

**MASTER OF SCIENCE (M.Sc)
In PSYCHOLOGY(HUMAN RESOURCE
DEVELOPMENT AND MANAGEMENT)**



Declared as Deemed to be University under Section 3 of UGC Act, 1956

**DETAILED SYLLABUS
FOR 2010-2012 BATCH**

**DEPARTMENT OF
PSYCHOLOGY**

**CHRIST UNIVERSITY
BANGALORE**

CHRIST UNIVERSITY

DEPARTMENT OF PSYCHOLOGY

Course Description:

M.Sc in Psychology (Human Resource Management and Development) offered by the Department of Psychology, is a two-year full-time program, which prepares students for applications of psychological knowledge in organizations/ industries. This course is interdisciplinary in nature and is offered to those students who wish to achieve professional expertise in the management of human and social sides of work organizations. Since all organizations are essentially human, managing the human side is seen as the most critical element in organizational success. The program in HRDM attempts to equip students with wide range of competencies and skills and also provide training in various personnel functions.

Curriculum and course structure

The course is conceptualized in the form of three courses. These are, 1) Core courses, 2) Cognate courses and 3) Modular courses.

- A) **Core Courses** require about 60(40+20) lectures and is spread over 12 weeks of training. Each course is worth 4 credits. These courses cover the core content of the course in which theoretical inputs are predominant. Basic knowledge in organizational behaviour, general psychology and social psychology would be provided which can be considered to be fundamental in their practise. The pedagogy involves learning through experiential exercises, role-plays, case studies etc. The programme contains 12 core papers.
- B) **Cognate Courses** require about 30(20+10) lectures spread over 6 weeks of teaching. Each course is worth 2 credits. These courses contain essential areas of HRM and HRD and a few other related areas, which need more focused treatment. They are either predominantly theory based and/ or a mix of theory and skills. 12 cognate courses are included in all the four semesters.
- C) **Modular Courses** require about 15 (10+5) contact hours. Each course is worth 1 credit. These courses essentially focus on acquiring specific skills in emerging areas of HR concerns. They are more focused to the requirements of the industries as well as the inclinations of the students. 6 modular courses are planned which address specific HR practices and the personal growth of the students.
- D) **Internship** in any organization/ industry requires approximately 2 months (250 hours) which is worth 12 credits. Internship happens at the 4th semester which is

focused on practical training to provide on the job training exposure to the students in order to achieve high level competencies and skill to work with organization

- A) Project** on a relevant management problem needs 150 hours, which is worth 8 credits. Project will be conducted at the 4th semester and aims at the application of research methodology in the field of human resource management and to develop skills in organizational research.

Course Objectives:

1. To merge the discipline of Psychology (Industrial/ Organizational) with the human resource needs in workplaces.
2. To provide an understanding of the social psychological context that influence behaviour of individuals in organizations/ industries.
3. To equip students in various research methods including Action Research applicable to Human resource management and organizational behaviour.
4. To prepare students with behavioural, social and management skills required in organizational settings.
5. To familiarize the students in approaching and dealing with various intra and inter individual conflict in workplace.
6. To develop an appreciation of cultural factors in management, especially those related to Indian cultural system.
7. To train students in various HR practices and OD techniques.

ELIGIBILITY

A student to be eligible for admission to M.Sc Psychology in (Human Resource Development and Management) must have passed a Bachelor's degree in any discipline with a minimum of 50 % marks in the qualifying examination in any discipline from an accredited institute in India or abroad. (preference will be given to students who have taken psychology as one of the subjects in their graduation) Candidates in their final year of graduation may also apply. They will be required to produce the proof of their having passed the graduation examination within one month of the written test, failing which their candidature will stand cancelled. They will have to appear themselves for a Group Discussion followed by Personal Interview and their obtained marks will be considered for admission in this programme.

Course structure

SEMESTER I

| Code | Course | Hrs/Week | Marks | | Credit |
|-------|---|----------|-------|-----|--------|
| | | | CIA | ESE | |
| | Core Course (60 Hrs) | | | | |
| 1 | Psychological Processes | 4 | 50 | 50 | 4 |
| 2 | Organizational Behaviour | 4 | 50 | 50 | 4 |
| 3 | Human Resource Management | 4 | 50 | 50 | 4 |
| 4 | Social Psychology | 4 | 50 | 50 | 4 |
| 5 | Psychological Assessment | 4 | 50 | 50 | 4 |
| | Cognate Course 30Hours | | | | |
| 1 | Indian Economics and Business Environment | 2 | 50 | - | 2 |
| 2 | Psychometric Testing Practicum I | 2 | 50 | - | 2 |
| | Modular Course (15 Hours) | | | | |
| 1 | Job Analysis Lab | 1 | 25 | - | 1 |
| 2 | Training for individual growth | 1 | 25 | - | 1 |
| Total | | 26 hrs | 650 | | 26 |

SEMESTER II

| CODE | COURSE | HRS/WEEK | MARKS | | CREDIT |
|------|--|----------|-------|-----|--------|
| | | | CIA | ESE | |
| | Core Course (60 HRS) | | | | |
| 1 | Personnel Management /Industrial Relations | 4 | 50 | 50 | 4 |
| 2 | Organizational Development | 4 | 50 | 50 | 4 |
| 3 | Human Resource Management –II | 4 | 50 | 50 | 4 |
| 4 | Research Methods | 4 | 50 | 50 | 4 |

| | | | | | |
|-------|---|----|-----|--|----|
| | <u>Cognate course</u> 30 Hours | | | | |
| 1 | Training & Development-I | 2 | 50 | | 2 |
| 2 | Psychometric Testing Practicums II | 2 | 50 | | 2 |
| 3 | Accounting & Finance | 2 | 50 | | 2 |
| | <u>Modular Course</u> 15 Hours | | | | |
| 1 | Performance Appraisal | 1 | 25 | | 1 |
| 2 | Training for individual growth | 1 | 25 | | 1 |
| Total | | 24 | 600 | | 24 |

SEMESTER III

| CODE | COURSE | HRS/WEEK | MARKS | | CREDIT |
|------|--|----------|-------|-----|--------|
| | <u>Core Course</u> (60 HRS) | | CIA | ESE | |
| 1 | Organizational Culture & Diversity | 4 | 50 | 50 | 4 |
| 2 | Consumer Behaviour | 4 | 50 | 50 | 4 |
| 3 | Corporate Counseling | 4 | 50 | 50 | 4 |
| | <u>Cognate course 30 Hours</u> | | | | |
| 1 | Labour Laws | 2 | 50 | | 2 |
| 2 | Employee Welfare and Safety | | | | |
| 3 | Training & Development-II | 2 | 50 | | 2 |
| 4 | Information Management System | 2 | 50 | | 2 |

| | | | | | |
|-------|--------------------------|--------|-----|--|----|
| 5 | Total quality Management | | | | |
| 6 | Marketing | 2 | 50 | | 2 |
| 7 | Case Studies | 2 | 50 | | 2 |
| Total | | 26 hrs | 650 | | 26 |

SEMESTER IV

| CODE | COURSE | HRS/WEEK | MARKS | | CREDIT |
|-------------|--|----------|-------|-----|--------|
| | | | CIA | ESE | |
| 1 | Internship | 12 | 300 | | 12 |
| 2 | Project | 10 | 200 | | 8 |
| | <u>Cognate course</u> <u>30 Hours</u> | | | | |
| 1 | Coaching | 2 | 50 | | 2 |
| | Modular Course 15 Hours | | | | |
| 1 | Consultancy skills | 1 | 25 | | 1 |
| 2 | Case studies | 1 | 25 | | 1 |
| Total | | 26 | 600 | | 26 |
| Grand total | | 102 | 2500 | | 100 |

Semester I Core Courses

PSYCHOLOGICAL PROCESSES

SEMESTER I
COURSE CODE:
CREDITS: 4

Total Hrs: 60
Marks: 100

Objectives :

- To develop an understanding about basic psychological processes.
- To understand the application of psychological process in work place
- To understand the dynamics of human behavior
- To understand individual difference in the work context.

