



**DEPARTMENT OF HUMAN RESOURCE MANAGEMENT**  
**M.A. HRM- Two Year Full Time Program- Curriculum & Syllabus**  
**Program Structure for MA (Full Time)**

**FIRST SEMESTER**

<b>COURSE CODE</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>HMHR19001</b>	Human Resource Mgt. (Pri.& Prct.)	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>HMHR19002</b>	Performance Management	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>HMHR19003</b>	Accounting for management	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>HMHR19004</b>	Labour law	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>HMHR19005</b>	Organizational Change	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>HMHR19006</b>	Management Concept & Organisation Behaviour	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>HMHR19007</b>	Human Resource Planning	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>HMHR19008</b>	Business communication	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>
	<b>SUB TOTAL</b>				<b>28</b>

**SECOND SEMESTER**

<b>COURSE CODE</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>HMHR19009</b>	Counseling skills for managers	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>HMHR19010</b>	Training and Development	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>HMHR19011</b>	HRM & Information System	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>HMHR19012</b>	Knowledge management	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>HMHR19013</b>	Employee legislation	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>HMHR19014</b>	Career Management & Decision Making	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>HMHR19015</b>	Business Research Methods	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>HMHR19016</b>	Internship	<b>0</b>	<b>0</b>	<b>6</b>	<b>6</b>
	<b>SUB TOTAL</b>				<b>30</b>



**Dr. M.G.R.**  
**EDUCATIONAL AND RESEARCH INSTITUTE**  
**(Deemed to be University)**

Maduravoyal, Chennai - 600 095. Tamilnadu. India.  
(An ISO 9001 : 2015 Certified Institution)



### THIRD SEMESTER

COURSE CODE	COURSE TITLE	L	T	P	C
HMHR19017	International HRM & Cross Culture Management	4	0	0	4
HMHR19018	Competency Mapping	4	0	0	4
HMHR19019	Compensation Management	4	0	0	4
HMHR19020	Strategic HRM	4	0	0	4
HMHR19021	Participative Management	4	0	0	4
HMHR19022	Stress Management	3	0	0	3
HMHR19023	Direct Taxes & GST	4	0	0	4
HMHR19024	Business Analytics	4	0	0	4
	<b>SUB TOTAL</b>				<b>31</b>

### FOURTH SEMESTER

COURSE CODE	COURSE TITLE	L	T	P	C
HMHR19025	Business Environment & Ethics	4	0	0	4
HMHR19L01	Professional Skill Development	0	0	2	2
HMHR19P01	Internship	0	0	10	10
	<b>SUB TOTAL</b>				<b>16</b>

**TOTAL CREDITS - 105**

<b>HMHR19001</b>	<b>Human Resource Management (Pri.&amp; Prct.)</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

### **OBJECTIVES:**

To provide the future manager with inputs with a view to Enhancing the appreciation of the Human Resources function as a potential career option, Understanding the interface of the Human Resources function with Operations, Marketing, and Finance functions .

#### **UNIT I :**

Human Resource Philosophy - Changing environments of HRM - Strategic human resource management - Using HRM to attain competitive advantage - Trends in HRM - Organisation of HR departments - Line and staff functions - Role of HR Managers.

#### **UNIT II:**

Employment planning and forecasting – Recruitment, selection process- Building employee commitment : Promotion from within – Sources- Induction.

#### **UNIT III :**

Orientation & Training : Orienting the employees, the training process, need analysis, Training - techniques, Developing Managers : Management Development - On-the-job and off-the-job Development techniques using HR to build a responsive organisation. Management Developments - Performance appraisal in practice. Managing careers : Career planning and development - Managing promotions and transfers.

#### **UNIT IV :**

Establishing Pay plans : Basics of compensation - factors determining pay rate - Current trends in compensation - Job evaluation – Incentives- Practices in Indian organisations. 868 Statutory benefits - non-statutory (voluntary) benefits - Insurance benefits - retirement benefits and other welfare measures to build employee commitment.

#### **UNIT V :**

Labour relations -Employee security - Industrial relation-Collective bargaining : future of trade unionism. Discipline administration - grievances handling - managing dismissals and separation. Labour Welfare : Importance & Implications of labour legislations - Employee health - Auditing -Future of HRM function.

### **REFERENCES**

1. Gary Dessler, "Human Resource Management", Seventh edition, Prentice-Hall of India
2. Venkatapathy R.& Assissi Menacheri, Industrial Relations & Labour Welfare, Adithya Publications, CBE.
3. VSP Roa, Human Resource Management : Text and cases, First edition, Excel Books,

<b>HMHR19002</b>	<b>PERFORMANCE MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

Objective:

The objective of the course is to make the students understand critical dimensions of performance that constitute the basis for continuously planning, reviewing and developing employee performance.

Unit I:

Introduction to Performance Management Performance: Dimensions of Performance, Performance Appraisal & Potential Appraisal. Performance Management: Planning Performance for Role Clarity, Accountability and Effectiveness, Process of Performance Management, Developing and Implementing a Performance Management System.

Unit II:

Performance Management Analysis & Application Reward System: Types of Rewards, Designing Reward System, Total Reward Strategies, Characteristics of an Effective Performance Reward Plan. Performance Analysis, Performance Review Discussion, Using Performance Management Systems Data for HR Decisions and Performance Improvements, Performance Management Skills, Performance Management Systems and Appraisal Practices.

Unit III:

Performance Management Techniques Competency Mapping as a Performance Management Tool, Balanced Scorecard and its Applications, Mentoring System, 360 0 Feedback, Assessment Centres, Performance Management Practices Of Different Companies.

Unit IV:

Performance Consulting Concept, The Need for Performance Consulting, Role of the Performance Consulting, Designing and Using Performance Relationship Maps, Contracting for Performance Consulting Services, Operationalizing Performance Management.

