SRI KANYAKA PARAMESWARI
ARTS & SCIENCE COLLEGE FOR WOMEN
Managed by SKPD & Charities
Affiliated to University of Madras
Chennai - 600 001.

SKPC
ESTD. 1999
ISO 9001 : 2015
NAAC
Accredited

DEPARTMENT OF MANAGEMENT STUDIES- M.A. (HRM)
PROGRAMME OUTCOME

PO1 : Effective Communication : Foster a good working relationship in corporate society, which can in turn improve morale, efficiency and to perform basic functions of management.

PO2 : Ethics : Encourage reflection on the ethical dimension of your own decision-making in workplace.

PO3 : Environmet : Develop a framework to support successful decision-making in all relevant functions and activities of any business or international operations of a domestic business within the competitive environment.

PO4 : Self-Directred : To build up self-confidence and competency in students to take up self-employable business Ventures

PROGRAMME SPECIFIC OUTCOMES

PSO1: It provides in-depth, critical understanding of contemporary and knowledge in the field of human resource management

PSO2: To analyze the role of human resources in supporting organizational strategy.

PSO3: It helps to evaluate human resource programs in key functional areas.

PSO4: It provides a strong emphasis on applying the knowledge in practical business environments, case studies, live projects and challenges.

SYLLABUS

Subject Name: Managerial Concepts And Business Ethics Year: I
Subject Code: PMC1A Semester: I

UNIT - I Introduction: Nature of Management – the Evolution of Management Thought – Tasks of a Professional Manager – Manager and Environment – Systems Approach to Management – Levels in Management.

UNIT - II Planning & Decision Making: Steps in Planning Process – Scope and Limitations – Short Term and Long Term Planning – Flexibility in Planning – Characteristics of a Sound Plan – Management By Objectives (MBO). Decision Making Process and Techniques.

UNIT – III Nature of Organizing: Organisation Structure and Design - Authority Relationships – Delegation of Authority and Decentralization – Interdepartmental Coordinator – emerging Trends in corporate Structure, Strategy and Culture – Impact of Technology on Organisational design – Mechanistic vs. Adoptive Structures – Formal and Informal Organisation. Span of control – Pros and Cons of Narrow and Wide Spans of Control – Optimum Span.

UNIT – IV Co-ordination: Need for Co-ordination – Techniques of Securing Co-ordination. Control: Concept of Control – Application of the Process of Control at Different Levels of Management (top, middle and first line). Performance Standards – Measurements of Performance – Remedial Action - An Integrated Control system in an Organisation – Management by Exception (MBE)

UNIT – V Business Ethics: Importance of Business Ethics – Corporate Social Responsibility - Ethical Issues and Dilemmas in Business - Ethical Decision Making and Ethical Leadership – Ethics Audit – Environmental Ethics –Sustainable Business Practices.

Reference Books:

1. Certo, S C. and Certo, T, Modern Management, 12th Edition, Prentice Hall, January 2011.
2. DeGeorge, R., Business Ethics, 7th Edition, Pearson, 2011.
3. Govindarajan M., and Natarajan S., Principles of Management, PHI Learning Pvt. Ltd., 2009.
4. Griffin, R. W., Management, 11th Edition, South-Western College Publication, January 2012.
5. Koontz, H. and Weihrich, H., Essentials of Management: An International Perspective, 8th Edition, Tata McGraw Hill Education Private Ltd., July 2009.
6. Mukherjee, K., Principles of Management, 2nd Edition, Tata McGraw Hill Education Pvt. Ltd., 2009.
7. Robbins, S and Coulter, M, 11th Edition, Management, Prentice Hall, January 2011.
8. Schmerhorn, J.R., Management, 11th Edition, Wiley, July 2012
9. Schmidtz, D. and Willott, E., Environmental Ethics, Oxford University Press, 2011.

COURSE OUTCOME

CO1: Explain nature and levels of management
CO2: Compare Short term and long term planning process
CO3: Describe Organization structure and design
CO4: Analyse Performance standards and performance criteria
CO5: Identify Corporate Social Responsibility and explain Business ethics

Subject Name: Organisational Behaviour   Year: I
Subject Code: PMC1B   Semester: I

UNIT - I Introduction to Organisational Behaviour: Historical background of OB - Relevance of OB to management functions – Contributing disciplines - Challenges Personality: Determinants – Assessment – Trait Theories – Psychoanalytical social learning – Personality-Job fit. Perception: Process – Distortions – Factors influencing perception.

UNIT - II Learning: Classical, Operant and Social Cognitive Approaches – Managerial implications. Emotions and Emotional Intelligence Attitudes and Values: Attitude-Behaviour Relationship – Sources of Attitude – Work related Attitudes. Motivation: Early Theories and Contemporary theories - Motivation at work - Designing Motivating Jobs

UNIT - III Group Dynamics – Foundations of Group Behaviour – Group and Team - Stages of Group Development–Factors affecting Group and Team Performance - Group Decision making - Intergroup relations. Interpersonal Communication – Communication Process – Barriers to Communication – Guidelines for Effective Communication.

UNIT - IV Leadership – Trait, Behavioural and Contingency theories Power and Politics: Sources of Power – Political Behaviour in Organisations – Managing Politics. Conflict and Negotiation: Sources and Types of Conflict – Negotiation Strategies – Negotiation Process.

UNIT – V Work Stress: Stressors in the Workplace – Individual Differences on Experiencing Stress - Managing Workplace Stress. Organisational Culture and Climate: Concept – Creating and Sustaining Culture – Types of Organisational Culture Organisational Change and Development: .Managing Planned Change – Basic Organisational Development Model, OD Interventions, Organisational Learning.

Reference Books :

1. Blanchard, K.H., Hersey, P. and Johnson, D.E., Management of Organizational Behavior: Leading Human Resources, 9th Edition, PHI Learning, 2008.
2. Khanka, S.S., OrganisationalBehaviour, 4th Edition, S. Chand, 2010.
3. Luthans, F. Organizational Behavior, 12th Edition, Tata McGraw Hill Education, 2011.
4. McShane, S.L., Von Glinow, M.A., and Sharma, R.R., Organizational Behavior, 5th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2011.
5. Newstrom, J.W., Organizational Behavior, 12th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2010.
6. Robbins, S.P., Judge, T. and Vohra, Organizational Behavior, 14th Edition, Pearson, 2011.
7. Sharma, S., OrganisationalBehaviour, Tata McGraw-Hill Eduction, 2012.