Unit I: SENSATION & PERCEPTION (12hrs)

Sensation: Sensory processes in vision, hearing, smell, taste, skin senses.
Perception: Attention, Gestalt laws of organization
Perceptual Processes: Form perception, Depth perception, Movement perception,
Constancy, plasticity, Individual differences.

Unit II: LEARNING (12hrs)

Definition, Classical conditioning: Theory, principles, Significance.
Instrumental conditioning: Theory, Reinforcement & punishment, Schedules, principles,
Significance.
Cognitive learning: Latent, Insight, Imitation.
Learner & learning.

Unit III: THINKING & LANGUAGE (12hrs)

Thinking process, Concepts, Problem Solving, Decision making, Creative thinking,
Language communication. Recent theories of Intelligence.

Unit IV: MOTIVATION AND EMOTION (12hrs)

Motivation: Definition, Theories.
Types: Biological Motivation (Hunger, Thirst, Sexual) & Social Motives (Achievement,
power, aggression).
Emotion: Definition, Physiology of emotions, Theories, Emotional Intelligence.

Unit V: PERSONALITY (12hrs)

Definition,

Theories: Type & trait theories,
Dynamic theories (Freud, Jung , Adler, Horney),
Learning & Behavioral theories (Dollard & Miller, Skinner, Bandura &Walters)
Humanistic theories(Rogers, Maslow)
Personality assessment.

Primary Readings

- Morgan,C.T , King,R.A. (1986) Introduction to Psychology, 7th edition, Tata McGraw-Hill publishing company limited, New Delhi, India.
- Coon,D.,Mitterer, J.O.(2007) Introduction to Psychology, 1India edition, Thomson Wadsworth, Akash press, India.

ORGANIZATIONAL BEHAVIOUR

SEMESTER I

Total Hrs: 60

COURSE CODE:

Marks: 100

CREDITS: 4

Objective: To familiarize the students about the factors that contributes to achieving organizational effectiveness through understanding various components that influence behaviour of individual and group and expose them to organizational system and change and its management.

Unit I: Introduction

Definition. Models of OB; autocratic, custodial, supportive, collegial and system. Historical evolution of OB. Today's organizations. What managers do? Contributing disciplines to OB. Challenges and Opportunities. Case studies and exercises

Unit II: The Individual in Organization

Foundations of Individual behaviour. Attitudes and Job satisfaction. Personality and values. Perception and individual decision making. Motivation concepts and applications. Emotions and moods. Case studies and exercises

Unit III: The Group in Organization

Foundations of Group behaviour. Understanding work teams. Communication. Basic approaches to leadership and contemporary issues. Power and politics. Conflict and negotiation. Case studies and exercises

Unit IV: The Organization System and Organizational Dynamics

Foundations of Organization structure. Work design. Human resource policies and practices. Organizational Change. Forces for Change. Managing planned change. Resistance to change. Approaches to managing Organizational change, Contemporary change issues.

Primary Readings :

Luthans, F. (1998). Organizational Behaviour. Boston: Mc Graw Hill.

Stephen P. Robbins and Timothy A. Judge, Organizational Behaviour, 12th edition, 2007. Prentice-Hall of India Pvt Ltd. New Delhi.

Eugene McKenna, Business Psychology and Organizational Behaviour, 4th edition (Special Indian Edition) Psychology Press, Distributed by I K International Pvt. Ltd, New Delhi.

John W. Newstrom, Organizational behaviour – Human Behaviour at Work, 12th edition, 2007. Tata McGraw Hill Publishing Company ltd, New Delhi.

John W Slocum and Don Hellriegel, Fundamentals of Organizational Behaviour, 2007. Thomson Learning. India.

HUMAN RESOURCE MANAGEMENT – I

SEMESTER I
COURSE CODE:
CREDITS: 4

Total Hrs: 60
Marks: 100

Course Objectives

The most valued resource of any organization is its people working for it. Success of the organization depends upon how efficiently they are able to make use of the human resource. It is therefore imperative to know how organizations maintain and retain its human resource. The course is designed to give students an insight of the theoretical and practical perspective, concepts, issues and practices in Human Resource Management. The course is divided in two parts and will be completed over two semesters. Part I will introduce the basic concepts of HRM and help students learn the basic process of human resource department. Part II deals with more key aspects of human resource management.

Unit 1: Introduction to Human Resource Management

Human Resource in organization, history and development of HRM.

The concept of HRM: definition, aims, characteristics, functions, models of HRM, Role of an HR practitioner.

Current status of the field, Challenges and limitations of HRM.

HRM Processes: Strategic HRM, HRM Policies, Competency based HRM, Knowledge management.

Acquisition of Human Resources (Unit 2 and Unit 3)

Unit 2: Human Resource Planning

Nature of work, Concepts and Process of Human Resource Planning, Methods and Techniques of human resource planning, talent management.

Job analysis, job design, job specification: nature and use of job analysis, methods and process of job analysis,

Unit 3: Acquisition of Human Resources

Recruitment: Process and methods, Policies and procedures, Internal-external recruitment.

Selection and placement: Aims and objectives, Selection tests and interviews, issues of equal job opportunity and diversity management in selection process.

Unit 4: Employee Socialization, Orientation and Development

Socialization at work place, Motivation, attitude and emotions at work

Training: importance of training, training and development cycle in organization, e-learning, management development, career management

Primary Readings:

Gary Dessler. A Framework for Human Resource Management, 5th ed. Pearson/Prentice Hall Publishing, 2009

Mathis and Jackson. Human Resource Management..12th edition. Thomson South Western.

SOCIAL PSYCHOLOGY

SEMESTER I
COURSE CODE:
CREDITS: 4

Total Hrs: 60
Marks: 100

Course objective: *Understanding Social Psychology in any organization caters to improve its decision making policies, effectiveness and overall productivity. This course is structured to help students to be aware of the nature of social relationships and its issues and the ways to handle them effectively. Organizational behaviour, rooted in the theories of Social Psychology would equip them to approach the multimodal influences on social behaviour with its implications. Appreciating interpersonal and group level psychological processes in the organizational context, this course orients the students to demonstrate a range of interpersonal skills required in HRM/ HRD encounters.*

Unit I: SOCIAL INDIVIDUAL

15 Hrs

Social self and identity. Social Identity. Diverse identities.
Self Serving Bias.
Social cognition; Person Perception
Impression formation; impression management
Attribution- Theories, biases and errors in attribution.

Unit II: SOCIAL INFLUENCES

15 Hrs

The development of social representation; Prejudice, Stereotypes and Discrimination;
Theories of inter-group relations; Reducing stereotypes and prejudice
Attitude – definition and components.
Attitude organization
Methods of attitudes change;
Persuasion and propaganda techniques

Unit III: SOCIAL RELATIONSHIPS

15 Hrs

Nature, dimensions and dynamics of interpersonal relationships; Interpersonal attraction
Altruism: Problems of definition; Influences of helping; Long-term helpfulness
Aggression: Theories of aggression; Individual differences in aggression; Violence-
sexual harassment, genocide, terrorism.

Unit IV: APPLYING SOCIAL PSYCHOLOGY

15 Hrs

Social psychology and contemporary issues – globalization, gender and diversity
Social psychology at work- application in job satisfaction and performance
Applying social psychology to Law
Dealing with ethnic minorities – the cultural dimension of individual behaviour
Complex world and social behaviour

ESSENTIAL READINGS:

- Aronson, E., Wilson, T.D., and Akert, R.M. (1999). *Social psychology* (3rd ed.). New York: Longman.
- Fraser, C., and Burchell, B. (2001). *Introducing Social psychology*. Cambridge: Polity.

REFERENCES:

- Brehm, S.S., and Kassin, S.M. (1996). *Social psychology* (3rd ed.). Boston: Houghton Mifflin.
- Conger, J.A. (1999). The necessary art of persuasion. *Harvard Business Review of Managing People*. Harvard Business School Press.
- Gilbert, D.T., Fiske, S.T., and Lindzey, G. (Eds). (1998). *The handbook of social psychology* (4th ed.). New York: Oxford University Press.
- Michener, H.A., Delamater, J.D., and Myers, D.J. (2004). *Social psychology* (5th ed.). Belmont, CA: Wadsworth/ Thomson Learning.
- Misra, G. (Ed.). (1990). *Applied social psychology in India*. ND: Sage.