*Unit V*

360-Degree Appraisal, Ethics in Performance Appraisal: Ethics – An Overview, Ethics in Organisations, Ethics in Performance Management, Realities of Ethics in Performance Management, Ensuring Ethics in Performance Management

References:

1. Rao, T.V. (2017). Performance Management: Toward Organizational Excellence. New Delhi: Sage Publishers.
2. Rao, T.V. (2005). Performance Management and Appraisal Systems. New Delhi: Sage Publishers.
3. Chadha, P. (2008). Performance Management. New Delhi: Macmillan India Ltd.
4. Michael, A. (2006). A Handbook of Human Resources Management Practice, London: Kogan Page.
5. Suri, G.K. (2008). Performance Measurement and Management. New Delhi: Excel Publications.
6. Robert, L. C. (2011). Performance Management Concepts Skills and Exercises, New York: M.E.Sharpe Publications.
7. Rao, N.S., (2017). Compensation System and Performance Management. New Delhi: Himalaya Publishing House.

<b>HMHR19003</b>	<b>ACCOUNTING FOR MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**COURSE OBJECTIVE:**

Students acquire knowledge of internal accounting system, cost classification, cost behavior, cost volume profit analysis, budget and variance analysis in decision making.

**UNIT I**

**FINANCIAL ACCOUNTING** - Introduction to Financial, Cost and Management Accounting- Generally accepted accounting principles, Conventions and Concepts- Balance sheet and related concepts- Profit and Loss account and related concepts - Introduction to inflation accounting- Introduction to human resources accounting.

**UNIT II**

**COMPANY ACCOUNTS** - Meaning of Company -Maintenance of Books of Account- Statutory Books- Profit or Loss Prior to incorporation- Final Accounts of Company. Employees stock option- Buy back of securities.

**UNIT III**

**ANALYSIS OF FINANCIAL STATEMENTS** - Analysis of financial statements –Financial ratio analysis, cash flow (as per Accounting Standard 3) and funds flow statement analysis.

**UNIT IV**

**COST ACCOUNTING** - Cost Accounts - Classification of manufacturing costs - Accounting for manufacturing costs. Cost Accounting Systems: Job order costing - Process costing- Activity Based Costing. Costing and the value chain- Target costing.

**UNIT V**

**MANAGEMENT ACCOUNTING** - Marginal costing including decision making- Budgetary Control & Variance Analysis - Standard cost system.

**TEXT BOOKS:**

1. M.Y.Khan & P.K.Jain, Management Accounting, Tata McGraw Hill,.
2. R.Narayanaswamy, Financial Accounting – A managerial perspective, PHI Learning, New Delhi.

**REFERENCE BOOKS:**

1. Jan Williams, Financial and Managerial Accounting – The basis for business Decisions, , Tata McGraw Hill Publishers.
2. Horngren, Surdem, Stratton, Burgstahler, Schatzberg, Introduction to Management Accounting, PHI Learning, 16th edition, 2013.
3. Stice & Stice, Financial Accounting Reporting and Analysis, Cengage Learning.
4. Singhvi Bodhanwala, Management Accounting -Text and cases, PHI Learning, 2008.
5. Ashish K. Battacharya, Introduction to Financial Statement Analysis, Elsevier, 2007.

HMHR19004	<b>LABOUR LAW</b>	L T P C
		4 0 0 4

**OBJECTIVES:**

The objective of this course is to provide the students with practical legal knowledge of general business law issues and topics to help become more informed, sensitive and effective business leaders.

**UNIT I:**

Definition- importance- Evolution- Legal Provision relating to Wages- Working Conditions - Labour Welfare- Industrial Relations- Social Security

**UNIT II:**

Definition, Scope, Important provisions and Case laws related to The Factories Act, 1948-The Trade Unions Act, 1926 -The Payment of Wages Act, 1936 - The Minimum Wages Act, 1948-The Industrial Disputes Act, 1947- The Workmen's Compensation Act, 1923 2

**UNIT III:**

Definition, Scope, Important provisions and Case laws related to The Payment of Gratuity Act, 1972 -The Payment of Bonus Act, 1965-The Employee's Provident Fund & Misc. Act, 1952 - The Employees State Insurance Act, 1948.

**UNIT IV:**

Definition, Scope, Important provisions and Case laws related to The Industrial Employment (Standing Orders) Act, 1946-The Apprentices Act, 1961-The Equal Remuneration Act, 1976-The Maternity Benefit Act, 1961.

**UNIT V:**

Definition, Scope, Important provisions and Case laws related to Contract Labour Regulations and Abolition Act, 1970-The Child Labour Prevention and Regulation Act, 1986 – Application of Labour Laws in Special Economic Zones- Issues-Challenges and strategies

**TEXT BOOKS**

1. Padhi P.K., Industrial Laws, PHI.
2. Kapoor N. D , Elements of Mercantile Law, Sultan Chand.
3. Tax Mann, Labour Laws.
4. Sinha D. R. N., Indu Balasinha & Semma Priyadarshini Shekar, Industrial Relation,Trade unions and Labour Legislation.

<b>HMHR19004</b>	<b>ORGANIZATIONAL CHANGE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

### **OBJECTIVE**

The purpose of this course is to familiarize students with the basic organizational processes to bring about organizational effectiveness and change.

### **UNIT – I**

Organizational Change: Concept and Significance; Managing Change; Concept of Analyzing the Environment; Perspectives on Change: Contingency; Resource Dependence; Population Ecology; Implications of Change.

### **UNIT – II**

Types of Change: Continuous or Incremental Change; Discontinuous or Radical Change; Participate Change and Directive Change; Change Levers; Levels of Change: Knowledge Changes; Attitudinal Changes; Individual Behaviour Changes and Organizational Performance Changes.