COURSE OUTCOME

CO1: Define Personality Assessment and Social learning concept
CO2: Analyse Learning approaches and attitudes-behaviour relationship
CO3: Describe Interpersonal communication and group dynamics
CO4: Explain Conflict, negotiation and political behaviour in organization
CO5: Identify workplace stress

Subject Name: Human Resource Management   **Year: I**
Subject Code: PMC1C   **Semester: I**

UNIT - I Introduction of Human Resources Management: Definition, Importance of Human Resources, Objectives of Human Resources Management, Qualities of a good personnel manager – Evolution and growth of Personnel Management in India. Human Resource Policies: Need, type and scope – Advantage for a written policy - Human Resources policies and work Culture.

UNIT – II Human Resource Planning: Human Resources Planning: Long and Short term planning, Job Analysis, Skills inventory, Job Description and Job Specification. Recruitment and selection: Purposes, types and methods of recruitment and selection, Relative merits and demerits of the different methods; Personnel Search, Selection Instruments, Reduction of recruitment costs. Functions of Human Resources Management from Procurement to Separation: Placement, Induction, Transfers, Promotions, Disciplinary actions, Termination of Services: Resignation, Dismissal, Retrenchment and Voluntary Retirement Schemes, Exit Interviews, Prevention of employee turnover.

UNIT - III Performance Evaluation: Ranking, rating scales, critical incident method, Removing subjectivity from evaluation, MBO as a method of appraisal, Job evaluation, Criteria for Promotions and job enrichment.

UNIT - IV Rewards Management: Wage and Salary Administration: Meanings, Calculation of Wage, Salary, Perquisites, Compensation Packages, Cost of Living Index and Calculation of Dearness Allowance, Rewards and Incentives: Financial and nonfinancial incentives, Productivity – linked Bonus, Compensation Criteria.

UNIT - V HR Audit: Nature and Scope – Approaches to HR Audit Management of Differences: Grievance Handling – Discipline and Domestic Enquiry – Handling of Sexual Harassment in the Work Place – Introduction to Industrial Relations – Current Trends and Issues in HRM and Case Studies.

Reference Books :

1. Ashwathappa, K., Human Resource Management, 6th Edition, Tata McGrawHill Education Pvt. Ltd., 2010.
2. DeCenzo, D.A. and Robbins, S.P., Human Resource Management, 10th Edition, Wiley India Pvt. Ltd., 2011.
3. Dessler, G., Human Resource Management, 12th Edition, Pearson, 2011.
4. Ivanecevich, J.M., Human Resource Management, 10th Edition, Tata McGrawHill Education Pvt. Ltd., 2010.
5. Mamoria, C.B. and Gaonkar, S.V., Personnel Management, Himalaya Publishing House, 2011.
6. Mathis, R.L., Jackson, J. and Johnson, R., Human Resource Management, 10th Edition, South Western, 2010.
7. Noe, R.A., Hollenbeck, Gerhart and Wright, Fundamentals of Human Resource Management, 3rd Edition, McGrawHill Education Ltd., 2012.
8. Rao, V.S.P., Human Resource Management, 3rd Edition, Excel Books, 2010.
9. Vance, C.M. and Paik, Y., Managing a Global Workforce: Challenges and Opportunities in International Human Resource Management, PHI Learning, 2009.

COURSE OUTCOME

CO1: Explain Growth of personnel management in India

CO2: Identify Recruitment and Selection methods

CO3: Apply Performance Evaluation and Human Resource Planning techniques

CO4: Describe Wage and salary administration

CO5: Apply HR Audit and current trends and issues in HRM

Subject Name: Legal Framework Governing Human Resources   **Year: I**
Subject Code: PMC1D   **Semester: I**

UNIT I Introduction: Emergence and Objectives of Labour Laws and their Socio-Economic Environment, Relations Law, Laws Relating to Industrial Disputes.

UNIT II Trade Unions and Standing Orders - Laws Relating to Discharge, Misconduct, Domestic Enquiry, Disciplinary Action, Social Security Laws.

UNIT III Laws Relating to Workmen Compensation, Employees State Insurance, Provident Fund, Gratuity and Maternity Relief.

UNIT IV Wages and Bonus Laws, the Law of Minimum Wages, Payment of Wages, Payment of Bonus.

UNIT V Laws Relating Working Conditions, the Laws Relating to Factories, Establishment, and Contract Labour, Interpretations of Labour Laws, their Working and Implications for Management, Union, Workmen, the Economy and the Industry.

Reference Books :

1. Kumar, H.L., Laws relating to Dismissal, Discharge and Retrenchment, Universal Law Publishers, 2012.
2. Monappa, A., Nambudiri, R. and Selvaraj, P., Industrial Relations and Labour Laws, 2nd Edition, Tata McGraw-Hill Education, 2012.
3. Padhi, P.K., Labour and Industrial Laws, 2nd Edition, PHI, 2012.
4. Srivastava, S.C., Industrial Relations and Labour Laws, 6th Edition, Vikas Publishing House, 2012.
5. Taxmann, Labour Laws, Taxmann's Publication, 2013.
6. Tiwari, G., Labour Law, Oxford University Press, 2012.

COURSE OUTCOME

CO1: Explain Labour laws and their impact on socio-economic environment
CO2: Describe Trade unions and Standing orders
CO3: Remember Laws relating to workmen compensation
CO4: Explain Wage and bonus laws
CO5: Apply Laws relating to factories

Subject Name: Computer Languages For Management Year: I
Subject Code: PMCAA Semester: I

UNIT I Introduction to Programming Language: Generation of Computers and Computer Languages – Program Development Life Cycle – Flow Charting – Disk Operating System and Windows OS.

UNIT II PC Software Packages: Text Processing Software – Text Manipulations – Usage of Spot Check – Text Formatting – Picture Insertion and Alignment – Creation of Document Using Templates – Mail Merge Concept.

UNIT III MS-Excel: Worksheet Preparation – Constructing Excel Formulae – Using Excel's Built-in Functions – Creating Ad Modifying Charts.

UNIT IV Network: What is Network – Advantages of Network – Types of Network – Requirement for Network. Internet: What is Internet – Internet Providers – Use of Internet – Web Basics: Browsers – Servers – Web Pages.

UNIT V HTML Basics: Understanding Tags – Tags for Doc Structure (Head, Body and Tag) – Block level text element – Headings, Paragraph (tag), font style element (bold, italic, u, big, small, strike and font), Lists: Types of list – other tags, marquee, HR, BR-using Images – Hyperlink – Tables: Table Elements, Caption – Table and Cell Alignment – Row Span – Column Span – Cell-padding Frames: Frameset – Targeted Links – No Frame – Forms (Input, Text Area, Select Option).