PSYCHOLOGICAL ASSESSMENT

SEMESTER I
COURSE CODE:
CREDITS: 4

Total Hrs: 60
Marks: 100

COURSE OBJECTIVES

This course provides an examination of psychological assessment and testing, including principles of assessment interviewing, test selection, evaluation and report writing, as well as test construction and standardization. Ability, interest, personality & vocational tests will be examined. At the conclusion of the course, students will understand the technical, ethical and legal foundations of psychological tests. They will be able to critique psychometric instruments with respect to normative data provided in a technical manual, be aware of multicultural concerns related to testing, and integrate test scores into a meaningful communication in the form of a psychological report.

By the end of the course the students should

- Have a fundamental understanding of the core issues in psychological testing and measurement
- Learn about the different methods of assessment and the process of test construction
- Be able to interpret and report psychometric properties of tests, such as reliability and Validity
- Gain a thorough understanding of intelligence, aptitude, interest, and personality testing

Unit I: PRINCIPLES & ETHICAL ISSUES

(15 hours)_____

Psychological Assessment & Testing: Definition and Purpose

Assessment Principles: Objectivity, Standardization, Reliability, Validity, Norms
Instrument selection, Administration, Scoring and Communicating Results

Ethical & Social Considerations in Testing: User qualifications, Testing instruments and Procedures, Protection of Privacy, Confidentiality, Communicating test results

Lab 1

Administration of psychometric devices

Unit II: METHODS OF ASSESSMENT

(15 hours)

Questionnaires: Characteristics, Functions and Types

Interview: Types and functions of Interview, Factors affecting Interview, Advantages and Disadvantages, Important sources of error in Interview.

Observation: Purposes and Types of Observation, Rating Scales: Meaning and Types of Rating scales,
Group Discussions, Competency Mapping

Lab 2

Lab in designing HRD instruments –interview schedule

Unit III: TEST CONSTRUCTION

(10 hours)

Steps in test construction, Item Writing: types of items, General guidelines for item writing

Item Analysis: Meaning and Purpose, Item difficulty, Item validity, Internal consistency, Item analysis of Power and Speed Tests

Lab 3

Lab in designing HRD instruments –questionnaires

Unit IV: APPLICATIONS

(20 hours)

Measurement of Intelligence, Aptitude and Achievement: Types of Intelligence tests, Distinction between Aptitude and Achievement Tests, Types of Aptitude and Achievement Tests

Measurement of Personality: Meaning and Purpose, Tools of Personality Assessment, Measurement of Interests, Values and Attitudes

Lab 4

Lab in designing HRD instruments –Games and simulations

Primary Readings :

1. Anastasi, A. & Urbina, S. (1997). *Psychological testing*. N.D.: Pearson Education.
2. Kaplan, R.M. & Saccuzzo, D.P. (2007). *Psychological Testing: Principles, Applications, and Issues*. Australia: Thomson Wadsworth.
3. Whiston, S.C.(1999) *Principles and Applications of assessment in Counselling*
4. Gregory, R.J. (2005). *Psychological testing: History, principles and applications*. New Delhi: Pearson Education.
5. Singh, A.K. (2006). *Tests, Measurements and Research Methods in Behavioural Sciences*. Patna: Bharati Bhavan.

Cognate courses

INDIAN ECONOMICS & BUSINESS IN ENVIRONMENT

SEMESTER I

Total Hrs: 30 hrs

COURSE CODE:

Marks: 50

CREDITS: 2

Objectives

- To understand Economic environment of business in India
- To understand economic reforms and industrial policies in India

Unit 1 Environment of business in India (10 hrs)

Board profile of the Indian Economy. Contemporary Economic Reforms, Macro Economic scenario .Globalization and its impact.

Indian industrial environment: Structural features of the Indian economy. Industrial growth structure and performance. Impact of privatization.

Unit 2 Business and Government (10 hrs)

Economic Role of the state and government .Economic planning in India.

Industrial policies since independence, the new industrial policy of 2009; Small industry environment: small scale industry, cottage industry.

Development finance: Banks and financial institutions, cooperative banking; Public sector: disinvestment, privatization, State support to public institutions;

Foreign direct investment: multinational corporations, transnational corporations; Foreign Institutional Investment

Primary Readings

Misra, S.K & Puri. V.K. (2002)Economic Environment of Business, New Delhi; Himalaya publishing House.

References:

R. Dutt and K.P.M. Sundaram, *Indian Economy*, S. Chand Publications, Reprint 2009

S.K. Mishra and V.K. Puri, *Review of Indian Economy*, Himalaya Publishing House, Reprint 2006

S.L. Gupta, *Business Economics: Theory and Applications*, Brijwasi Book Distributors, Paperback 2007

PSYCHOMETRIC TESTING
PRACTICUMS I

SEMESTER I
COURSE CODE:
CREDITS: 2

Total Hrs: 30 hrs
Marks: 50

Aptitude Testing

- Differential Aptitude Testing
- David's Battery of Differential Abilities

Creativity

- Wallach-Kogan Creativity Test

Intelligence

- Bhatia's Battery of Intelligence Testing
- Emotional Intelligence Scale
- Social Intelligence Scale
- Standard Progressive Matrices

Interest

- Comprehensive Interest Schedule
- Work Preference Schedule

Memory

- PGI Memory Scale

Motivation

- Motivational Analysis Test
- Achievement Motivation Test

Personality

- MBTI – Myers Briggs Type Indicator
- 16 PF – Form C, D, E
- TAT – Thematic Apperception Test

Interpersonal relations

- FIRO – B

Modular courses

JOB ANALYSIS LAB

SEMESTER I
COURSE CODE:
CREDITS: 1

Total Hrs: 15 hrs
Marks: 25

Objective:

- To orient the students about the concept of job analysis and its application .
- To provide a practical exposure to develop a job analysis tool

Job Analysis and Selection:

Job analysis schedule and procedures.

Psychological contribution to job analysis and evaluation.

Lab

Develop a job analysis schedule

Reference:

1. Girishbala Mohanty, Industrial Psychology and Organizational Behaviour (2008), Kalyani Publishers, Delhi.
2. Ghosh P K and Ghorpade M B, Industrial Psychology(2002), Himalaya Publishing House, Mumbai
3. Blum M.L ,and Naylor,J.C(2004).Industrial psychology its theoretical and social foundations .New Delhi :CBS publishers

TRAINING FOR INDIVIDUAL GROWTH

SEMESTER I
COURSE CODE:
CREDITS: 1

Total Hrs: 15 hrs
Marks: 25

Objective:

- To develop self awareness
-
1. Personal awareness (3 Hrs)
 2. Emotional management (3 Hrs)
 3. Career planning (4 Hrs)

Semester II Core courses

PERSONNEL MANAGEMENT /INDUSTRIAL RELATIONS

SEMESTER II

COURSE CODE:

CREDITS: 4

Total Hrs: 60

Marks: 100

OBJECTIVE: The paper aims to see the importance of the discipline personnel management for the successful running of an organization. It also focuses on the genesis and growth of the discipline, functions of the personnel management at different levels. The paper also gives an overview about the employment and the development of the personnel managers. It also focuses on the industrial relations and disputes. It also covers the ways of improving the relations and reducing disputes.

The paper studies about the Personnel management and the industrial relations and the disputes. The objective is to make them aware about the role of personnel managers and their functions at different levels in the work place.

Unit I – PERSONNEL MANAGEMENT – INTRODUCTION

8 hrs

Definition of Personnel management , Concept, Terminology, Objectives – primary and Secondary Objectives, pre – requisites, impact of environment on organizational objectives, Tools, techniques and methods needed to achieve the objectives. Processes – systems approach to personnel management. Changing Scope of personnel management. Personnel Management in India – genesis and Growth, Functions of Labour Welfare officer, Impediments to the progress of Personnel management in India, Professionalization of personnel management, Future role of Personnel manager in India.

