept - Effectiveness Vs Efficiency – perspectives – Approaches – Behavioural Approach to Organisational Effectiveness – Time Dimension – Achieving Organisational Effectiveness – Systems Approach.

- UNIT VIII Organisational Climate: Organisational Climate – Meaning and Definition
- Factors affecting Organisational Climate – Structure – process –
 - Measurement of Organisational Climate – Job Satisfaction –Meaning and Definition – Need – Measurement – Consequences – Determination of Job Satisfaction – Suggestions for improving Job Satisfaction.

Reference Book

1. Fred Luthans: Organisational Behaviour – New york, Mc Graw Hill.
2. Fred Luthans, Richard M. Hodgetts and Stuart A. Rosen Rantz: Real Managers – New York, Harper Collins, 1998.
3. John W. Newstrom and Jhon L. pierce: Windows into Organisations, New york: AMACOM, 1990.
4. Schermerhorn, Hunt and Osborn: Managing Organisational Behaviour - John Wiley and Sons, New York, 1994.

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PAPER –III - HUMAN RESOURCE ACCOUNTING

- UNIT I Human Resource planning – Meaning and Definition – Importance – Natural Resources and Human Resources – Investment in Human Resources – How Investments in personnel are made – Quality of work Force Vs performance.
- UNIT II Efficient use of Human Resource – Efficient Use of Resources and Growth - Modern Market Investment Theory – Market portfolio – Enumerating the Assets – Calculating the Market value of Assets – Illiquid and Non-Marketable Assets – Human Capital.
- UNIT III Human Capital – Human Capital Investment - Expenditure Vs. productivity – Education and Training – Human Capital Discrimination.
- UNIT IV Human Resource Accounting – Converting Human Data into Money value – Objectives of Human Resource Accounting – Limitations of Human Resource Accounting – Approaches to Human Resource Accounting.
- UNIT V Investment Approach – Investment in Human Resources – Recruiting and Training Costs – Depreciation – Rates of Return – Organisational Behaviour Vs. Turnover – Waste of Human Resources and prevention.
- UNIT VI Organisational Climate Approach – Improvement and Deterioration of Organisational Climate – Determination of Changes in Human Resource Variables – Increased Costs, Cost Reduction and Future performance.
- UNIT VII Responsibility Accounting and Management Control – Responsibility Accounting – Management Control Structure and process – Classification of Costs – In Responsibility Accounting – Behavioural Aspects of Management Control – Social Control.
- UNIT VIII Personnel Costs, Auditing and Accounting – personnel Costs – Fringe Benefits – Audit Relationships – Audit Techniques – Accounting and Financial Statements.

Reference Books

1. Accounting for Human Resources: Rakesh Chandra Katiyar, UK publishing House.
2. Human Resource Accounting: M. ASaeed, D.K. Kulshreshtha, Anmol publications.
3. Human Resource Accounting: D. prabakara Roa, Inter India publications.

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PAPER –IV -INDUSTRIAL RELATIONS MANAGEMENT

- UNIT I Nature of Industrial Relations – Inter personnel Relations and Industrial Relations – Areas covered by Industrial Relations – Importance of Industrial Relations – parties to Industrial Relations – Employees – Trade Unions – Employers – Role of Government.
- UNIT II Collective Bargaining – Meaning, Nature and Objects of Collective Bargaining – process of Collective Bargaining – Bargaining procedures –Bargaining Tactics – other Options – problem Solving Bargaining –Functions of Collective Bargaining – Theories of Collective Bargaining –Scope and Growth of Collective Bargaining in India.
- UNIT III Role of Management and Government – Management by Objectives –Worker psychology – Rationalisation and Automation – Ergonomics –Worker’s participation – Labour Welfare – Labour Administration.
- UNIT IV Trade Unions – Union’s Role in an Organisation – Role in Industrial Relation – Trade Unionism in India – Developments and Trends in trade. Union Movement – Central Organisations in India – Union Free Organisation – Trade Union Legislation.
- UNIT V Industrial Disputes – Nature and Causes of Industrial Disputes –prevention and Settlement of Disputes – Methods for Settlement of Industrial Disputes – State and Industrial Dispute – Industrial Dispute Legislation in India – Industrial Disputes Act, 1947.
- UNIT VI Grievance Systems – Grievance – Grievance procedure – Model Grievance procedure – Handling Grievance – Code of Discipline and Unfair Labour practices – Negotiations, Conciliations, Mediations – Arbitration – Benefits of Grievance Systems.
- UNIT VII Labour Legislation – Role of Judiciary in Industrial Relations – power of Judiciary in settling Disputes – Early Legislations – Legislation regarding Working Conditions – Welfare Legislation – Wage Regulation – Factory, Mining, plantation, Agriculture Legislations – Standing Orders.
- UNIT VIII Industrial Relations Training – Industrial Relations Activities – Strategy and Decisions – Communications – Relationships –Competence –Discipline – Conflict – Counselling – Role Shifting – Role of Human Resource Management.