### **UNIT – III**

Implementing Change : Steps-Assembling a Change; Management in Establishing a New Direction for the Organization; Setting up of Change Teams; Aligning Structure; Systems and Resources; Removing road Blocks; Absorbing Changes into Organization

### **UNIT – IV**

HR and Technological change: Introduction special features of new technology; organizational implications of technological change; Emerging profile HR; Employee Empowerment, Emotional Intelligence and employee productivity; Managing work stress

### **UNIT - V**

Organizational Development (OD): Concept and Evolution; OD Interventions: Diagnostic Activities; Team Building; Sensitivity Training; Third Party and Inter Group Interventions; Educational and Structural Interventions; Indian Experiences of OD in Public and Private Enterprises.

### **REFERENCES**

1. Cummings, T. G., & Worley, C. G. *Organization development and change* . USA: Thomson South-Western.
2. Luthans, F. *Organizational behaviour* (9th ed.). New Delhi:McGraw- Hill.
3. McShane, L., & Glinow, V. M. *Organizational behaviour* New Delhi: Tata McGraw-Hill.
4. Pareek U. *Understanding organizational behaviour* New Delhi: Oxford University.
5. Robbins, S. P., & Judge, T. A. *Organizational behaviour* New Delhi: Prentice-Hall of India.
6. Singh, K. *Organizational behaviour: Text and Cases*. New Delhi: Pearson education.
7. Sinha, J. B. P. *Culture and organizational behaviour*. New Delhi: Sage Publications.
8. Singh, K. *Organization change and development* New Delhi: Excel books.

HMHR19006	Management Concept & Organisation Behaviour	L 3	T 0	P 0	C 3
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### OBJECTIVE

The purpose of the course is to help students develop an understanding of the basic management concepts and behavioural processes in organizations.

### UNIT-I:

Introduction: Management :Concept and Nature –Types of Managers- Responsibilities and skills of Professional Manager- Functions of Management–Fayol’s Principles of Management – Administration vs. Management– Management Process – Levels of Management – Approaches to the study of Management.

### UNIT-II:

Planning and Organizing: Planning: Concept, Meaning and Definition, Process, Benefits and Limitations- Decision making: Concept, process & techniques- Departmentation: Concept- Basis of Power and Authority: Concept-Delegation and Decentralization: Concept and Definition, Importance and Limitations, Process – Line and Staff Organization – Conflicts between Line and Staff – Measures to overcome the Conflicts –Span of Control.

### UNIT-III:

Motivation and Leadership: Motivation: Concept and Definition, Types, Importance –Theories of Motivation – Motivators: Financial and Non-financial- Leadership: Concept and Definition, Importance, Styles of Leadership, Theories of Leadership- Leader vs. Manager.

### UNIT-IV:

Communication and Control: Communication: Concept and Definition, Importance, Process, Barriers to Effective Communication and Measures to Overcome Communication barriers- Controlling: Concept, Definition, Basic control process, Requirement of Effective control, Control Techniques.

### UNIT-V:

Organizational Behaviour, Change and Development: Concept, Meaning, Definition, Objectives, Importance and Limitations of OB – Interdisciplinary approach to Organizational Behaviour- Organizational Change: Concept, Objectives, Reasons, Resistance to change, Measures to overcome change- Organizational Development: Concept, Process, Techniques of OD.

### REFERENCES:

1. L.M.Prasad, Principles and Practice of Management, 7Ed, S.Chand Publishers, 2007.
2. Wehrich&Koonty, Essentials of Management, TMH, 1990.
3. Robbins.P, Essential of Organizational Behaviour, 10 Ed, PHI, 2010.
4. Fred Luthans, Organizational Behaviour, 11Ed, TMH, 2006.
5. K.Aswhappa, Organizational Behaviour, 5Ed, Himalaya Publishers, 2001.
6. Sridharan Bhat ,Management and Behavioural Process, Text and Cases, Himalaya Publishers

HMHR19007	<b>HUMAN RESOURCE PLANNING</b>	L	T	P	C
		3	0	0	3

**OBJECTIVES :**

The objective of this paper is to develop a conceptual as well as a practical understanding of Human Resource Planning, Development in organisations.

**UNIT I**

Macro Level manpower Planning and Labour market Analysis - Organisational Human Resource Planning -- Stock Taking -- Work Force Flow mapping -- Age and Grade Distribution mapping.

**UNIT II**

Models and Techniques of manpower demand and supply forecasting-- Behavioural Factors in HRD --Wastage Analysis ñ Retention -- Redeployment and Exit Strategies.

**UNIT III**

Career Management, Career Planning and Career Development.

**UNIT IV**

Performance Planning -- Potentials Appraisal -- HRD Climate.

**UNIT V**

Human Resource Information System -- Human Resource Accounting.

**SUGGESTED READINGS:**

1. Strategic HRM by Mabey and Salama
2. Development Human Resources by Mabey and Thompson
3. Human Resource Information System: Development and Application by Kavanagh M.J.

<b>HMHR19008</b>	<b>Business communication</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**Course Objective:** To understand how communication works, and to manage the assumptions more effectively. Helps students communicate effectively, appropriately and clearly in all situations.

#### **UNIT I**

**COMMUNICATION IN BUSINESS** - Systems approach- forms - functions and principles of communication - management and communication- communication patterns - barriers to communication - interpersonal perception – SWOT analysis -Johari Window -Transactional Analysis.

#### **UNIT II**

**NON-VERBAL AND INTERCULTURAL COMMUNICATION** - Importance of non-verbal communication - personal appearance - facial expressions- movement posture – gestures - eye contact –voice - beliefs and customs- worldview and attitude.

#### **UNIT III**

**ORAL COMMUNICATION** - Listening - types and barriers to listening - speaking - planning and audience awareness - persuasion- goals - motivation and hierarchy of needs - attending and conducting interviews-participating in discussions, debates - and conferences - presentation skills- paralinguistic features -fluency development strategies

#### **UNIT IV**

**BUSINESS CORRESPONDENCE** - Business letter - principles of business writing memos -e-mails – agendas- minutes- sales letter- enquiries- orders- letters of complaint claims and adjustments- notice and tenders- circulars- letters of application and résumé.