Reference Books :

1. Frye, C., Lambert, J. and Cox, J., Microsoft Office 2010: Step by Step, Microsoft 2010. 13
2. Johnson, S., Microsoft Office 2010 on Demand, Pearson Education, 2011.
3. Lawson, B. and Sharp, R., Introducing HTML 5, 2nd Edition, Pearson, 2012.
4. Walkenbach, J., Tyson, H., Groh, M., Wempsen, F. and Bucki, L.A., Microsoft Office 2010 Bible, Wiley India Pvt. Ltd., 2011.
5. Willard, W., HTML: A Beginner's Guide, 4th Edition, Tata McGraw-Hill Education, 2009

COURSE OUTCOME

CO1: Explain computer languages and generation of computers
CO2: Apply Text Processing software, mail merge concept
CO3: Illustrate Worksheet preparation and constructing Excel formulae
CO4: Create an understanding of Networks and internet providers
CO5: Apply HTML basics and tags

Subject Name: Management Training and Development   **Year: I**
Subject Code: PMC2E   **Semester: II**

UNIT I : Training and Development: An Overview -Learning Process

UNIT II : Trainers Role- Need Analysis- Designing a Training Program

UNIT III : Training Techniques: the Lecture Method - Conference Leadership - the Case Method -

Role Plays- Games and Simulations UNIT IV Evaluation of Training and Development

UNIT V: Marketing of Training Function

Reference Books:

1. Lynton, R. and Pareek, U., Training for Development, 3rd Edition, Sage Publications India Pvt. Ltd., 2011.
2. Nakkiran, S., Training Techniques for Management Development, Deep & Deep Publication, 2007.
3. Noe, R. and Kodwani, A.D., Employee Training and Development, 5th Edition, Tata McGraw-Hill Education, 2012.
4. Rishipal, Training and Development Methods, S.Chand, 2011.
5. Saks, A.M. and Haccoun, R.R., Performance Management through Training and Development, Nelson Canada, 2010.
6. Vohra, M., Management Training and Development, Anmol Publications, 2006

COURSE OUTCOME

CO1: Explain Training and Development and learning process
CO2: Evaluate Trainer's role and designing training program
CO3: Remember Lecture method, Conference leadership, games and simulations
CO4: Analyse the need for training and development
CO5: Apply Marketing of training function

Subject Name: Industrial Relations　　　　　　　　　　　　　　**Year: I**
Subject Code: PMC2G　　　　　　　　　　　　　　　　　　　　**Semester: II**

UNIT I Industrial Relations: the Changing Concepts of Industrial Relations, Factors Affecting Employee Stability. Application on Psychology to Industrial Relations.

UNIT II Industrial Harmony and Conflict: Harmonious Relations in Industry, Importance and Means; Cause of Industrial Disputes, Machinery For Settling of Disputes, Negotiation, Conciliation, Mediation, Arbitration and Adjudication, Strikes, LockOuts, Layout and Retrenchment Codes of Discipline, Grievance Procedure, Labour Management Co-Operation; Worker's Participation in Management.

UNIT III Industrial Relations in Government Level: Role of State in Regulating I.R, Government Labour Policy. Bipartite Approaches to Industrial Relations, Workers, Participation in Management, Meaning, Work Committees, Joint Management Councils, Industrial Democracy, Indian Labour Conference, Industrial Committees. Industrial Disputes, Concepts, Causes, Dynamics, Forms, Prevention, Settlement, Prevention and Settlement Machinery in India, Industrial Disputes Act.

UNIT IV Trade Unions: Trade Unions and Their Growth, Economic, Social and Political Conditions Leading to the Development of Trade Unionism, Theories of Trade Unionism, Aim and Objectives of Trade Unions, Structure and Governing of Trade Unions. Problems and Role of Indian Trade Unions: Recognition and Leadership, Finances and Membership, Compulsory Versus Free Membership, Political Activities, Welfare, Legislation, Majority and Minority Unions, Social Responsibilities, Positive Role in Economic and Social Development.

UNIT V Collective Bargaining: Meaning, Scope, Subject Matter and Parties, Methods and Tactics, Administrations of Collective Bargaining Agreements; Fair and Unfair Labour Practice. Tripartite Machinery: At the Center and in the States; I.L.O. – Its Functions and Role in Labour Movement – Industrial Health and Safety; Industrial Legislations.

Reference Books :

1. Bray, M. and Walsh, J., Industrial Relations: A Contemporary Approach, Tata McGraw Hill Education, 2011.
2. Monappa, Nambudri and Selvaraj, Industrial Relations and Labour Laws, 2nd Edition, Tata McGraw-Hill, 2012.
3. Sen, R., Industrial Relations: Text and Cases, 2nd Edition, Macmillan Publishers India, 2009.
4. Sinha, S.I. and Sankar, P., Industrial Relations, Trade Unions and Labour Legislation, Pearson, 2003. 5. Sivarethinamohan, Industrial Relations and Labour Welfare, PHI Learning, 2010.
6. VenkataRatnam, C. S., Industrial Relations, Oxford University Press, 2006.

COURSE OUTCOME

CO1: Analyse Changing concept of Industrial Relations
CO2: Explain Industrial harmony and conflict
CO3: Evaluate Industrial relations in government level
CO4: Describe the importance of Trade unions and their growth
CO5: Analyse Collective bargaining and tripartite machinery

Subject Name: Performance Management   **Year: I**
Subject Code: PMC2H   **Semester: II**

UNIT I Introduction: Definition of Performance Management – History of Performance Management - Dimensions of Performance Management – Role of Performance Management Systems in Organisations – Characteristics of an ideal Performance Management Systems – Dangers of a Poorly Implemented Performance Management System.

UNIT II Performance Management Process: Defining Performance – Determinants of Performance – Approaches to Measuring Performance – Performance in Performance Management – Process of Performance Management – Performance Management and Human Resource Management

UNIT III Performance Planning: Theories of Goal-setting – Setting Performance Criteria – Components of Performance Planning - Objectives of Performance Analysis – Performance Analysis Process.

UNIT IV Performing Review and Discussion: Significance of Performance Review in Performance Management – Process of Performance Review. Performance Ratings: Factors affecting Appraisals – Methods and Errors – Reducing Rater Biases. Performance Review Discussions: Objectives – Process – Role of Mentoring and Coaching in Performance Review.

UNIT V Managing Team Performance: Types of teams and Implications for Performance 16 Management – Purpose and Challenge of Team Performance Management – Rewarding Team Performance Implementing Performance Management System: Factors affecting Implementation – Pitfalls of Implementation – Traditional Practices in the Industry.