Unit II – FUNCTIONS OF PERSONNEL MANAGEMENT

10hrs

General and specific, Personnel administration and industrial relations, On the basis of capacities, Functions according to the degree of authority. Managerial functions, Operative Functions, Personnel Functions.
Functions of employee welfare and personnel Administration.
Functional Areas – Organizational planning and development, Staffing and employment, Training and development, Compensation wage and salary administration and Employee services and benefits, Employee records, Labour relations, Personnel research and personnel audit,

Unit III – EMPLOYMENT AND DEVELOPMENT OF PERSONNEL MANAGERS

12 hrs

Human Resource Planning: - manpower planning, need, benefits and components.

Recruitment and selection process: sources, Methods, practices. Selection procedure – Application blanks, Testing and interviews.
Promotions – purpose, types, and systems. Transfer – purpose and procedure.
Demotions – causes of demotions.
Executive Development: Purpose and objectives. Components, programmes and methods of executive development.
Performance Appraisal: importance and purpose and approaches.

Unit IV – INDUSTRIAL RELATIONS

12 hrs

Definition, Importance & Scope. Concepts – scope and philosophy of industrial relations. Industrial relations – dimensions of the problem, emergence of the labour force, Industrial relations and five year plans. Four decades of industrial relation policy in India. Trade Union-Growth, Objective, Function & Role in globalize Content. Governmental Measures – Ministry for labour, Commissioner of labour, Deputy Commissioner & Labour Offices.
Labours Management – Role of Personnel & Industrial Relations Manager in Promoting & Establishing peaceful industrial relations.
Functional requirements of a successful relations programme.

Unit V – INDUSTRIAL DISPUTES AND WORKER PARTICIPATION IN MANAGEMENT

(8 HRS)

Forms and types of disputes. Nature of Industrial Dispute, Causes of Industrial Dispute, Types of conflict Resolution – Statutory & Non Statutory. Collective Bargaining – Meaning, Characteristics, Need, Importance, Process, Pre-requisites.
Workers Participation in Management: Concept & Pre-requisites. Forms & Levels of Participation, Benefit of workers participation in management, Role of workers participation in Labour welfare & Industrial hygiene Causes of Industrial Dispute

Reference Books:

C.B.Mamoria & S.V.Gankar ,*Personnel management , 29th edition (2009) Himalya Publishing House.*

C.B.Mamoria, *Personnel management , 25th edition (2009) Himalya Publishing House.*

Stephen.P. Robbins and Timothy A. Judge, *Organizational Behaviour, 12th edition, Prentice Hall India.*

Fred Luthans, *Organizational Behaviour, 10th Edition, Tata Mcgraw Hill.*

Schultz and Schultz – Psychology and work Today, 6th Edition, Mac Milan Publishing Co., New York.

ORGANIZATIONAL DEVELOPMENT

SEMESTER II

COURSE CODE:

CREDITS: 4

Total Hrs: 60

Marks: 100

Objective: To familiarize the students about the concept of OD elaborately. To diagnose the need for change and the requirements on part of the change agent. To understand the dynamics of power, politics and ethics while implementing change. To get exposed to various intervention methods used in OD.

Unit I: Introduction

Defining Organizational Development (OD), Characteristics of OD, Evolution and Assumptions of OD, Models of OD, Action Research as a Process and Features of Action Research, Case studies.

Unit II: Diagnostic Strategies and Skills

Explaining diagnosis, The Process, Diagnostics Models and Skills, Methods of Obtaining Diagnostic Information, The Change Agent and the rules, The Client-Consultant Relations in OD and Client – Consultant Relationship, Case studies.

Unit III: Power, Politics and Ethics in OD

Power and Control issues in Organizations, Power, the concept of Organizational politics, Ethics in OD, Case studies.

Unit IV: OD Interventions

Definition of OD intervention, Selecting an OD intervention, Classification of OD intervention, OD interpersonal interventions, OD intergroup Development Interventions and Case studies.

Text Book:

Kavita Sing,(2005) Organizational Change and Development, First Edition, Excel Books, New Delhi.

Reference:

S. Ramnarayan, TV Rao and Kuldeep Singh, Organization Development: Interventions and strategies (Edited book), Response Books: A division of Sage Publications, New Delhi.

Stephen P. Robbins and Timothy A. Judge, (2007) Organizational Behaviour, 12th edition,. Prentice-Hall of India Pvt Ltd. New Delhi.

Eugene McKenna, (2009) Business Psychology and Organizational Behaviour, 4th edition (Special Indian Edition) Psychology Press, Distributed by I K International Pvt. Ltd, New Delhi.

John W. Newstrom, (2007) Organizational behaviour – Human Behaviour at Work, 12th edition,. Tata McGraw Hill Publishing Company Ltd, New Delhi.

John W Slocum and Don Hellriegel, (2007) Fundamentals of Organizational Behaviour, Thomson Learning. India.

HUMAN RESOURCE MANAGEMENT -II

SEMESTER II
COURSE CODE:
CREDITS: 4

Total Hrs: 60
Marks: 100

Course Objectives

The most valued resource of any organization is its people working for it. Success of the organization depends upon how efficiently they are able to make use of the human resource. It is therefore imperative to know how organizations maintain and retain its human resource. The course is designed to give students an insight of the theoretical and practical perspective, concepts, issues and practices in Human Resource Management. The course is divided in two parts and will be completed over two semesters. Part I will introduce the basic concepts of HRM and help students learn the basic process of human resource department. Part II deals with more key aspects of human resource management

Unit 1: Employee compensation, benefits and evaluation

Compensation: Nature, Strategic compensation, Market rate analysis, legal and administrative aspects.

Pay system: Development of pay systems, variable pay, benefits and incentives.

Performance appraisal: Nature and use of performance appraisal, methods of performance appraisal, Performance management, legal aspects

Unit 2: Employee relations

Employee relations: Framework, approaches, processes, employee voice, communication.

Employee health and safety: Need and importance, risk assessment, health and safety policies, accident prevention, health and safety training

Change management and innovation.

Unit 3: Employee and labor issues

Conflict management, Negotiation and bargaining, Unions and collective bargaining, Discipline and grievance management, Issues of organizational justice, legal issues.

Unit 4: Employment and HRM services

Team work and leadership management, Employment practices and procedures, Human resource audit, accounting and information system, Human resource in merger s and acquisitions, International dimensions of HRM

References:

Gary Dessler. A Framework for Human Resource Management, 5th ed. Pearson/Prentice Hall Publishing, 2009

Mathis and Jackson. Human Resource Management..12th edition. Thomson South Western.

RESEARCH METHODS

SEMESTER II
COURSE CODE:
CREDITS: 4

Total Hrs: 60
Marks: 100

Course objective

- *To provide theoretical foundation on quantitative and qualitative research methods*
- *To make acquainted various traditions of e research methodologies in organizational psychology*
- *To build up skills on designing research*
- *Develop skills on collecting data using various methods*
- *Sensitize the importance of interdisciplinary research*
- *Expand skills on analyzing data manually and using soft wares*
- *Develop skills on proposal writing and reporting research*

Section-A: Quantitative Research methods

Unit –I: Foundations, Methodology and Research Methods (15 hrs)

Defining quantitative research: History of Quantitative research in I/O Psychology; Ethical issues; various approaches; Experimental, non- experimental, quasi-experimental; Sampling techniques and data collection methods. Applications of Quantitative research methods in human resource management and organizational Psychology

RESEARCH LAB (7 hrs)

- 1) Review of different article related to the different traditions of quantitative research
- 2) Skill training seminars

- Unit II: Psychological statistics (15 hrs)

Definition and purpose of psychological statistics; Descriptive statistics: measures of central tendency and variability; correlation. Inferential statistics; Probability distribution and Normal curve, Levels of significance, Parametric and Non – Parameter tests of significance.

RESEARCH LAB (7 hrs)

- 1) SPSS

Section – B: Qualitative Research Methodology

Unit –III: Foundations and Methodology(15 hrs)

Defining Qualitative research and contrasting it with quantitative research , History of qualitative research in I-O Psychology ; Philosophies and Major Qualitative methodologies ; Grounded theory, Phenomenology , Narrative , action research Case study , Ethnography.