Reference Books

1. Roger Fish and William Ury: Getting to yes: Negotiating Agreement without Giving in – New York: penguin, 1985.
2. Richard E. Walton – Managing Conflict: Interpersonal Dialogue and Third party Roles, Second Edition – Reading MA: Addison – Wesley, 1987.
3. K. Aswathappa – Legal Environment of Business – Himalaya publishing House, New Delhi – 1996.
4. Punekar, Deodhar and Sankaran – Labour Welfare, Trade Unionism and Industrial Relations – Himalaya publishing House – New Delhi – 1998.

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PAPER –V - PRINCIPLES OF HUMAN RESOURCE MANAGEMENT

- UNIT I Human Resource Management – Nature and Scope – Objectives – Nature of people and Organisations – personnel policies and principles – Environment of Human Resource Management – Social Systems – Human Resource Accounting and Audit.
- UNIT II Human Resources planning – Human Resource / Manpower planning – Meaning – process of HR planning – Job Analysis – Recruitment and Selection – Orientation and placement – Orientation Programmes.
- UNIT III Employee and Reward Systems – Training Personnel – Job Evaluation - Job Satisfaction – Appraising and Rewarding Performance – Money as a Means of Rewarding – Economic Incentive Systems – Wage Incentives – Wage Administration – Benefits and Services – profit and production Sharing.
- UNIT IV Motivation – Human Needs – Theories of Motivation – Maslow’s Hierarchy Needs – Herzberg’s Two Factor Model – Other Theories – Behavioural Modification – Motivational patterns – Expectancy Model – Application of Motivation Concepts.
- UNIT V Leadership, Communication and Counselling – Nature of Leadership Behaviour – Leadership Style – Employee Participation – Nature, Scope, programs and Benefits of participation – Employee Communication – Communication process – Communication Systems – Employee Counseling and Types.
- UNIT VI Environment and Employee Maintenance – Organisational and Social Environment – Quality of Work Life – Rights of privacy – Discipline – Employee Welfare, Safety and Health – Equal Opportunity – Promotions, Transfers and Separations.
- UNIT VII Industrial Relations – Nature of Industrial Relations – parties to Industrial Relations – Trade Unions – Collective Bargaining – Grievance Systems - Industrial Disputes – Dispute Management – Role of Government and Legislations.
- UNIT VIII Human Resource Management in Future – History of personnel Functions – present Status – Trends in Human Resource Management in India – personnel Functions in Future – New Challenges of Human Resource Management – Research in HRM.

Reference Books

1. Michael V.P.: Cases In Human Resource Management – Himalaya publishing House – New Delhi, 1998.
2. M.N. Rudrabasavaraj: Cases in Human Resource Management – Himalaya publishing House – New Delhi, 1998.
3. H. John Bernardin and Richard W. Beatty: performance Appraisal: Assessing Human Behaviour at Work – Boston: Kent, 1984.
4. George T. Milkovich and John W. Boudreau: personnel / Human Resource Management: A Diagnostic Approach, 5th Edn. TX: Business publications, 1988.