#### **UNIT V**

**BUSINESS PROPOSALS AND REPORTS** - Project proposals- characteristics and structure-Project reports – types- characteristics,-structure-Appraisal reports – performance appraisal, product appraisal- Process and mechanics of report writing visual aids- abstract - executive summary- recommendation writing- definition of terms.

#### **TEXT BOOKS:**

1. Lesikar, Raymond V., John D Pettit, and Mary E FlatlyLesikar’s, Basic Business Communication, Tata McGraw-Hill.
2. Gerson, Sharan J., and Steven M Gerson, Technical Writing: Process and Product. Pearson Education, New Delhi, 8th Edition.
3. Murphy, Herta, Herbert W Hildebrandt, and Jane P Thomas, Effective Business Communication. 7th ed. Tata McGraw-Hill, New Delhi.
4. Bovee, Courtland and John V Thill, Business Communication Today, , Pearson Education, New Delhi.

#### **REFERENCE BOOKS:**

1. McGrath, E. H., S. J, Basic Managerial Skills for All, Prentice-Hall of India, New Delhi.
2. Raman, Meenakhshi, and Prakash Singh, Business Communication. O U P, New Delhi.
3. Stuart Bonne E., Marilyn S Sarow and Laurence Stuart, Integrated Business Communication in a Global Market Place.3rd ed. John Wiley India, New Delhi.
4. Guffey, Mary Ellen., Business Communication: Process and Product, Thomson and South-western, 7th edition, 2010.

# **SECOND SEMESTER**

<b>HMHR19009</b>	<b>COUNSELING SKILLS FOR MANAGERS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

### **Objectives**

To develop basic skills among students to independently handle a wide range of employee counseling and performance counseling.

### **UNIT I**

Emergence and Growth of Counseling Services; Approaches to Counseling.

### **UNIT II**

Counseling Process . Beginning, Developing and terminating a counseling relationship and follow up.

### **UNIT III**

Counselor's Attitude and Skills of Counseling; Assessing Clients problems.

### **UNIT IV**

Selecting Counseling Strategies and Interventions . Changing Behaviour through Counseling.

### **UNIT V**

Special Problems in counseling; Application of Counseling to Organizational situations with a focus on Performance counseling.

### **Suggested Readings**

1. Cormer, L.S. and Hackney, H. The Professional Counselor.s Process Guide to Helping Englewood Cliffs, New jersey, Prentice hall Inc.
2. Maclennam, Nigel, Councelling for managers Aldershot, Grover.
3. Moursund, J The Proccess of Counseling and Therapy 2nd ed. Englewood Cliffs, New Jersey, Prentice Hall Inc.
4. Munro, C A etc. Counseling: A Skills Approach, Methuen.
5. Reddy, Michael, Counseling at Work, British psychological Society and Methuen, London and New York.

<b>HMHR19010</b>	<b>TRAINING &amp; DEVELOPMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

## **OBJECTIVE**

To get exposure on how companies use training to equip employees for a certain task and acquire knowledge to do the task.

### **UNIT I**

Training and Development: Process and significant, Principal of learning Identification of Training Needs, Evolving Training Policy

### **UNIT II**

Training and Development System, Training Methods, Training Centers, Role of External Agency in Training and Development, Training for change, Resistance in Training.

### **UNIT III**

Developing effective Trainers, Designing training programmers. Approaches to Management Development, Designing Development Programmers, Team Building Exercises, Management Games.

### **UNIT IV**

Evaluation of Training and Development, Criteria, Problem and Steps involved in Evaluation. Emerging issues in Training and Development in India

### **UNIT V**

Training and Professional Development: Organizational Growth and Development, Balancing Individual, Group and Organizational Needs, Organizational Development

## **TEXTBOOK**

1. Lynton, R.P and U.Pareek Training and Development irwineDoresy, Hopwood.

## **REFERENCES**

1. Armstrong M.A. *Handbook of Human Resource Management* Practice Cogan Page, London
2. Dayal ,I *Manpower Training in organizations* Prentice Hall of India, New Delhi
3. Craig ,Robert *Training and Development* Handbook McGraw Hill, New York

<b>HMHR19011</b>	<b>HRM &amp; INFORMATION SYSTEM</b>	<b>L T P C</b>
		<b>3 0 0 3</b>

**Objectives:**

Make the students to understand the interface of the Human Resources function with Operations, Marketing, and Finance functions and to impart knowledge on information systems and its relevance to business decisions.

**UNIT I**

Human Resource Philosophy - Changing environments of HRM - Strategic human resource management - Using HRM to attain competitive advantage - Trends in HRM - Organisation of HR departments - Line and staff functions - Role of HR Managers.

**UNIT II**

Employment planning and forecasting – Recruitment, selection process-Sources- Induction-Orientation & Training - Management Development - On-the-job and off-the-job- Management Developments - Performance appraisal in practice. Managing careers : Career planning and development - Managing promotions and transfers.

**Unit III**

Establishing Pay plans : Basics of compensation - factors determining pay rate - Statutory benefits - non-statutory (voluntary) benefits - Labour relations - Industrial relation- Discipline administration - grievances handling - managing dismissals and separation.

**UNIT IV**

Foundations of Information Systems: A framework for business users - Roles of Information systems - System concepts - Organisation as a system - Components of Information Systems - IS Activities - Types of IS-HRIS: Function, Usage and Application.

**UNIT V**

DSS: DSS models and software: The decision making process - Structured, Semi Structured and Unstructured problems; Managing Information Technology: Managing Information Resources and technologies - Security and Ethical Challenges: IS controls - facility control and procedural control.

**REFERENCES**

1. Gary Dessler, "Human Resource Management", Seventh edition, Prentice-Hall of India
2. James A O'Brien, "Management Information Systems", Tata McGraw Hill.
3. VSP Rao, Human Resource Management : Text and cases, First edition, Excel Books
4. Waman S Jawadekar , "Management Information System Text and cases", TMH

<b>HMHR19012</b>	<b>KNOWLEDGE MANAGEMENT</b>	<b>L T P C</b>
		<b>3 0 0 3</b>

### **Objectives:**

- To familiarise the concepts of Knowledge Management.
- To understand the challenges of Knowledge Based Organisations and the HR mechanisms to manage them effectively.
- To identify the importance of the values of autonomy and accountability in Knowledge based organisations.