RESEARCH LAB (7 hrs)

- 1) Simulated techniques on different data collection methods
- 2) Proposal writing

Unit –IV: Methods of Collecting Qualitative data (15 hrs)

Qualitative Research Process; What is qualitative data? Various methods of collecting qualitative data: participant observation, interviewing, focus groups, life history and oral history, documents, diaries, photographs, films and videos, conversation, texts and case studies. Methods of data analysis. Applications of Quantitative research methods in human resource management and organizational Psychology

RESEARCH LAB (7 hrs)

- Qualitative data analysis software Atlas / Nudist
- Reporting qualitative research data

PRIMARY READINGS

- *Ritchie, J. & Lewis, J. (eds.). (2003). Qualitative research practice: A guide for social science students and researchers. New Delhi: Sage*
- *Biber, S.N.H and Leavy (2006). The practice of qualitative research. New Delhi: Sage publications*
- Kerlinger, N. (1996). Foundations of behavioural research. India: Prentice Hall
- Gravetter, F.J., & Forzana, L.A.B (2009). Research methods for behavioral sciences. United States : Wordsworth cengage learning
- Document compiled by the teacher in charge

Cognate courses

TRAINING AND DEVELOPMENT - I

SEMESTER II
COURSE CODE:
CREDITS: 2

Total Hrs: 30
Marks: 50

Introduction:

This is an introductory course in training and development in organizational setting. The paper would introduce students to the concept of training and development in work settings. Syllabus is designed to emphasize theory of training and development and equip the students with the understandings of basic concepts of training e.g. learning theories, motivation, need analysis etc. The teaching methodology would be consisting of lectures, presentation, role plays and case studies.

Course Objective:

The course is designed to help students learn the theoretical foundations of training and development and also understand the practical issues related to employee training and development. Some of the main objectives are:

1. To understand the role of training within the entire organization and how training can move the organization forward, help it change, motivate its employees, and retain strong workers with the correct knowledge skill, and attitudes to perform their jobs.
2. To acquaint/reacquaint students with the stages and basic dynamics of training and development.
3. To instill in students the value of using a systems approach in designing and evaluating training programs.

Unit 1: Introduction to Training & Development (10hrs)

Introduction to Training Concept: Definition, Meaning, Need for Training,

Importance of Training, Objectives of Training, Concepts of Education, Training And Development,

Learning: Theories and Program Design, General Motivation Theories,

Overview of Training Functions, Types of Training, linking training to company's functions

Unit 2: Training Process (10hrs)

Steps in Training, Designing training program, Identification of Job Competencies,

Training Need Analysis, Criteria for Identifying Training Needs, Assessment of Training Needs, Methods and Process of Needs Assessment, levels and issues in training need analysis, Methods of Training Needs Assessment,

Transfer of Training, The process of training transfer, Factors effecting transfer

Training lab

Training need assessment

Primary readings

PSYCHOMETERIC TESTING
PRACTICUMS II

SEMESTER II
COURSE CODE:
CREDITS: 2

Total Hrs: 30 hrs
Marks: 50

Organizational and management related tools

- Quality of Work Test
- Organizational Climate Inventory
- Work Motivation Questionnaire
- Leadership Scale
- Job Value Questionnaire
- Job Satisfaction Scale
- Occupational Stress Index

*** Any 5 tests from the above list can be chosen.*

Group activities

- Johari Window
- Role plays
- In Basket Techniques
- Leaderless Group Discussion
- Simulation Exercises/ Group games

SEMESTER II

ACCOUNTING & FINANCE

Total Hrs: 30hrs
COURSE CODE:

Max Marks: 50

Unit I

Evolution of Accounting - Definition of Accounting – Accounting Book Keeping – Accounting as an information system .Uses of Accounting information –Financial Management Accounting. Principal Financial Statements. (4) Hrs

Unit II

Accounting Postulate –Accounting – Accounting Principles accounting Concepts – GAAP (4) Hrs

Unit III

Journal Ledger Trial Balance –Final A/C without adjustments (10) Hrs

Unit IV

Financial Management – Objectives of Financial Management Finance Function –Scope & objectives (2) Hrs

Reference

Chandra ,P(2008).Financial management theory and practice 7th edition .New Delhi :Tata Mcgraw Hills publishing company private limited

COGNATE COURSE
PERFORMANCE APPRAISAL

SEMESTER II
COURSE CODE:
CREDITS: I

Total Hrs: 15
Marks: 25

Introduction

The course introduces the basic concepts of Performance appraisal which would help the students to have a greater insight into the application of these principles for the effective functioning of organizations. The course provides students with fundamental aspects of performance appraisal systems which would act as a primary step for their future learning and familiarizes them with the essential knowledge required to operate a workable system.

Course objective

- To orient the students with the concepts related to performance appraisal.
- To understand different types of performance appraisal systems.
- To help the students to learn to plan, develop, conduct and evaluate performance appraisal systems.
- To have an insight into the new trends in performance appraisal system.

Unit 1: Introduction to Performance Appraisal:(5hrs)

Meaning & Definition of PA, Objectives, Purpose & Principles of PA, Importance & Benefits of a well planned appraisal, Performance Appraisal & performance Management, Approach to PA-Process & content. Different types of employee appraisal systems.

Unit 2: Performance Appraisal: Planning & execution(5 hrs)

Foundations of PA: Defining job content, objectives, Competencies & values. Appraisal discussion, Developing PA system, Introducing & Operating PA system,360 appraisal system/ feedback, uses of 360 feedback, Follow-up. New trends in Performance Appraisal systems.

PRIMARY READINGS

Fisher, M. (1995), Performance Appraisals, Kogan Page, London.

Maddux B R., ((2004), Effective Performance Appraisal, 4th Ed, Crisp Publications, CA.

Pattnayak B, (2006) Human resource management 3rd edition, prentice hall, New Delhi.

ADDITIONAL READINGS

Sachs R T, (1992), Productive Performance Appraisals, AmACOM, New York

Grote, D., (2002), The Performance appraisal question and answer book, AmACOM, New York

TRAINING FOR INDIVIDUAL GROWTH

SEMESTER II

COURSE CODE:

CREDITS: I

Total Hrs: 15

Marks: 25

Objective: To develop skills for personal growth

UNIT

1. Interpersonal awareness (4 hrs)
2. Problem solving skills (2 hrs)
3. Assertiveness skills (2 hrs)
4. Anger management Skills (2 hrs)

Semester III

Core course

ORGANISATIONAL CULTURE AND DIVERSITY

SEMESTER III
COURSE CODE:

Total Hrs: 60
Marks: 100

CREDITS: 4

Introduction

The course familiarizes the student with a wide range of concepts which help them to develop an understanding of the diverse organizational culture.

Course objective

- To introduce a conceptual base for understanding the importance of culture in organizations.
- To provide a basic understanding of the underlying psychological processes involved in organizations in changing cultural context.
- To familiarize the students with the concepts related to international organization behavior.
- To impart the strategies to manage cultural diversity in organizations.

Unit 1: Introduction to cultural diversity

15 hours

Globalizing economy: changing environment for business, Nature of the multinational company, Multinational management.

Organizational cultures: Definition, Types, Elements, levels, Foundations of organizational culture: manifestations, model for interpreting, Functions, Defining diversity.

Unit 2: Organizational behaviour and culture

15 hours

Organizational values and ethics, Organizational culture and performance, Organizational socialization, Socialization through mentoring

Developing, maintaining, changing and strengthening organizational culture, Developing high performance cultures.

Unit 3: Processes in international organization behavior

15 hours

Merging organizational cultures, Processes in preparing employees for successful foreign assignments.

Language and cross cultural communication, Multicultural workforce: multicultural teams, leadership, Motivation, Decision making, Negotiating globally.

Unit 4: Managing diversity

15 hours

Managing across cultures, Barriers and challenges to managing diversity, Towards greater cross-cultural awareness and competence.

Managing diverse workforce- women, ethnic minorities.

Creating cultural synergy: Cultural invisibility, Strategies for organizing culture, Managing culturally diverse teams, Organizational practices.

Essential readings:

Hellriegel, D., Slown, J.W & Woodman, R.W. (1995). *Organizational behavior* (7th edition). New York: West Publishing Company.