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SECOND YEAR

COURSE CODE :28

PAPER CODE : H2010

PAPER –VI - PERSONNEL MANAGEMENT CONCEPTS

- UNIT I Introduction: Importance of Human Factor - Definitions of personnel Management – Functions of personnel Management – Managerial and Operative Functions – Objectives of personnel Management – Qualities of a Good personnel Manager – Evolution and Growth of personnel Management in India.
- UNIT II Planning the personnel Function: personnel philosophy – personnel Objectives – Functions – Duties – Responsibilities – Personnel policies – Need, Types and Coverage – Guidelines for Formulating personnel policies – Advantages of Written policy – The Indian Perspective.
- UNIT III Organising the personnel Function: Forms of Departmentalisation – Coordination and Span of Management – Line and Staff Function – Line and Staff Conflict – Position of personnel Department – principles of Good Organisation – Informal Organisation.
- UNIT IV Leadership: Need for Leadership – Functions of a Leader – Approaches to Studying Leadership – Traits Approach – Behavioural Approach – Ohio State University Study – University of Michigan Leadership Styles – Contingency Approach – Leadership Models – Effective Leadership – Leadership Styles in India Organisations.
- UNIT V Motivation and Job Satisfaction: Definition – Approaches to the Motivation Studies – Motivation Theories – Maslow, Herzberg, McClelland, Vroom, Equity Theory, Reinforcement Theories, Behaviour Theory – Research on Motivation in India – Job Satisfaction – Determinants of Morale – Job Satisfaction and productivity – Morale and productivity – Building Company Morale.
- UNIT VI Employee Communication and Control: Meaning – purpose of Communication – Directions of Communication Flow – Basic Characteristics of Communication Network – Checks on Inplant Communication – Communication in Indian Industries – Informal Communication – Feature of Grapevine – Steps in Control process – Requirements of Effective Control System – Kinds of Control process – Levels of Audit.

UNIT VII Procurement of Personnel and performance Appraisal: Determination of Kind of Quality Personnel – Objectives of Manpower Planning – Recruitment and Selection – Procedure in Selection and Recruitment – Interview – Kinds of Interview – Tests – Psychological Tests – Placement and Induction – Recruitment and Selection practices in India.
Performance Appraisal – Purpose – Factors – Criteria – Methods – Performance Appraisal of Managers – Limitations of Appraisal Methods – Essentials of a Good Appraisal Systems – performance Appraisal System in India.

UNIT VIII Training and Job Change: Training, Education, Development – principles of Learning – Selection of Trainees – Training Methods of Operatives – Management Development Methods – Evaluation of Training and Development – Training practices of India – Organisation Development – Organisation Development in India.

Job Change – Job Change plans – promotion – Career Planning – Demotion, Transfers – Separation.

Reference Books

1. Calhoon Richard P.: Managing Personnel, Harper & Row – 1987.
2. Davar Rustom: The Human Side of Management, Progressive Corporation – 1984.
3. Flippo, E.B.: Principles of personnel Management, McGraw Hill – 1994.
4. Ghosh, P.: personnel Administration in India – 1990.
5. Jucius Micheal, J.: personnel Management, Richard Irwin – 1995.

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PAPER –VII -ORGANISATIONAL DEVELOPMENT

- UNIT I Organisaional Behaviour – Definition – Historical Perspectives – Human Relations – Organisaional Behaviour System – Models – Social Systems – Industrial Behaviour – Learning and Motivation – Behaviour in Groups – Leadership.
- UNIT II Organisaional Environment – Environment Forces – Organisaional Structure and Design – Technology and Automation – Technology and Information – Organisaional Life Cycles – Design Deficiencies – Organisaional Conflict, Decline.
- UNIT III Organisaional Change – Dynamics of Change – Model for Change in Organisations – Work Change – Response and Resistance to Changes – Costs and Benefits – Implementing Change – Unfreezing Movement – Refreezing.
- UNIT IV Organisaional Development – Meaning of Organisaional Development – Objectives of Organisaional Development – Characteristics of Organisaional Development – Systems Orientation – Change Agents – problem Solving – Feed Back – Contingency Orientation – Experimental Learning – Humanistic Values – Team Building.
- UNIT V Organisaional Development Approaches – Theoretical Development of Organisaional Development – Behavioural Health – Problem Focus and Process Focus – Organisaional Development Interventions – Communication – Adaptation – Innovations – Succession.
- UNIT VI Organisaional Development Process – Phases in OD – Initial Diagnosis – Data Collection, Feed Back and Confrontation – Action Planning and Problem Solving – Team Building – Inter group Development – Evaluation and Follow-up.
- UNIT VII Training Methods and Techniques – Laboratory Training – Role Playing – Behaviour Modeling – Gaming – Encounter Groups – Survey Guided Development – Quality Work Life (QWL) Programs – Grid Training – Emerging Organisaional Development Approaches and Techniques.
- UNIT VIII Organisaional Effectiveness and OD – Impact of Change in the Total System – Benefits and Limitations of OD – Problems with Organisaional Development – OD in Perspective – Change in Corporate World and the Future of Organizational Behaviour.