Reference Books :

1. Aguinis, H., Performance Management, 2nd Edition, Pearson, 2008.
2. Armstrong, M., Armstrong's Handbook of Performance Management, 4th Edition, Kogan Page, 2012.
3. Bacal, R., Performance Management, 2nd Edition, Tata McGraw-Hill, 2012.
4. Cokins, G., Performance Management: Integrating Strategy Evaluation, Methodologies, Risk and Analytics, John Wiley and Sons, 2009
5. Daniels, A. and Daniels, J.E., Performance Management: Changing Behavior that Drives Organizational Effectiveness, 4th Edition, Performance Management Publications, 2004.
6. Kohli A. S. and Deb, T., Performance Management, Oxford University Press, 2008.
7. Rao T. V., Performance Management and Appraisal Systems, Response Books, 2004.

COURSE OUTCOME

CO1: Identify the importance of performance   management system in organization
CO2: Compare   Process of performance management and Human Resource Management
CO3: Apply Theories of goal setting and performance analysis process
CO4: Describe Performance review discussions process
CO5: Evaluate team performance and implementing performance management system

Subject Name: Organizational Development Year: I
Subject Code: PMCAB Semester: II

UNIT I Approaches to Understanding Organisations: Key Organisational Designs - Procedures - Differentiation & Integration - Basic Design - Dimensions Determination of Structure - Forces Reshaping Organisation – Life Cycles in Organisation

UNIT II Organisational culture – Key Role of Organisational Culture - Functions & Effects of Organisational Culture - Leaders role in shaping and reinforcing culture, Developing a Global Organisational Culture

UNIT III Work Groups & Teams - Preparing for the world of work Group Behaviour Emerging issues of Work Organisation and Quality of Working life – Career stage model – Moving up the career ladder

UNIT IV Stress and Well Being at Work: Four approaches to stress - Sources of stress at work, consequences of stress - Prevalent Stress Management - Managerial implications

UNIT V Organisational Development and Change: Organisational Development Alternative Interventions - Change Agents : Skills - Resistance to change- Managerial the resistance - Levin's change model - Organisational reality

Reference Books:

1. Anderson, D., Organization Development: the Process of Leading Organizational Change, Sage Publication 2009.
2. Brown, D. and Harvey, D., An Experiential Approach to Organization Development, 7th Edition, Pearson, 2006.
3. Cheung-Judge, M. and Holbeche, L., Organization Development: A Practioner's Guide for OD and HR, Kogan Page, 2011.
4. Cummings, T., Theory of Organization Development and Change, 9th Edition, South-Western, 2011.
5. French, W., Bell, C. and Vohra, Organization Development: Behavioral Science Interventions for Organization Improvement, 6th Edition, Pearson Higher Education, 2006.
6. Ramanarayan, S. and Rao, T.V., Organization Development: Accelerating Learning and Transformation, 2nd Edition, Sage India, 2011.

COURSE OUTCOME

CO1: Apply various Approaches to understanding organization strategies
CO2: Explain Functions and effects of organization culture
CO3: Analyse the world of work group behaviour
CO4: Identify Source of stress at work, consequence of stress
CO5: Describe Organizational development and change

Subject Name: Accounting for Managers   **Year: I**
Subject Code: PMCBA   **Semester: II**

UNIT - I Introduction Management Accounting – Meaning and purpose Financial Accounting: Accounting Principles – Preparation of Journal, Ledger and Trial Balance - Preparation of Income statement and Balance Sheet – Interpretation and Use of these Statements by Management. Nature and Scope of Financial Management

UNIT – II Ratio Analysis: Uses and Limitations – Classification of Ratios: Profitability, Liquidity, Financial and Turnover Ratio. Fund flow Statement – Statement of Changes in Working Capital – Computation of Fund from Operations – Working for Computation of various sources and uses – Preparation of Fund Flow Statement - Cash Flow Statement Analysis – Distinction between Fund Flow and Cash Flow Statement

UNIT - III Capital Expenditure Evaluation – Capital Budgeting concept – Methods – Limitations – Capital Expenditure control. Budgetary Control – Nature and Objective of Budgetary Control – Limitations.

UNIT – IV Cost Accounting – Elements of cost – Cost of goods manufactured – Pricing of elements – Basis of allocation – Standard costing and variance analysis – Job and process costing.

UNIT - V Marginal Costing – Cost volume – Profit relationship – Break – Even Analysis – Direct costing vs Absorption costing. Target Costing and ABC Costing Reporting to Management – Uses of Accounting information in Managerial decisionmaking.

ReferenceBooks :

1. Atkinson, A., Kaplan, R.S., Young, M., Matsumura, E.M., and Arunkumar G., Management
   Accounting, Pearson, 2009.
2. Gupta, A., Financial Accounting for Management: An Analytical Perspective, 4th Edition,
   Pearson, 2012.
3. Horngren, C.T., Sundem, G.L., Stratton, W.O., Burgstahler, D. and Schatzberg, J., 14th Edition,
   Pearson, 2008.
4. Khan, M.Y. and Jain, P.K., Management Accounting: Text , Problems and Cases, 5th Edition,
   Tata McGraw Hill Education Pvt. Ltd., 2009.
5. Noreen, E., Brewer, P. and Garrison, R., Managerial Accounting for Managers, 13th Edition, Tata
   McGraw-Hill Education Pvt. Ltd., 2009.
6. Rustagi, R. P., Management Accounting, 2nd Edition, Taxmann Allied Services Pvt. Ltd, 2011

COURSE OUTCOME

CO1: Illustrate journal preparation , ledger and trial balance
CO2: Evaluate profitability, liquidity, financial and turnover ratio
CO3: Explain Capital budgeting concept, capital expenditure control
CO4: Compare standard costing and variance analysis
CO5: Enumerate accounting information in managerial decision making

Subject Name: Strategic Management   Year: I
Subject Code: PMCAC   Semester: II

UNIT I Introduction: Strategy – Strategic Management Process – Developing a Strategic Vision - Setting Objectives – Crafting Strategy – Strategies and Tactics – Importance of Corporate Strategy – the 7-S Framework – Board of Directors: Role and Functions – Board Functioning – Top Management: Role and Skills.

UNIT II Society and Business: Social Responsibility of Business – Corporate Governance and Ethical Responsibility Corporate Policy: Importance – Characteristics – Objectives - Policy Formulation and Development – Types of Business Policies - Implementation of Policies.

UNIT III Environmental Analysis: Environmental Scanning – Industry Analysis - The Synthesis of External Factors - Internal Scanning – Value Chain Analysis – SWOT Audit – Stakeholders' Expectations – Scenario planning.

 UNIT IV Strategy Formulation and Analysis: Strategy Formulation – Strategic Factors Analysis Summary Matrix – Business Strategy – Corporate Strategy – Functional Strategy – Strategic Choice – Generic, Competitive Strategies.