Kreitner, R., & Kinicki, A. (1998). *Organizational behavior* (4th edition). Boston: Irwin McGraw-Hill.

Mc Shane, S.L., & Glinow, M.A.V. (2007). *Organizational behavior*. New Delhi: Tata Mc-Graw Hill.

Further readings:

Adler, N.J (2002). *International dimensions of organizational behavior*. (4th edition) Australia: Thomson South Western.

Czinkota, M.R., Ronkainen, I.A. & Moffelt, M.H. (2002). *International business*. (6th edition). Australia: Thomson South Western.

Cullen, J.B. (2002). *Multinational management: a strategic approach*. (2nd edition). Australia: Thomson South Western.

Desimone, R.L., Werner, J.M. & Harris, D.M. (2002). *Human resource development*. Australia: Thomson South- Western.

Merrill- Sands, D. & Holvino, E. (2003). Working with diversity: a focus on global organizations. In Ely, R.J., Foldy, E.G., Scully, M.A. & The Center for Gender in Organizations, Simmons School of Management, Simmons College. (Eds). Malden: Blackwell Publishing.

Thomas, R.R. & Woodruff, M.I. (1999). *Building a house for diversity*. New York: American Management Association.

Thomas, D.A. & Ely, R.J. (2003). *Making differences better: a new paradigm for managing diversity*. In Ely, R.J., Foldy, E.G., Scully, M.A. & The Center for Gender in Organizations, Simmons School of Management, Simmons College. (Eds). Malden: Blackwell Publishing.

CONSUMER BEHAVIOUR

SEMESTER III
COURSE CODE:
CREDITS: 4

Total Hrs: 60
Marks: 100

Introduction

The course introduces a wide range of behavioral concepts, and explores the strategic implications of consumer behavior for marketers. The course challenges students to explore the realities and implications of consumer behavior in traditional and e-commerce markets. The course involves demonstrating how an understanding of buyer behavior can help to improve strategic decision making.

Course objective

- To provide a conceptual base for understanding the behavior of consumers within the marketing system in a society.
- To understand the underlying psychological processes involved in consumer behaviour.
- To understand the underlying psychosocial processes involved in consumer behaviour.
- To understand and analyze consumer decision making process

Unit 1: Introduction to consumer behaviour:

Understanding Consumer behaviour: Meaning & Definition of CB, Difference between consumer & Customer, Buyers and Users, Disciplines involved in the study of CB, Factors affecting consumer behaviour, Benefits of consumerism.

Consumer Research: Consumer Research Paradigms, Consumer research process, Ethical considerations

Unit 2: Psychological processes of consumer behaviour

Motivation: Consumer motivation and its effects, Factors affecting motivation, Systems of needs.

Perception: Dynamics of perception, Consumer imagery and perceived risk.

Personality: Theories of Personality (Freudian Theory, Neo-Freudian Theory, Trait Theory), Personality and understanding consumer, Brand Personality Self and Self-Image

Consumer attitudes: The nature of attitude, Models of attitudes, Strategies of attitude change.

Unit 3: Psychosocial processes of consumer behavior

Household influences: Nature of family purchases, Husband wife influences, Parent Child Influences, Socialization of family members, Reference groups, Understanding power of reference groups

Social class and CB: How social class affects consumption, Consumption patterns of specific social class

Influence of culture, sub-culture and cross culture on CB

Unit 4: Consumer Decision making process

Problem Recognition and Information search, Judgment and decision making based on high and low effort. Levels of Consumer decision making, Models of consumer decision making, Post decision processes

PRIMARY READINGS

Schiffman, L.G and Kanuk L.L Consumer Behaviour, 8/e, Pearson Education, New Delhi, 2003

W.D. Hoyer and D.J. MacInnis (2004), Consumer Behavior, 3rd edition, Houghton Mifflin Company.

Consumer Behaviour- Satish k Batra & S H H Kazmi, Excell Books

Hawkins, D. L & Best Roger , Consumer Behavior- Building Marketing Strategy, Mcgraw-Hill, Indian edition, New Delhi,9th edition,2008

ADDITIONAL READINGS

Roger D. Black Well et al, Consumer Behaviour, 9/e Thomson, New Delhi, 2002

K.K.Srivastava, Consumer Behaviour,Galgotia Publishing Co.New Delhi,2003.

Henry Assael, Consumer Behaviour,6/e,Thomson,New Delhi,2001

Michael R.Solomon, Consumer Behaviour,5/e,PHI,New Delhi,2003

CORPORATE COUNSELLING

SEMESTER III
COURSE CODE:
CREDITS: 4

Total Hrs: 60
Marks: 100

Introduction

The course in corporate counseling is intended to provide students' with an understanding of the counselor's roles within evolving Organizations in today's world. This paper aims to familiarize students with the basic concepts and issues of counseling. It provides a comprehensive overview and general understanding of the profession of counseling in organizations. It aims to promote critical thinking about various problems faced by employees which hamper their professional and personal growth.

Course objective

- To describe the changing work environment and the need and development for the provision of counselling services in workplace;
- To Provide conceptual and practical knowledge of workplace counselling provisions
- To understand the effectiveness of counseling services and their impact on staff and organization;
- To Apply various counselling approaches and skills to address issues like work stress, Sexual harassment, conflict and violence, crisis intervention; and the promotion of team work, work-life balance and health.

Unit 1: Counseling in organizations

Concept of counseling; Defining features of counseling; Major goals of counseling; Difference between guidance and counseling; Overview of stages of counseling process, Principles of counseling techniques and skills- individual and group counseling. Overview and Nature of Organizations, The Role of Counseling at Work

Unit 2: Understanding organizations and counseling provision

Internal counseling provisions for organizations, External counseling provisions for organizations, Models of counseling in organizations, Organization culture and its impact on counseling, The counseling consultant's role in assessing organizations for counseling, Counseling as a form of organizational change.

Unit 3: Introducing counseling into organizations

Educating the Organization to Receive Counseling, Managing the Counseling Process in Organizations, Ethical Issues in Counseling in Organizations, Counseling Skills Training for Managers in the organization, Evaluating and Auditing Workplace Counseling Programmes

Unit 4: ISSUES FOR COUNSELLORS IN ORGANIZATIONS

Stress and the Counselor: Travel stress, Time stress, Work stress and families, Burnout, Depression. Line Management and Counseling, Problems of absenteeism turnover. Sexual harassment and unethical behavior at work place, Substance abuse. Work- life balance of employees

PRIMARY READINGS

Carroll, M. and Walton, M. (eds.) (2003) Handbook of Counselling in Organizations. London: Sage Publications

Coles A. Counselling in the workplace. Milton Keynes: Open University Press; 2003.

Carroll M. Workplace counselling. London: Sage; 1996.

ADDITIONAL READINGS

Orlans V, Edwards E. Counselling the organisation. Counselling at Work. Summer 2001;33.

Berridge, J., Cooper, C. L., & Highly-Marchington, C., (1997) Employee assistance programmes and workplace counselling

Herriot, P. (2001) The employment relationship: A psychological perspective. London: Routledge

McLeod, J. (2001) Counselling in the Workplace: The Facts. A Systematic Study of the Research Evidence. Rugby: British Association for Counselling and Psychotherapy.

Oher, J.M. (ed.) (1999) The Employee Assistance Handbook. New York: Wiley.

Cognate course

LABOR LAWS

SEMESTER III
COURSE CODE:
CREDITS: 2

Total Hrs: 30
Marks: 50

Objective

This paper will introduce students with different laws governing and regulating the relationship between individuals, unions and management. This will further help them to understand and manage different relations in industrial scenarios.