Reference Books

1. Thomas H. Davenport – Process Innovation: Reengineering Work Through Information Technology (Boston: Harvard Business School Press, 1992).
2. W. Warner Burke – Organisation Development (Reading, MA: Addison Wesley, 1987).
3. Wendell L. French and Cecil H. Bell Jr. _ Organisation Development – Fourth Edition (Englewood Cliffs, NJ: Prentice Hall, 1990).

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PAPER –VIII -METHODOLOGY OF TRAINING AND DEVELOPMENT

- UNIT I Organisational Change – Changing Environment – Dynamics of Change – Work Change – Forces for Change – Resistance to Change – Model for Change in Organisations.
- UNIT II General Framework for Understanding Change – Diagnosis – Identification of Problems – Implementation – First Order and Second Order Change – Change Cycles – Change Process.
- UNIT III Organisational Development – Characteristics of Organisational Development – Organisational Effectiveness and Organisational Development – Organisational Development Process – Phases in Organisational Development – Interventions.
- UNIT IV Training Methods in Organisational Development – Conventional Training Methods – Coaching, Lecture, Discussion, Case Methods – Laboratory Training – Role Playing – Behaviour Modelling Versus Traditional Training – Gaming – Encounter Groups.
- UNIT V Organisational Development Programs and Techniques (I) – Grid Training
- Managerial Grid – Blake – Mouton Grid – New Managerial Grid.
- UNIT VI Organisational Programs and Techniques (I) – Rensis Likert’s Managerial Systems – Systems 1 to 4 Continuum – Fieldler’s Leadership Contingency Model - Vroom – Yetten Contingency Model – Hersey-Blanchard Tri-Dimensional Leader Effectiveness Model – Redding’s 3D Management.
- UNIT VII Organisational Programs and Techniques (III) – Conference Board Management – Training Score – Stanford Power Matrix – Survey Guided Development or Survey Feedback – Team Building – Quality of Work Life (QWL) Programs.
- UNIT VIII Emerging Organisational Development Approaches and Techniques – Simplistic Approach of Kirk – Patrick – Senge’s Learning Organisation – Schein’s Dialogue Approach – Japanese Management – Tom Peters.

Reference Books

1. Peter Senker – Towards the Automatic Factory: The Need for Training (New York: Springer – Verlag, 1986).
2. Joh P. Wanous – Organisational Entry: Recruitment, Selection and Socialisation of Newcomers (Reading, MA: Addison Wesley, 1980).

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PAPER –IX - DYNAMICS OF MANAGEMENT OF CHANGE