UNIT V Strategy Implementation: Strategy Implementation - Corporate Culture – Matching Organisation Structure to Strategy – Strategic Leadership Strategic Control: Strategic Control Process – Du Pont's Control Model – Balanced Score Card – Michael Porter's Framework for Strategic Management – Future of Strategic Management – Strategic Information System.

Reference Books :

1. David, F.R., Strategic Management – Concepts and Cases, 13th Edition, Prentice-Hall, 2008.
2. Dess, G., Lumpkin, G.T. and Eisner, A., Strategic Management, 3rd Edition, Tata McGraw-Hill, 2009. 3. Hill, C.W.L. and Jones, G.R., Strategic Management: An Integrated Approach, 9th Edition, Cengage Learning, 2012.
4. Hitt, Ireland, Hoskisson and Manikutty, Strategic Management, 9th Edition, Cengage Learning, 2012. 5. Kazmi, A., Strategic Management and Business Policy, 3rd Edition, Tata McGraw-Hill Education, 2008.
6. Pearce II, J., Robinson, R.B. and Mittal, A., Strategic Management: Formulation, Implementation and Control, 12th Edition, McGraw-Hill, 2012. 20
7. Pitts, R. and Lei, D., Strategic Management: Building and Sustaining Competitive Advantage, 4th Edition, Cengage Learning, 2006.
8. Srinivasan, R., Strategic Management – The Indian Context, 3rd Edition, PHI Learning, 2008. 9. Wheelen, T.L. andHunger, D., Strategic Management and Business Policy, 12th Edition, Pearson, 2010.

COURSE OUTCOME

CO1: Create Strategic Management process and develop a strategic vision
CO2: Analyse Social responsibility of business, corporate governance and ethical responsibility
CO3: Explain Environment scanning and industrial analysis
CO4: Apply Strategy formulation and analysis
CO5: Describe Strategy implementation and strategic control

Subject Name: Human Resources Development   **Year: II**
Subject Code: PMC3J   **Semester: III**

UNIT I : HRD: Definition, Evolution of HRD from Personnel management, Developmental Perspective of HRD, HRD at macro and micro levels: Outcomes of HRD in the national and organisational contexts. Qualities and Competencies required in a HRD professional. Importance of HRD in the present context.Development of HRD Movement in India. Theory and Practice of HRD: HRD concepts, Subsystems of HRD: Human Resource Planning, Potential, Potential Appraisal, Assessment Center, Performance appraisal including 360 degree – Human Resource Accounting Organisational Culture and Climate: Meaning and type of Organisational culture and climate; Role of HRD in promoting a development oriented Culture and climate in the Organisations.

UNIT II Development Human Capacity: Aptitude, Knowledge, Values, Skills of Human Relations, Responsiveness, Loyalty and Commitment, Transparency, Leadership development. Training and Development: Meaning and Scope of training, education and development; Training need analysis, Types of training Internal and external, Outbound Training, Attitudinal training, Training effectiveness. Learning Organisation:Organisational Learning, Importance of Experiential Learning, Learning Organisation, Knowledge Management, Achieving Organisational Effectiveness and Excellence

UNIT III Evaluating HRD: Human Resource Accounting, HR Audit and Bench marking, Impact-assessment of HRD initiatives on the bottom-line of an organisation.

UNIT IV Employee Engagement: Definition – Engagement vs. Satisfaction – Engagement Drivers and Models – Work Engagement, Job Engagement and Organisational Engagement – Gender Issues in Engagement – Creating and Executing an Engagement Campaign – Burnout and Disengagement - Engagement and Attrition.

UNIT V Recent Trends in HRD: Training for trainers and HRD professionals, Promoting Research in HRD. Impacts of developments in the other fields such as Psychology, Business Management, Communication and Information Technology, Training and Development, Career Planning & Succession Planning.

Reference Books :

1. Albrecht, S., Handbook of Employee Engagement: Perspectives, Issues, Research and Practice, Edward Elgar Publishing Ltd., 2010.
2. Carbonnara, S., Manager's Guide to Employee Engagement, McGraw-Hill, 2012.
3. Cook, S., The Essential Guide to Employee Engagement, Kogan Page Ltd., 2009.
4. Federman, B., Employee Engagment: A Roadmap for Creating Profits, Optimizing Performance and Increasing Loyalty, Pfeiffer and Company, 2009.
5. Gibb, S., Human Resource Development: Foundations, Process, Context, 3rd Edition, Palgrave Macmillan, 2011.
6. Haldar, U.K., Human Resource Development, Oxford University Press India, 2009.
7. Macey, W.H., Schneider, B., Barbera, K.M. and Young, S.A., Employee Engagement: Tools for Analysis, Practice and Competitive Advantage, John Wiley and Sons, 2009.
8. Mankin, D., Human Resource Development, Oxford University Press USA, 2009.
9. McGuire, D. and Jorgensen, K., Human Resource Development, Sage South Asia, 2011.
10. Mone, E and London, M., Employee Engagement Through Effective Performance Management, Tata McGraw-Hill Education Pvt. Ltd., 2009.
11. Noe, R. and Deo, A., Employee Training and Development, 5th Edition, Tata McGraw-Hill Education, 2012.
12. Ramadoss, S. and Sengupta, D., Employee Engagement, Dreamtech Press, 2011.
13. Rishipal, Training and Development Methods, S.Chand, 2011.
14. Saks, A., Performance Management through Training and Development, Cengage Learning, 2010.
15. Sheikh, A. M., Human Resources Development and Management, 3rdEdition, S.Chand, 2007.
16. Werner, J.M. and DeSimone, R.L., Human Resource Development, 5th Edition, Cengage Learning, 2012.

COURSE OUTCOME

CO1: Distinguish human resource development from personnel management
CO2: Differentiate Training needs analysis and training effectiveness
CO3: Explain Human resource accounting and benchmarking
CO4: Describe Employee engagement, burnout and disengagement
CO5: Evaluate recent trends in HRD, career planning and succession planning

Subject Name: Strategic Human Resource Management   **Year: II**
Subject Code: PMC3K   **Semester: III**

UNIT I Introduction: Human Resources Implications of Organisational Strategies – Importance of Strategic Human Resources Planning – Characteristics of an Effective HR Strategy – Environmental Influences on Human Resource Management – Environmental Scanning

UNIT II Job Analysis: Role of Job Analysis – Methods and Time Standards – Problems Associated with Job Analysis – Job Analysis Process – Competency Modeling. HR Forecasting: Transaction-based Forecasting – Event-based Forecasting – Processbased Forecasting – Forecast Outcomes – Models and Techniques of Manpower Supply and Demand Forecasting – HR Deficit – HR Surplus – Hiring Freeze.