Unit I (5 hrs)

INTRODUCTION TO LABOUR LEGISLATION : Philosophy of Labour Laws, Labour Laws, Industrial Relations and Human Resource Management, Labour Laws: Concept, Origin, Objectives and Classification, International Labour Organisation, Organisation and Indian Labour Legislations, Indian Constitution and Labour Legislations, Labour Policy, Emerging Issues and Future Trends

Unit II (5 hrs)

LAWS ON WORKING CONDITIONS: The Factories Act, 1948, The Mines Act, 1952, Shops and Establishment Law, Plantation Labour Act, 1951, Contract Labour (Regulation and Abolition Act, 1986), 12 Child Labour (Prohibition and Regulation Act, 1986)

Unit III (5 hrs)

INDUSTRIAL RELATIONS LAWS: Trade Union Act, 1926, Industrial Disputes Act, 1947-I, Industrial Disputes Act, 1947-II, Industrial Employment (Standing Orders) Act, 1946, Industrial Discipline and Misconduct, Domestic Enquiry

Unit IV (5 hrs)

WAGES AND LABOUR LAWS: Minimum Wages Act, 1948, Payment of Wages Act, 1936, Payment of Bonus Act, 1965, Equal Remuneration Act, 1976

Unit V (5 hrs)

LAWS FOR LABOUR WELFARE AND SOCIAL SECURITY: Social Security Legislation: An Overview, The Workmen's Compensation Act, 1923, The Employees' State Insurance Act, 1948, The Maternity Benefit Act, 1961, The Employee's Provident Fund and Miscellaneous Provisions Act, 1952, The Payment of Gratuity Act, 1972

Reference

Industrial Law – P. L. Malik
Industrial Law – J. K. Bareja

Labour Laws for managers – B. D. Singh

Industrial & Labour Laws – S. P. Jain

EMPLOYEE WELFARE AND SAFETY

SEMESTER III
COURSE CODE:
CREDITS : 2

Total Hrs: 30
Marks: 50

Course objective:

Employee welfare services are an integral part of any organization which play a major role in winning over employee's loyalty and increase their morale. This course is designed to learn the basic principles and statutory regulations of Employee Welfare policies in India. After studying this course, students should be able to understand the function of these services in developing efficiency and productivity among workers. By ensuring welfare, security and safety they would be able to realize its connection with other HR practices and thereby making recruitment more effective (because these benefits add to job appeal).

Unit I: EMPLOYEE WELFARE

5 Hrs

Labour Welfare -Introduction, History, Meaning and Definition. Merits and demerits of welfare measures.

Principles and Types of Employee Welfare Services.

Labour Welfare in Indian industry . Welfare facilities under the Factories Act, 1948.

Role, Functions and Duties of Labour Welfare Officer.

Approaches to Labour Welfare. Administration of welfare facilities and its assessment.

Unit II: EMPLOYEE HEALTH AND SAFETY

10 Hrs

Importance of employee health and safety

Conducting risk assessments. Health and safety audit

Safety- Types and causes of accidents. Prevention of accidents.

Statutory provisions for industrial safety in India

Implementation of safety programme

Health- Occupational hazards and diseases. Protection against hazards.

Employee health: problems and remedies. Physical and mental health measures.

Statutory provisions concerning health- Section 11 to 20 of the Factories Act.

Occupational health programs. Measuring health and safety programmes.

Unit III: SOCIAL SECURITY

5 Hrs

Social security- Meaning, Concept and Scope.

Types of social security- Social Assistance, Social insurance and Public services.

ILO & Social security

Social security legislation in India.

The Workmen's Compensation Act, 1961; The Employee's State Insurance Act, 1948;

The Employee's Provident Funds and Miscellaneous Provisions Act, 1952; The Maternity Benefit Act, 1961; The Payment of Gratuity Act, 1972.

ESSENTIAL READINGS:

Aswathappa, K. (2002). *Human resource and personnel management: Text and cases*. 3rd edn. New Delhi: Tata Mc-Graw-Hill.

Suri, R.K. & Chhabra, T.N. (2002). *Managing human resource: Techniques and practices*. New Delhi: Vanity Books International.

REFERENCES:

Armstrong, M. (2001). *A handbook of human resource management practise*. 8th edn. UK: Kogan Page.

Dessler, G. (1997). *Human resource management*. New Jersey: Prentice Hall.

Khanka, S. S. (2003). *Human resource management: Text and cases*. New Delhi: S. Chand & Company Ltd.

TRAINING AND DEVELOPMENT II

SEMESTER III
COURSE CODE:
CREDITS : 2

Total Hrs: 30
Marks: 50

Unit 1: Different training methods and types

Various techniques and methods of training and development, technology and training, E learning,

Leadership development, Transformational leadership, Training leaders, leadership feedback, Cross-Cultural Training, Diversity Training

Training lab I

Assessment centers

Unit 2: Evaluation of Training Program and issues in training and development

Training Evaluation - Need for evaluation, Concept of Return on Investment, Cost-Benefit Analysis, Models of Training Evaluation,

Special Issues in Training and Development

Careers and Career Management

Special Challenges in Career Management and

Future of Training and Development

Training lab 2

Competency mapping

Primary readings

Blanchard, P. Nick and Thacker, James W. (2007), Effective Training - Systems, Strategies, and Practices. Prentice Hall,

Noe, R. A. (2008), Employee training and development. (4th Ed). McGraw-Hill

DeSimone, Randy L., Werner, Jon M., & Harris, David M. (2002). Human Resource Development, (3rd Ed.). Cincinnati: Thomson/South-Western College Publishing

Bhatia S. K. (), Training and Development

Pattanayak B () Human Resource Management.

Pareek, U (). Training Instruments for HRD

DeSimone, R.L. Werner, J.M. & Harris, D.M. (2002). Human Resource Development (3rd ed.). Orlando, FL: Harcourt, Inc.

Goldstein, I.L. (1993). Training in Organization. (3rd ed.) Pacific Grove, CA: Brooks/Cole Publishing Company.

INFORMATION MANAGEMENT SYSTEM

SEMESTER III
COURSE CODE:

Total Hrs: 30
Marks: 50

CREDITS :2

Objectives

This course will explain students about the relationships among management, information, and systems. it will help student understand the basics of computer based information processing. Through this course students can develop and understand the use of information technology in problem solving and decision making.

Unit 1: Introduction to information system:

Unit 2: Strategic Use of Information Systems,

Unit 3: Basic Concepts of Information Systems Resources such as hardware, software, and telecommunications, database, Internet and electronic commerce, and Internet Security & Ethnical Challenges

Reference:

Laudon, Kenneth C., and Jane P. Laudon. 2007. Management Information Systems: Managing the Digital Firm, (10 Ed), New Jersey: Prentice-Hall.

Carol V. Brown, Daniel W. DeHayes, Jeffrey A. Hoffer, Martin, E. Wainright, and William C. Perkins. 2008. Managing the Information Technology, 6 edition. Prentice-Hall, Incorporated.

Turban, Efraim, Ephraim McLean, and James Wetherbe. 2007. Information Technology for Management: Transforming Organizations in the Digital Economy. John Wiley & Sons.

TOTAL QUALITY MANAGEMENT (TQM)

SEMESTER II
COURSE CODE:
CREDITS: 2

Total Hrs: 30
Marks: 50

Objective: To familiarize students with the basic principles and methods associated with total quality. To show how these principles and methods have been put into effect in a variety of organizations and to illustrate the relationship between TQ principles and the theories and models studied in OB.

Unit I: Introduction to Total Quality(7 hrs)

Importance of Quality, Concept of Quality, Principles of Total Quality, TQ and Organizational Models, Frameworks of Organizational Quality: Six Sigma, ISO 9000, Quality and competitive advantage, TQ and strategic planning. Case studies.

Unit II: Total Quality and Organizational Behaviour(7 hrs)

Quality Teamwork: The importance and types of Teams in TQ, Effective Teamwork. Empowerment and Motivation: introduction, importance and principles of empowerment, empowerment and theories of motivation. Case studies.

Unit III: Leadership and Implementation(6hrs)

Quality Leadership: The role of a quality leader, TQ and Leadership Theory. TQ and Organizational Change: the importance of change, cultural change, sustaining TQ and Organizational change and organization theory. Case Studies.

Text Book:

Evans, James. R, (2007) Total Quality Management, Organization, and Strategy, 4th Edition, Second Indian Reprint, Thomson Learning – Saurabh Printers, Noida.

Reference:

Evans, James. R, and (2006), Total Quality Management, Organization, and Strategy, 2nd edition, Thomson Learning – Eastern Press Bangalore Pvt Ltd, Bangalore.