### **UNIT-I**

Introduction to Knowledge Management - Knowledge Society - Types of Knowledge - An Introduction to life in organizations - Concept and Characteristics of KBOs - Dimensions of HRM in KBOs - New Role and Challenges for HRM in the KBOs.

### **UNIT-II**

Managing Knowledge for organizational effectiveness - Process and Methods- Concept of Intellectual Capital and Learning Orientation in the Organizations - Knowledge and Role related issues - Performance Appraisal in a KBO - Intellectual Property Rights (IPR).

### **UNIT-III**

Managing Knowledge and Personnel & Organizational Health - Rewarding Knowledge - Management of Retention.

### **UNIT-IV**

ICTs in KBOs - HRIS for KBOs - Concept, Mechanisms, and Software Orientation - Performance Management – Mechanisms.

### **UNIT-V**

Technologies to Manage Knowledge – Artificial Intelligence – Digital Libraries – Repositories – Knowledge Discovery – Creating Systems that Utilize Knowledge - Knowledge Process Outsourcing - Innovation Clusters.

### **REFERENCES**

1. **Frances Horibe**, MANAGING KNOWLEDGE WORKERS, John Wiley & Sons
2. **Ganesh Natarajan and Sandhya Shekhar**, KNOWLEDGE MANAGEMENT - ENABLING BUSINESS GROWTH, Tata McGrawHill, New Delhi
3. **Fernandez & Leidner**, KNOWLEDGE MANAGEMENT, PHI Learning, New Delhi, 2008
4. **Mruthyunjaya**, KNOWLEDGE MANAGEMENT, PHI Learning, New Delhi, 2011.

<b>HMHR19013</b>	<b>EMPLOYEE LEGISLATION</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**Objectives:**

- To enable the students to familiarise the legal frame work governing the Human Resources within which the industries function
- To make the students understand the importance and ideology of legal structure prevailing in India

**UNIT -I**

Introduction to the Historical Dimensions of Labor & Employee Legislation in India - Labor Protection & Welfare - Social Security & Social Justice - System of Economic Governance - Principles of Labour Legislation – Labour and the Constitution

**UNIT -II**

Factories Act 1948 – Maternity Act 1961 - Contract Labour Act 1970 – The Shops and Establishment Act 1947 – The Trade Union Act 1926 – The Industrial Disputes Act 1947.

**UNIT -III**

Payment of Wages Act 1936 – Payment of Bonus Act 1965 – Payment of Gratuity Act 1972.

**UNIT -IV**

The Role of Human Capital – Organised and Unorganised Labour – Unorganised Labour Act - Workmen’s Compensation Act – The Employees Pension Scheme.

**UNIT –V**

Quality of Life of Workers - Governance of Enterprises – Views on the Role of Labor Legislation - Gender Dimensions of Labor Laws – Pros and Cons of Legal System.

**REFERENCES**

1. **P.L. Malik**, INDUSTRIAL LAW, *Eastern Book Company, New Delhi.*
2. **C.S. Venkata Ratnam**, GLOBALIZATION AND LABOUR-MANAGEMENT RELATIONS -DYNAMICS OF CHANGE, *Response Books.*
3. **Biswajeet Pattanayak**, HUMAN RESOURCE MANAGEMENT, *PHI Learning, New Delhi*
4. **Vipin Gupta** Et al , CREATING PERFORMING ORGANIZATIONS: INTERNATIONAL PERSPECTIVES FOR INDIAN MANAGEMENT.

<b>HMHR19014</b>	<b>CAREER MANAGEMENT AND DECISION MAKING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

### **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.

<b>HMHR19015</b>	<b>BUSINESS RESEARCH METHODS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

### **Course Objective:**

To understand about the Research Process, Design and Measurement, Data Collection Techniques and Report Writing.

#### **UNIT I**

**INTRODUCTION** - Business Research – Definition and Significance – the research process – Types of Research – Exploratory and causal Research – Theoretical and empirical Research – Cross –Sectional and time – series Research – Research questions / Problems – Research objectives – Research hypotheses – characteristics – Research in an evolutionary perspective – the role of theory in research.

#### **UNIT II**

**RESEARCH DESIGN AND MEASUREMENT** - Research design – Definition – types of research design – exploratory and causal research design – Descriptive and experimental design – different types of experimental design – Validity of findings – internal and external validity – Variables in Research – Measurement and scaling – Different scales – Construction of instrument – Validity and Reliability of instrument.

#### **UNIT III**

**DATA COLLECTION** - Types of data – Primary Vs Secondary data – Methods of primary data collection – Survey Vs Observation – Experiments – Construction of questionnaire and instrument – Validation of questionnaire – Sampling plan – Sample size – determinants optimal sample size – sampling techniques – Probability Vs Non– probability sampling methods.

#### **UNIT IV**

**DATA PREPARATION AND ANALYSIS** - Data Preparation – editing – Coding – Data entry – Validity of data – Qualitative Vs Quantitative data analyses – Bivariate and Multivariate statistical techniques – Factor analysis – Discriminant analysis – cluster analysis – multiple regression and correlation – multidimensional scaling – Application of statistical software for data analysis.

#### **UNIT V**

#### **REPORT DESIGN, WRITING AND ETHICS IN BUSINESS RESEARCH -**

Research report – Different types – Contents of report – need of executive summary – chapterization – contents of chapter – report writing – the role of audience – readability – comprehension – tone – final proof – report format – title of the report – ethics in research – ethical behaviour of research – subjectivity and objectivity in research.