UNIT III Succession Management: Evolution of Succession Management – Succession Management Process – Approaches to Identifying Managerial Talent – Management Devlopment Methods – Limitations of Succession Management. Downsizing and Restructuring: Complexity of Downsizing Decision – Ethical Issues and Consequences of Downsizing – Importance of Human Resource Management in Managing the Downsizing Process – Psychological Contract

UNIT IV Mergers and Acquisitions: Types of Mergers and Acquisitions – Reasons for Merging – Methods used for Mergers – Financial and Human Impact of Mergers – Issues in Blending Cultures – Impact of Mergers on Human Resource Planning, Selection, Compensation, Performance Appraisal, Training and Development and Labour Relations.

UNIT V Outsourcing: Reasons for Outsourcing – Advantages – Risks and Limitations – Criteria for Effective Management of Outsourcing Relationship Evaluation of HR Programmes and Policies: Importance of Measuring Effectiveness of Human Resource Management Activities – 5C Model for Measuring Effectiveness – Methods of Measurement: Cost-Benefit Analysis – Utility Analysis – Auditing Techniques – Challenges in Measuring HR Activities.

Reference Books :

1. Belcourt, M. and McBey, K., Strategic Human Resource Planning, 2nd Edition, Cengage Learning, 2006.
2. Das, P., Strategic Human Resource Management, Cengage Learning, 2011.
3. Greer, R., Strategic Human Resource Management: A General Management Approach, 2nd Edition, Pearson, 2002.
4. Phillips, J.M. and Gully, S.M., Staffing Forecasting and Planning, Society for Human Resource Management, 2010.
5. Rothwell, W.J. and Kazanas, H.C., Planning and Managing Human Resources, Jaico Publishing House, 2005.
6. Truss, K., Mankin, D. and Kelliher, K., Strategic Human Resource Management, Oxford University Press, 2012.

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COURSE OUTCOME

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CO1: Analyse Organization strategies and Effectiveness of HR strategy
CO2: Describe Job analysis and HR forecasting
CO3: Evaluate Succession management, downsizing and restructuring
CO4: Differentiate Merger and acquisition
CO5: Apply Effective management of outsourcing relationship

Subject Name: Research Methods   **Year: II**
Subject Code: PMC3C   **Semester: III**

UNIT I : Introduction: Research Meaning, Scope and Objectives – Types of Research and Research Design - Exploratory, Descriptive, Experimental,Case Study Research - Problem Definition, - Operationalisingthe Research Problem. - Relevance of Research For Decision Making in Various Functional Areas of Management.

UNIT II : Methods of Data Collection - Questionnaire Design, Interview , Scheduling – Scaling Techniques – Nominal, Ordinal, Ratio, Interval -Sampling Techniques and Sample Size Determination For Survey Research Formulation of Hypothesis – Hypothesis Testing

UNIT III : Data analysis- Editing and Coding of Data- Univariate, Bivariate - Chi-Square Test – Correlation and Regression Analysis – Single and Two Factor Analysis of Variance- Application and Statistical Tests – Parametric and Non Parametric and Interpretation of Test Results. (No Need of Theory and Computational Techniques).

UNIT IV : Multivariate Analysis - Elementary Concepts of Factor Analysis, Multiple Regression Analysis, Discriminant Analysis andCluster Analysis

UNIT V : Presentation of Research Results: Tabulation – Need, Nature and Guidelines – Ungrouped and Grouped Frequency Tables, Charts and Diagram Organizing a Research Report: Use of Executive Summary, Appendix and Bibliography

ReferenceBooks :

1. Black, K., Business Statistics for Contemporary Decision Making, 5th Edition, Wiley India Pvt. Ltd., 2009.
2. Bryman, A and Bell, E., Business Research Methods, Oxford University Press,3rd Edition, 2011.
3. Cooper, D.R., Schindler, P. and Sharma, J.K., Business Research Methods,11th Edition, Tata-McGraw Hill, 2012.
4. Hair, J., Black,B., and Babin, B., Multivariate Data Analysis, 6th Edition, Pearson, 2007.
5. Johnson, R.A., and Wichern, D.W., Applied Multivariate Statistical Analysis, 6th Edition, PHI Learning Pvt. Ltd., 2012.
6. Kothari,C.R., Research Methodology: Methods and Techniques, 2nd Revised Edition, New Age International, 2004.
7. Kumar, R., Research Methodology: a Step-by-Step guide for Beginners, Sage South Asia, 2011.
8. Levin, R. I. and Rubin, D.S., Statistics for Management, 7th Edition, Pearson, 2011.
9. Srivastava, T.N. and Rego, S., Statistics for Management, 2nd Edition, Tata McGraw Hill, 2012.

COURSE OUTCOME

CO1: Classify Operationalising the research problem and relevance of research for decision making
CO2: Illustrate Methods of data collection
CO3: Identify applications and statistical test
CO4: Analyse Elementary concepts of factor analysis
CO5: Examine Presentation of research results

Subject Name: Labour Welfare   **Year: II**
Subject Code: PMC3M   **Semester: III**

UNIT I : Labour Welfare:Concept, Scope, Objectives, Functions, Responsibilities For Providing Labour Welfare, Labour Welfare Measures, Labour Welfare Officer, Appointment, Functions, Role and Powers Labour Welfare in India: Historical Development, Welfare Legislations, Welfare Provisions Under The Factories Act 1948, Mines Act 1952, Motor Transport Workers Act 1961, Plantation Labour Act 1951.

UNIT II : Social Security: Concept, Scope, Objectives, Social Insurance versus Social Assistance, Social Security Measures, Origins and Growth of Social Security in India. Agencies of Social Security, A Brief Study of Social Security Legislation in India. Social Problems Affecting Industrial Labour: Role's and Duties of a Professional Social Worker in the Industry in Dealing with Victims of Alcoholism, Absenteeism, Indebtedness, Sexual Harassment and Other Maladaptive Behaviourof Employees.

UNIT III : Corporate Social Responsibilities: Community Work by the Industry, Purposes, Concept of Community, Community Development, NGO Corporate Partnership in Development Activism, Advocacy and Social Change.

UNIT IV : Problems Facing Labour Welfare Activities in Indian Industries: Deep Rooted Cultural Values, Beliefs and Superstitions, Social Stratification, The Concepts of Karma and Dharma, Poverty, Migration, Population Explosion, Child Labour Etc.- the Status of a Social Worker.

UNIT V : Counseling: Need For Counseling, Techniques and Skills of Counseling, Preventive Counseling, the Knowledge Base of Counseling and Social Work, Human Service Delivery Systems. Skills of a Labour Welfare Officer: Simulator, Supporter, Guide, Interpreter, Ameliorator.