Stephen P. Robbins and Timothy A. Judge, (2007) Organizational Behaviour, 12th edition,. Prentice-Hall of India Pvt Ltd. New Delhi.

MARKETING

SEMESTER III
COURSE CODE:
CREDITS : 2

Total Hrs: 30
Marks: 50

Objevtives

This paper intends to give a brief introduction to marketing concepts to the students. This course will help them to understand and appreciate the importance of different function of marketing.

Unit 1: Introduction to marketing

Definition and functions of marketing, the marketing concept, production, product, selling concept, marketing and societal marketing orientations.

The role of marketing in a profit- and non-profit-making organization.

The functions of the marketing department. Marketing in its social role, community relations, environmental concern and green marketing.

Approaches to Marketing,

Marketing Process: Nature, Process and Contents of Marketing Plan, marketing environment- micro and macro

Unit 2: Market positioning and evaluation

Marketing research: objective and purpose, methods of conducting marketing research, tools of market research,

Dealing with competition - Identification and Analysis of Competitors

Market segmentation – purpose of segmentation, method of segmentation, Market Targeting and positioning strategies

Market Evaluation and Controls - Types, process, obstacles to marketing control - Marketing Audit - Marketing Ethics

Marketing communication, Relationship Marketing

Reference:

Kotler P. (2006) Marketing Management

Marketing Management - V. S. Ramaswamy and S. Namakumari

Principles of Marketing 9th Edition – Philip Kotler and Gary Armstrong

Marketing – Bovee and John Thill

Marketing Models – Lilien and Kotler and Moorthy

Case Studies in Marketing – Indian context – R. Srinivas

Building a Winning Sales Team – Gini Graham and Scott

Sales Management Handbook – Forsyth Patrick

Cognate course

CASE STUDIES-I

SEMESTER III
COURSE CODE:
CREDITS :1

Total Hrs: 15
Marks: 25

Course objective:

Case is a documentation of events of significance occurring in one or more organizations that teach example and vicarious experience. Case analysis is essential part of HRM/HRD that improves analytical, logical, communication, presentation and decision making skills of students. This course helps them to do a good case analysis by stressing on the precision and validity of evaluation, problem diagnosis, creating alternative solution and predicting outcomes. Case studies would also simulate a situation where students can work on the implications of decision making and effectively communicating the results as well. Through this course, students will be familiarized to transfer theoretical input into practical principles.

10 case studies of various management issues would be provided to them and classes would follow a discussion mode primarily.

Semester IV Internship

SEMESTER IV
COURSE CODE:
CREDITS :12

Total Hrs: 250
Marks: 300

Objectives

- 1) This course is focused on practical training so that the trainees will achieve high level competencies and skill to work with organization
- 2) To develop an appreciation for the linkage between organization and its macro environment
- 3) To provide on the job training exposure to the students on HR practice in different types of organizations so that to reduce the gap between theory and practice
- 4) To understand the application of psychological principles in organizational setting

Each student is supposed to intern with an organization about 2 months of duration (approximately 250 hours) and understands the HR practice in various types of organization. At the end of the internship the students are supposed to submit a detailed internship report. The interns are supposed to work under the guidance of an internal as well as external supervisor .the evaluation will be made based on the interns by the internal supervisor in consultation with the external supervisor.

| S .NO. | Content | DURATION |
|--------|---|----------|
| 1 | Organizational structure and function <ul style="list-style-type: none">• To study the profile of the industry• History and mission statement | 10 hrs |
| 2 | Understanding the various department and its function | 10 hrs |
| 3 | Studying the Personnel selection in the present industry | 20 hrs |
| 4 | The method of induction | 10 hrs |
| 5 | Personnel training in the organization <ul style="list-style-type: none">• Process of training• Types of training | 20 hrs |
| 6 | Organizational development | 10 hrs |
| 7 | Work groups and work teams – <ul style="list-style-type: none">• Types of groups and their dynamics,• Studying the committees and its dynamics | 20hrs |
| 8 | Performance appraisal system in the present | 20 hrs |

| | | |
|-------|---|---------|
| | industry | |
| 9 | Union-management relation <ul style="list-style-type: none"> • Employee-unions –strikes, layoffs etc | 10 hrs |
| 10 | Employee management relations – <ul style="list-style-type: none"> • Managing discipline, methods of dealing indisciplineline, • Disciplinary action (domestic enquiry and punishment), managing grievance, managing job stress | 10 hrs |
| 11 | Employee and executive reward patterns- <ul style="list-style-type: none"> • Bonus ,incentives etc | 20hrs |
| 12 | Social security measures <ul style="list-style-type: none"> • Medical care, sickness benefit • Retirement benefit • Family benefit, maternity benefit etc | 10hrs |
| 13 | Health and well-being measures in the organization –safety measures and health measures | 10hrs |
| 14 | Employee motivational strategies | 10hrs |
| 15 | Leave system in the present organization | 10 hrs |
| 16 | Internal mobility <ul style="list-style-type: none"> • Transfer • Promotions • Downsizing | 10 hrs |
| 17 | Communication <ul style="list-style-type: none"> • Personnel information system • House journal | 10 hrs |
| 18 | Public relations Community services Social responsibility activities | 10 hrs |
| 19 | Quality assurance procedures in the organization | 10 hrs |
| 20 | Working conditions –physical environment | 10 hrs |
| Total | | 250 hrs |

PROJECT

SEMESTER IV
COURSE CODE:

Total Hrs: 150
Marks: 200

CREDITS : 8

Objective

- To understand the application of psychological research in the field of human resource management
- To develop research skills in organizational research
- To sensitize the students in the need of organizational research
- Facilitate the students to identify research areas in the field of organizational psychology and human resource management
- Assess knowledge of the students in research methodology

Course description

Each student is expected to conduct a research project on various issues in relation to organizational psychology and human resource management. A faculty supervisor would guide them from the department. Faculty supervisor monitor the progress of the project in its various stages. The research will be evaluated in the following way.

| | |
|---|----------------------------|
| Submission and presentation of proposal | 25(internal evaluation |
| Presentation of chapters | 25(internal evaluation |
| Data collection | 25(internal evaluation) |
| Submission of final project | 100(external and internal) |
| Viva | 25 (external and internal) |
| Total | 200 |

Cognate Course

COACHING

SEMESTER IV
COURSE CODE:
CREDITS :2

Total Hrs: 30
Marks: 50

Unit I: What is coaching? Performance Management Cycle; Why coach?;

Coaching model; coaching role.

Assessment in Coaching.

Unit II: Monitor Employee Performance; Diagnose performance improvement

Requirements; Techniques and tools of Coaching:

References:

Foster, B. & Seeker, K.R. (1998). *Coaching for peak employee performance: A practical guide to supporting employee development*. New Delhi: Wheeler Publishing.

Jerome, Paul J. (1998). *Coaching through effective feedback: A practical guide to successful communication*. New Delhi: Wheeler Publishing.

Modular course
CONSULTANCY SKILLS

SEMESTER IV
COURSE CODE:

Total Hrs: 15
Marks: 25

CREDITS: 1

Objectives:

To acquaint the student with basic consultancy skills.

To build competency in developing consultancy firm

Unit I.

Who is a consultant, need for consultancy Basic skills (communication, networking, development of training modules, marketing .. etc.)

Skill training seminar

Process of developing a consultancy firm

Assessment center

Competency mapping

CASE STUDIES-II

SEMESTER IV
COURSE CODE:
CREDITS: 1

Total Hrs: 15
Marks: 25

Course objective:

After working on various cases on diverse management issues in the last semester, students would now have been aware of the steps to case analysis.

This course equips the students to develop cases through the methods that combine Participant Observation, Unstructured Interviewing and Documentary data collection. Students would be focusing on an object of interest in its own right and aim to provide an in-depth elucidation to it. They are expected to emphasize upon an intensive examination of the setting and develop cases.

Each student is supposed to bring 4 case studies from the organizations/ industries they are interned with. They work under the guidance of an external supervisor (from the agency) and an internal supervisor (from the Department) for improve learning better.

BOARD OF EXAMINERS

1.