#### **TEXT BOOKS:**

1. Donald R. Cooper and Pamela S. Schindler, Business Research methods, 12th Edition, Tata Mc Graw Hill, 2010.
2. Alan Bryman and Emma Bell, Business Research methods, Oxford University Press, New Delhi, 3rd edition, 2011.
3. Uma Sekaran, Research methods for Business, Wiley India, New Delhi, 2010.
4. K. N. Krishnaswamy, Appa Iyer Sivakumar and M. Mathirajan, Management Research Methodology, Pearson Education, New Delhi, 2009.

# III SEMESTER

<b>HMHR19017</b>	<b>INTERNATIONAL HRM &amp; CROSS CULTURE MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**Objective:**

The objective of this course is to understand the implications of the globalization of business for effective management. The course focuses on the impact of cultural background on individuals, organizations and management; on the dimensions which discriminate national cultures, and on cross cultural interactions.

**Unit I:**

Introduction, Human & Cultural Variables in Multinational Enterprises, Cross-cultural Differences and Managerial Implications.

**Unit II:**

Cross-cultural Research Methodologies, Hofstede's Study, Structural Evolution of Multinational Enterprises.

**Unit III:**

Cross-cultural Leadership & Decision Making, Cross-cultural Communication & Negotiation.

**Unit IV:**

International HR Management, Selection Criteria for International Assignments.

**Unit V:**

Compensation & Performance Appraisal in Global Perspective.

**RECOMMENDED BOOKS:**

1. International Human Resource Management by Peter Dowling & Denice E. Welch, Cengage Learning .
2. Cross-cultural Management - Concepts & Cases by Shobhana Madhavan, Oxford University Press.
3. Culture's Consequence - International Differences in Work-related Values by Geert Hofstede, Sage Publications

<b>HMHR19018</b>	<b>COMPETENCY MAPPING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

## OBJECTIVES

- To understand the fundamentals of Competency Mapping
- To identify a cost effective way of implementing the whole process.
- To have insights into assessment tools used for competency mapping.
- To be aware of implementation pre-requisites and strategies

## UNIT I

Meaning, purpose and Benefits, Competency mapping at different levels – Corporate companies/institutions, HR interview and Individual level. Introduction to Competency Concept – Understanding Competencies - Components of competency n and employees issues. - Competency models.

## UNIT II

Competency Categories – Steps in Developing Competency Model SMR Model framework

## UNIT III

Competency Modeling - Assessment Centre - Assessment Centre Methods – Implementation of Assessment Centre - assessment tools used for competency mapping. Methods of Competency Mapping – Assessment Centre, Critical Incident Techniques, Questionnaire method, Psychometric tests, etc.

## UNIT IV

Individual Development Plan - a cost effective way of implementing the whole process.

## UNIT V

Organizational Uses of Competency. – 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, defining competency requirements - skills, tasks, activities and technologies / techniques used for various types of jobs in Service Sector.

## TEXTBOOK

1. Sanghi, Seema, *The Handbook of Competency mapping*, Response Books, New Delhi, 2011.

## REFERENCES

1. Sraban Mukherjee, *Competency Mapping for Superior Results*, Tata McGraw –Hill Education Pvt. Ltd., New Delhi, 2011
2. Radha R Sharma, 360 Degree feedback, *Competency Mapping and Assessment Centers*, Tata Mc-Graw Hill Education Pvt. Ltd., New Delhi, 2011
3. Sanghi, Seema, *The Handbook of Competency mapping*, Response Books, New Delhi, 2011.
4. Ganesh Shermon, *Competency Based HRM*, TMH, 1st Edition, 2004. 5. Sahu R. K., *Competency Mapping*, Excel Books, 2009.
4. Lance A.Berger and Dorothy R.Berger, 2004, *The Talent Management Handbook*, Tata McGraw-Hill Publishing Company Limited, New Delhi.
5. Margaret Dale and Paul Iles, 2002, *Assessing Management Skills – a guide to competencies and evaluation techniques*, Jaico Publishing House, Mumbai.
6. Lyle M.Spencer, Signe M. Spencer, 2008, *Competence at work models for Superior Performance*, Wiley India Pvt. Ltd, New Delhi. M. Phil. / Ph.D. Career Guidance from October 2011 onwards Page 6 of 6
7. Michael Armstrong and Helen Murlis, 2005, *Handbook of Reward Management*, Crest Publishing House, New Delhi

<b>HMHR19019</b>	<b>COMPENSATION MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

## **OBJECTIVES**

The course is designed to promote understanding of issues related to the compensation or rewarding human resources in the corporate sector, public services and other forms of organisations and to impart skills in designing analysing and restructuring reward management systems, policies and strategies.

### **UNIT I**

Conceptual and Theoretical understanding of Economic theory related to reward management; Competitive Imperatives; Productivity, Quality, Service, Speed, Learning, Planning for Improved Competitiveness; Diagnosis and Benchmarking- Determination of Inter and Intra-industry Compensation differentials; Internal and external Equity in compensation system.

### **UNIT II**

Understanding tools used in Designing, Improving and Implementing Compensation packages; Compensation designs for Specific Type of Human Resources like Compensation of Chief Executives, Senior managers, R & D Staff.

### **UNIT III**

Understanding different components of compensation packages like fringe benefits, incentives and Retirement Plans; Compensation Practices of Multinational Corporations and Strategic Compensation Systems.

### **UNIT IV**

Statutory Provisions governing Different Components of Reward systems.

### **UNIT V**

Working of different Institutions Related to Reward System Like Wage Boards, pay Commissions etc.

## **SUGGESTED READINGS:**

1. Reward Management: A Handbook of salary administration by Armstrong, Michael and Marlis
2. Wage and Salary Administration by Leonard R, Berger.s
3. Wage and Salary administration by Rock Micton.

<b>HMHR19020</b>	<b>STRATEGIC HUMAN RESOURCES MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**Course Objective:**

This course is aimed at providing the students the inputs on how to link the HRM functions to the corporate strategies to understand HR as a strategic resource.