Reference Books :

1. Chauhan, S.S., Labour Welfare Administration in India, Kanishka Publishers, 1993.
2. Joshi, J., Labour Welfare Administration: Tools and Techniques, Rajat Publications, 2010.
3. Kumar, H.L., Labour Problems and Remedies, Universal Law Publishers, 2012.
4. Mariappan, K., Employment Policy and Labour Welfare in India, New Century Publications, 2011. 26
5. Sivarethinamohan, Industrial Relations and Labour Welfare, PHI Learning, 2010.
6. Welfel, E.R. and Pattinson, L., TheCounseling Process, 6th Edition, Cengage Learning, 2005.

COURSE OUTCOME

CO1: Explain concepts of Labour welfare in India
CO2: Describe Social security and social problems affecting industrial labour
CO3: Assess Corporate Social Responsibilities
CO4: Identify problem facing labour welfare activities in Indian industries
CO5: Evaluate Techniques and skills of counseling

Subject Name: MIS for Human Resource Management   **Year: II**
Subject Code: PMCBB   **Semester: III**

UNIT I : System: Meaning - Nature and Types of Systems - Systems Approach to Management. Introduction to MIS: Types of Information and Information Systems – Information System Resources - Human Resource Information System (HRIS): Need – Types of Human Resource Information Systems – System Development Process for an HRIS

UNIT II : Database Concepts: Data, Information and Knowledge – Types of Databases - Database Management Systems – Data Warehouses and Data Mining Telecommunication Networks: Intranets – Extranets – Types of Telecommunication Networks – Network Architecture and Protocols

UNIT III : Determining Human Resource Information System Needs – System Development Life Cycle – Long-Range and Short-Range Planning – Human Resource Metrics and Workforce Analytics – HRIS Cost-Benefit Analysis. Implementation of Human Resource Information System: Reason for System Failure – Organisational and Individual Issues in HRIS Implementation

UNIT IV : HRIS Applications:Talent Management – Recruitment and Selection – Training and Development – Performance Management – Compensation Management – International Human Resource Management

UNIT V : Protecting MIS: Storage, Backup and Safeguarding of Information - Accessibility and Confidentiality - Training and Awareness Creation on MIS Future Trends in Human Resource Information Systems

Reference Books :

1. Azam, M., Management Information System, McGrawHill Education, 2012.
2. Badgi, S., Practical Guide to Human Resource Information System, PHI, 2012.
3. Balagurusamy, E., Object Oriented Programming with C++, 5th Edition, Tata McGraw-Hill Education, 2011.
4. Groh, M., Microsoft Access 2010 Bible, Wiley India Pvt. Ltd., 2011.
5. Kamthane, A., Programming in C, 2nd Edition, Pearson, 2011.
6. Kavanagh, M.J., Thite, M. and Johnson, R., Human Resource Information System, 2nd Edition, Sage South Asia, 2011.
7. Kendall, K. and Kendall, J., Systems Analysis and Design, 7th Edition, PHI Learning, 2009.
8. Laudon, K., Laudon, J. and Dass, R., Management Information Systems – Managing the Digital Firm, 11th Edition, Pearson, 2010.
9. Mohapatra, S., Cases in Management Information Systems, PHI Learning, 2008.
10. Murdick, R.G., Ross, J.E. and Claggett, J.R., Information Systems for Modern Management, 3rd Edition, PHI, 2011.
11. O'Brien, J.A., Morakas, G.M. and Behl, R., Management Information Systems, 9th Edition, Tata McGraw-Hill Education, 2009.
12. Saunders, C.S. and Pearson, K.E., Managing and Using Information Systems, 3rd Edition, Wiley India Pvt. Ltd., 2009.
13. Stair, R. and Reynolds, G., Information Systems, 10th Edition, Cengage Learning, 2012.
14. Willis, T. and Newsome, B., Beginning Microsoft Visual Basic 2010, Wiley India Pvt. Ltd., 2012.

COURSE OUTCOME
CO1: Explain Human resource information system
CO2: Illustrate Database concepts and telecommunication networks
CO3: Intepret HRIS cost benefit analysis
CO4: Express Organizational and individual issues in HRIS implementation
CO5: Explain Future trends in HRIS

Subject Name: Innovation And Entrepreneurship　　　　　　　　　　**Year: II**
Subject Code: PMCAD　　　　　　　　　　　　　　　　　　　　　**Semester: III**

UNIT I Introduction: the Entrepreneur – Definition – Characteristics of Successful entrepreneur. Entrepreneurial scene in India: Analysis of entrepreneurial growth in different communities – Case histories of successful entrepreneurs. Similarities and Distinguish between Entrepreneur and Intrapreneur. 28

UNIT II Innovation in Business: Types of Innovation – Creating and Identifying Opportunities for Innovation – the Technological Innovation Process – Creating New Technological Innovation and Intrapreneurship – Licensing – Patent Rights – Innovation in Indian Firms

UNIT III New Venture Creation: Identifying Opportunities for New Venture Creation: Environment Scanning – Generation of New Ideas for Products and Services. Creating, Shaping, Recognition, Seizing and Screening of Opportunities. Feasibility Analysis: Technical Feasibility of Products and Services - Marketing Feasibility: Marketing Methods – Pricing Policy and Distribution Channels

UNIT IV Business Plan Preparation: Benefits of a Business Plan – Elements of the Business Plan – Developing a Business Plan – Guidelines for preparing a Business Plan – Format and Presentation.

UNITV Financing the New Venture:Capital structure and working capital Management: Financial appraisal of new project, Role of Banks – Credit appraisal by banks. Institutional Finance to Small Industries – Incentives – Institutional Arrangement and Encouragement of Entrepreneurship.

Reference Books :

1. Barringer, B., Entrepreneurship: Successfully Launching New Ventures, 3rd Edition, Pearson, 2011.
2. Bessant, J., and Tidd, J., Innovation and Entrepreneurship, 2nd Edition, John Wiley & Sons, 2011.
3. Desai, V., Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 2011.
4. Drucker, P., Innovation and Entrepreneurship, 4th Edition, Harper Collins, 2006.
5. Hirsch, R.D., Peters, M. and Shepherd, D., Entrepreneurship, 6th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2006.
6. Kaplan, J.M., Patterns of Entrepreneurship, Wiley, 2007.
7. Morris, M., and Kuratko, D., Entrepreneurship and Innovation in Corporations, Cengage Learning, 2008.
8. Morse, E., and Mitchell, R., Cases in Entrepreneurship: the Venture Creation Process, Sage South Asia, 2008. 29
9. Nagendra and Manjunath, V.S., Entrepreneurship and Management, Pearson, 2010.
10.Reddy, N., Entrepreneurship: Text and Cases, Cengage Learning, 2010.
11.Roy, R., Entrepreneurship, 2nd Edition, Oxford University Press, 2011.
12.Stokes, D., and Wilson, N., Small Business Management and Entrepreneurship, 6th Edition, Cengage Learning, 2010.
13.Zimmerer, T.W., Wilson, D. and Scarborough, N.M., Essentials of Entrepreneurship and Small Business Management, Prentice-Hall, 5th Edition, 2009.