- UNIT I Introduction: Meaning of Managing Change – Importance of Managing Change, Devising a Strategy, Identifying the Need for Change Catalysts and Barriers.
- UNIT II Analysis of the Situation – Being Responsive to Change, Locating A vision and Mission Statement – Analysing the Common Values, Characteristic, Behaviours and Things.
- UNIT III Defining Future Aims – The Impact of Change, Introducing Change, Driving the Change Process.
- UNIT IV Planning & Implementing Change – Taking the Best From the Past, Becoming Receptive to Change.
- UNIT V Managing Change – Skills, Attributes and Knowledge, Auditing Your Needs.
- UNIT VI Communication the Change – Importance of Communication – Communication During Change, Developing Feedback Skills, A-4 Level Model.
- UNIT VII Personal Change – Leading Change – Empowering people to Handle Change, Linking Control with Responsibility.
- UNIT VIII Organisational Change – Auditing Organisational Competences, Identifying Information Needs – New Perspectives – Alvin Tlffler’s Trilogy – Future Shock, Third Wave, Power Shift – John Naisbitt’s Megatrends – perer M. Senge’s Fifth Discipline – Peters and Waterman “In Search of Excellence” – Rosabeth Moss Kanter – “The Challenge of Organisational Change” – “When Giants Learn to Dance”.

Reference Books

1. D.L. Kerkpatrick (Ed.) – How to Manage Change Effectively (San Francisco: Jossey – Bass, 1985).
2. Karl O. Magnusen (Ed.) – Organisational Design, Development and Behaviour: A Situational View, C. Glenview. IL: Scott Foresman, 1977).
3. Terrence Deal and Allan Kennedy – Corporate Cultures: The Rites and Rituals of Corporate Life (Reading MA: Addison – Wesley, 1982).
4. Tom Peters – Thriving and Chaos (New York: Mnopk, 1991).
5. Alvin Toffler – Powershift: Knowledge Wealth and Violence at the Edge of the 21st Century (New York: Bantam Books, 1990).
6. John Naisbitt and Patricia Aburdene – Megatrends 2000: Ten New Directions for the 1990's (New york: William Morrow, 1990).

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PAPER-X -MIS IN HUMAN RESOURCE MANAGEMENT

- UNIT I Introduction to MIS – Types of Information – Classes of Information Systems – Structure of a MIS – Business Processes and Information Systems – Characteristics of successfully managing with Information.
- UNIT II Survey of Information Systems Technology – Hardware, Software and Communications Technology with Information Systems – Storage and Retrieval of Data – Transaction Processing, Office Automation and Information Processing Control Functions.
- UNIT III Information in Decision Making – Phases in the Decision Making Process - Behavioural Models of the Decision Maker and Organisational decision Making – documenting and Communicating Decision Rules – Relevance of Decision Making Concepts for Information Systems design – Value of Information In Decision Making and ;other than in a Decision.
- UNIT IV Humans as Information Processors – Model of Human as Information Processor – Human Information Processing Systems – Limits – Concepts of Human Cognition and Learning – Characteristics of Human Information Processing Performance – Managers as Information Processors.
- UNIT V Planning and Control – Concepts of Organisational Planning – Planning Process – Characteristics of Control Processes – Nature of Control in Organisations – Behaviour of Control Personnel – Information Systems Support for Control.
- UNIT VI Organisational Structure and Management – Basic Model of Organisational Structure – Modifications – Information Processing Model of Organisation Structure – Organisational Culture and Power – Organisational Change – Management theories – Human Motivation – Leadership Style – Job Design – Organisations as socio Technical Systems - Implications of Organisational Structure and Management Theory for MIS.
- UNIT VII Support Systems – Decision Support Systems – Control Support Systems - Support Systems for Management of Knowledge Work – Technology, - Software Support – Organisational Considerations when users are Developers – Impact of Technology.
- UNIT VIII Organisation and Management of Information and Future Developments - Change from Information Systems to Information Resources – Management of Information Systems Personnel – End User Computing – Impact of Information Technology on Organisations and Society – Fifth Generation Computer.

Reference Books

1. Shoshana Zuboff: In the Age of the Smart Machine (New York: Basic Books, 1988).
2. Michael Hammer and James Champy: Reengineering the Corporation (New York: Harper – Collins, 1993).
3. Julie O' Maria – Managing Workplace 2000 (San Francisco: Jossey – Bass, 1991).
4. W.B. Johnston –Work Force 2000: Work and Workers for the 21st Century, (Indianapolis Hudson Institute, 1987).
5. Vendatesha Murthy – Management Information System (Himalaya Publishing House – 1999).
6. Kakar and Vaswani –Introduction to Computer System and Applications (Himalaya Publishing House, 1995).