**UNIT I**

Introduction: The changing economic, business, technological, socio-cultural and political environment and its implications for managing organisations and human resources; Business and organizational restructuring and its implications for human resource management; Corporate strategy and human resource management; The HRM and approaches to HRM; HRM in personnel management; work organisation and systems; social organisation of the work place and its strategic importance; Human resource policies; Integrating Human Resource Strategies with corporate strategies; Human Resource Management as an approach to organisation design and the role of HRM in organisation management.

**UNIT II**

Human Resource Management in other countries; Human Resource Planning and its linkage to corporate planning; HR planning process, techniques/methods; HR planning in an ongoing organisation; integrating HR plans with other plans and management functions; Future directions of HR planning; Developing HR information system.

**UNIT III**

Managing Human Resources inflow . Resourcing plans; Recruitment and selection strategies; alternative to recruitment; selection methods and techniques; role of consultants and assessment centers in recruitment and selection and retention policies. Developing Human Resources. Concept of HRD; HRD as a strategic approach to employee performance: HRD and TQM; HRD experience in different industries; corporate training and development strategies.

**UNIT IV**

Performance management . Concept, Philosophy, process: performance management appraisal: team performance management and evaluation. Compensation and Rewards management . Reward strategies and philosophy; HRM approach to rewards management

**UNIT V**

Strategic management of employee relations . HRM approach to employee relations: HRM values and employee relations; change management; creating employee commitment through the HRM approach; HRM and culture management; employees involvement and participation in decision making and management of organization; negotiating employee relations: HRM and trade unions: HRM changes in management control systems: HRM accounting.

**SUGGESTED READINGS**

- 1.Kenneth Andrew, A Concept of Corporate Strategy.
- 2.HRM by Gary Dessler
- 3.HRM by Decenzo and Robbins.

<b>HMHR19021</b>	<b>PARTICIPATIVE MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**Objectives:**

The objective of this paper is to provide inputs to the students on how to work in a dynamic and empowered environment.

**UNIT I**

Meaning of participative management - participative management as a concept - Economics, Psychological, Social, Political viewpoints on this concept - Origin and growth of participative management. The need for participative management - the objectives of participative management . Approaches to participative management.

**UNIT II**

Different types of workers participation in management - Informative participation, consultative participation, Associative participation, Administrative participation and decisive participation, - Bipartite forums in PSUs and private sectors to promote WPM - WCS, JMC, Shop councils, Joint councils, workers representatives on the Board of Directors and other forums like QCS, TQM - Employee stock -option.

**UNIT III**

Structural arrangements for participative management - National level, corporate level, plant level, zonal level and shop level - Role of external and internal factors in influencing the levels of W.P.M.

**UNIT IV**

W.P.M. in India - Experiences of PSUS and private sectors - the participation of workers in management Bill 1990 - Suggestions for improving the W.P.M. in Indian companies - W.P.M. in abroad - Evaluation of W.P.M. in abroad - comparison of W.P.M. in India and abroad - Selected studies on working of participative management in Indian companies.

**UNIT V**

Training to make participative management more successful - Future of participative management.

**SUGGESTED READINGS:**

- 1.Worker.s Ownership and participative Management by A.K.Kedia.
- 2.Worker.s participation in Public Enterprises by S.P. Singh Sons and Surendra Nath.
- 3.Worker.s participation in management with Special Reference to India by G. Varandani.
- 4.Workers. Participation in Management by DURGA PRASAD .

HMHR19022	<b>STRESS MANAGEMENT</b>	<b>L T P C</b> <b>3 0 0 3</b>
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**Course Objective:** To provide a broad physical, social and psychological understanding of human stress. The main focus is on presenting a broad background of stress research.

**Course Outcome:** Students will be able to understand the management of work related stress at an individual and organizational level and will help them to develop and implement effective strategies to prevent and manage stress at work.

#### **UNIT I**

**UNDERSTANDING STRESS** - Meaning – Symptoms – Works Related Stress – Individual Stress – Reducing Stress – Burnout.

#### **UNIT II**

**COMMON STRESS FACTORS TIME & CAREER PLATEAUNG** - Time Management – Techniques – Importance of planning the day – Time management schedule – Developing concentration – Organizing the Work Area – Prioritizing – Beginning at the start – Techniques for conquering procrastination – Sensible delegation – Taking the right breaks – Learning to say ‘No’.

#### **UNIT III**

**CRISIS MANAGEMENT** - Implications – People issues – Environmental issues – Psychological fall outs – Learning to keep calm – Preventing interruptions – Controlling crisis – Importance of good communication – Taking advantage of crisis – Pushing new ideas – Empowerment.

#### **UNIT IV**

**WORK PLACE HUMOUR** - Developing a sense of Humour – Learning to laugh – Role of group cohesion and team spirit – Using humour at work – Reducing conflicts with humour.

#### **UNIT V**

**SELF DEVELOPMENT** - Improving Personality – Leading with Integrity – Enhancing Creativity – Effective decision Making – Sensible Communication – The Listening Game – Managing Self – Meditation for peace – Yoga for Life.

#### **REFERENCE BOOKS:**

1. Cooper, Managing Stress, Sage.
2. Waltschafer, Stress Management ,Cengage Learning, 4<sup>th</sup> Edition.
3. Jeff Davidson, Managing Stress, Prentice Hall of India, New Delhi.
4. Juan R. Alascal, Brucata, Laurel Brucata, Daisy Chauhan. Stress Mastery- The art of coping gracefully. Pearson.
5. Argyle. The Psychology of Happiness. Tata McGraw Hill.
6. Bartlet. Stress – Perspectives & Process. Tata McGraw Hill.

HMHR19023	<b>DIRECT TAXES &amp; GST</b>	<b>L T P C</b> <b>4 0 0 4</b>
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### **UNIT I**

Basic Concepts: Income tax Law: an introduction, Important definitions in Income Tax Act'1961, Concept of Previous Year and Assessment Year, Basis of charge and rates of tax , Income which do not form part of Total Income (relating to Business/ Profession and Capital Gains), Tax holiday for newly established units in Special Economic Zones

### **UNIT II**

Heads of Income and provisions governing computation of income under the following heads-i. Profit & Gains of Business or Profession ,ii. Capital Gains.

### **UNIT III**

**Aggregation of income, Set-off, or Carry forward and set-off of Losses; Deductions from gross total income** i. General Provisions ,ii. Deductions to be made in computing Total Income as contained in Chapter VI-A (Deductions available to all assesses).

### **UNIT IV**

**Computation of total income and tax liability of individual** -i. Income to be considered while computing total income of individuals,ii. Procedure for computation of total income and tax liability of individuals

### **UNIT V**

**Concept of Indirect taxes** -i. Concept & features of indirect taxes ,ii. Principles of indirect taxes ;  
**Goods & Services tax Law**

i. GST Laws: An introduction including constitutional aspects

ii. Levy and collection of CGST & IGST

iii. Basic concept of time and value of supply

iv. Input tax credit

v. Computation of GST Liability

vi. Registration

vii. Tax Invoice, Credit & Debit Notes, Electronic Way bill

viii. Returns

ix. Payment of taxes including Reverse Charge .

<b>HMHR19024</b>	<b>BUSINESS ANALYTICS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**COURSE OBJECTIVES:**

- After studying this course students will be able to:
- Gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making.
- Become familiar with the processes needed to develop report and analyze business data.
- Understand how to use and apply selected business analytics software for Finance, Marketing, Operations and Human Resources Management.
- Introduction to Predictive Analytics Software (PASW)-Forecasting Modelling-Statistical Methods-Finance-Marketing-Operations-HR Analytics

UNIT I

Overview of Business analytics – Components of Business analytics

UNIT II

Data warehousing – data mining – mindset required for a business analytics profession

UNIT III

Concept of Data Warehousing – Online analytical processing

UNIT IV

Business Analytics and Data visualization

UNIT V

Introduction to Data, Text and Web mining

**REFERENCES:**

1. E.Turban, R.Sharda, J.Aronson, and D.King , Business Intelligence : A Managerial Approach, Pearson Prentice Hall, 9th edition, 2011.
2. Darren George and Paul Mallery,SPSS for Windows STEP BY STEPA simple guidance and Reference 17.0 UPDATE, PEARSON, First Impression 2011
3. Dean P. Foster, Robert A. Stine, Richard P. Waterman, —Business Analysis using Regression – A Casebook, Springer International Edition
4. Computer Applications in Business by S. V. Srinivasa Vallabhan – Sultan Chand & Sons

# **IV SEMESTER**

<b>HMHR19025</b>	<b>BUSINESS ENVIRONMENT &amp; ETHICS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

### **UNIT I**

**INTRODUCTION** Definition & nature Business ethics, Characteristics, Ethical theories; Causes of unethical behavior; Ethical abuses; Work ethics; Code of conduct; Public good.

### **UNIT II**

**ETHICS THEORY AND BEYOND** 9 Management of Ethics - Ethics analysis [ Hosmer model ]; Ethical dilemma; Ethics in practice ethics for managers; Role and function of ethical managers- Comparative ethical behaviour of managers; Code of ethics; Competitiveness, organizational size, profitability and ethics; Cost of ethics in Corporate ethics evaluation. Business and ecological / environmental issues in the Indian context and case studies.

### **UNIT III**

**LEGAL ASPECTS OF ETHICS** 9 Political – legal environment; Provisions of the Indian constitution pertaining to Business; Political setup – major characteristics and their implications for business; Prominent features of MRTP & FERA. Social – cultural environment and their impact on business operations, Salient features of Indian culture and values.

### **UNIT IV**

**ENVIRONMENTAL ETHICS** 9 Economic Environment; Philosophy of economic grow and its implications for business, Main features of Economic Planning with respect to business; Industrial policy and framework of government contract over Business; Role of chamber of commerce and confederation of Indian Industries.

### **UNIT V**

**CORPORATE SOCIAL RESPONSIBILITY AND GOVERNANCE** Definition- Evolution- Need for CSR; Theoretical perspectives; Corporate citizenship; Business practices; Strategies for CSR; Challenges and implementation; Evolution of corporate governance; Governance practices and regulation; Structure and development of boards; Role of capital market and government; Governance ratings; Future of governance- innovative practices; Case studies with lessons learnt.

### **TEXTBOOKS**

1. S.A. Sherlekar, Ethics in Management, Himalaya Publishing House, 2009.
2. William B. Werther and David B. Chandler, Strategic corporate social responsibility, Sage Publications Inc., 2011
3. Robert A.G. Monks and Nell Minow, Corporate governance, John Wiley and Sons, 2011.

### **REFERENCES**

1. W.H. Shaw, Business Ethics, Cengage Learning, 2007.
2. Beeslory, Michel and Evens, Corporate Social Responsibility, Taylor and Francis, 1978.
3. Philip Kotler and Nancy Lee, Corporate social responsibility: doing the most good for company and your cause, Wiley, 2005.
4. Subhabrata Bobby Banerjee, Corporate social responsibility: the good, the bad and the ugly, Edward Elgar Publishing, 2007.
5. Satheesh kumar, Corporate governance, Oxford University, Press, 2010.

<b>HMHR19026</b>	<b>SOFT SKILLS FOR MANAGERS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>

**UNIT I :**

Introduction to managerial communication ; Principles of nonverbal communication

**UNIT II:**

Types of managerial speeches -speech of introduction ,speech of thanks ,occasional speech ,theme speech ; Mastering the art of giving interviews

**UNIT III:**

Group communication by way of meetings ,group discussions ; Principles governing the use of audiovisual media; Principles of Effective Presentations.

**UNIT IV:**

Introduction to managerial writing; Business letters ,routine letters ,sales letters ,collection letters ,job application letters ; Internal communication -memos, minutes, notices

**UNIT V:**

Format and guidelines of different reports