COURSE OUTCOME

CO1: Illustrate Concept and role of Entrepreneur
CO2: Classify New technological innovation and intrapreneurship and innovation in Indian firms
CO3: Describe New venture creation and feasibility analysis
CO4: Analyse Format and presentation benefits elements of business plan preparation
CO5: Explain Financing new venture, institutional arrangement and encouragement of entrepreneurship

COURSE OUTCOME

CO1: Identification and analysis of problems
CO2: Introduction, objectives, need, scope and limitations of the study
CO3: Literature review, Research Methodology
CO4: Data analysis and interpretation
CO5: Suggestions, recommendations and conclusion.

Subject Name: Compensation Management   **Year: II**
Subject Code: PMC4N   **Semester: IV**

UNIT I Introduction: Definition of Compensation – Compensation Objectives - Classification – Forms of Pay – Compensation Strategies – Steps in Formulating Compensation Strategy

UNIT II Pay Structure: Pay Differences among Levels – Criteria – Job and Person-based Structure – External and Organisational Determinants of Pay Structure – Strategic Choices in Pay Structure Determination – Equity Sensitivity – External Competiveness – Pay Components Job-based Structure: Job Evaluation –Scope - Process – Techniques – Challenges involved in Job Evaluation Person-based Structure: Skill Plans – Skill Analysis – Competency MappingCompetency Analysis

UNIT III Pay-for-Performance: Role of Performance Appraisals in Compensation Decisions – Strategies for Measuring Job Performance - Types of Pay-for-Performance Plans – Team Incentive Plans - Long-term Incentive Plans Employee Benefits: Components of Wage and Benefits Structure - Components of a Benefit Plan – Medical and Health Benefits – Occupational Health – Social Security Benefits

UNIT IV Compensation for International Assignments: Key components of International Compensation – Approaches to International Compensation Compensation of Special Groups: Supervisors – Corporate Directors – Scientists and Engineers in High-Technology Industries – Sales Forces – Contingent Workers.

UNIT V Union Role in Wage and Salary Administration – Wage System in India – Wage Incentive Schemes Managing Labor Cost: Controlling Salary Level – Ethics in Compensation.

Reference Books :

1. Berger, L.A. and Berger, D., The Compensation Handbook: A State-of-the-Art Guide to Compensation Strategy and Design, 5th Edition, McGraw-Hill, 2008.
2. Dowling, P.J., Festing, M. and Engle, A., International Human Resource Management, 5th Edition, Cengage Learning, 2007.
3. Ellig, B.R., The Complete Guide to Executive Compensation, Tata McGrawHill Education, 2011.
4. Goel, D., Performance Appraisal and Compensation Management, 2nd Edition, PHI, 2012.
5. Henderson, R.I., Compensation Management in a Knowledge-based World, 10th Edition, Pearson, 2007.
6. Martocchio, J.J., Strategic Compensation: A Human Resource Management Approach, 6th Edition Pearson, 2011.
7. Milkovich, G.T., Neman, J.M. and Venkataraman, C.S., Compensation, 9th Edition, Tata McGraw-Hill Education, 2009. 8. Milkovich, G.T., Newman, J.M. and Gerhart, B., Compensation, 10th Edition, Tata McGraw-Hill Education, 2011

COURSE OUTCOME

CO1: Describe compensation strategy
CO2: Compare Pay structure, job based structure and person based structure
CO3: Explain Pay for performance plans and employee benefits
CO4: Analyse Compensation for international assignments and compensation of special groups
CO5: Describe Union rule in wage and salary administration

Subject Name: International Human Resource Management   **Year: II**
Subject Code: PMC4P   **Semester: IV**

UNIT I : Introduction: International Organisation – Approaches to the Study of Comparative Employment Policy: Convergence Policy, the Cultural Approach and the Institutionist Perspective International HRM Models: Poole's Adaptation of the Harvard Model, The Brewster and Bournois Model of International HRM

UNIT II : International Business: Cross-border Mergers and Acquisitions – International Equity Joint Ventures – International SMEs .International Staffing Policy – Recruiting and Selecting Staff for International Assignments

UNIT III : Managing International Employees: International Training and Development – International Compensation IHRM in the Host-Country: Standardization and Localisation of HRM Practices – Managing Human Resources in 'Offshoring Countries'

UNIT IV : Performance Management: Multinational Performance Management – Performance Appraisal of International Employees .International Industrial Relations- Trade Unions – Response of Trade Unions to Multinationals

UNIT V : HRM and Europe: European Management and Labour Relations. HRM and USA: American Human Resource Management.HRM and Japan: Innovative Japanese Management Practices – Influence of Japanese Management Practices on Western Employment Practices.

Reference Books :

1. Dowling, P.J., Festing, M. and Engle, A.D., International Human Resource Management, 5th Edition, Cengage Learning, 2012.
2. Edwards, T. and Rees, C., International Human Resource Management, Pearson, 2007.
3. Gupta, S.C., International Human Resource Management, Macmillan Publishers India, 2010.
4. Harzing, A. and Pinnington, A. H., International Human Resource Management, 3rd Edition, Sage South Asia, 2011.
5. Tayeb, M., International Human Resource Management, Oxford University Press, 2005.

COURSE OUTCOME

CO1: Explain international HRM models
CO2: Describe Recruiting and selecting staff for international assignments
CO3: Discriminate Performance management and international industrial relation
CO4: Explain American, European, Japanese innovative management practice

Subject Name: Total Quality Management   **Year: II**
Subject Code: PMC4P   **Semester: IV**

UNIT I : Introduction to Quality Control – Quality and Cost Considerations – Statistics and its applications in Quality Control – Sampling Inspection in Engineering Manufacture.

UNIT II : Statistical and Quality Control by the use of Control Charts – Methods of Inspection and Quality Appraisal – Reliability Engineering – Value Engineering and Value Analysis.

UNIT III : Sampling: Theory of Sampling Inspection – Standard Tolerance ABC Analysis – Defect Diagnosis and Prevention.

UNIT IV : Recent Technique for Quality Improvement – Zero Defect – A Quality Motivation Techniques – Quality Management system and Total Quality Control.

UNIT V : ISO: Selection of ISO and Model and Implementation of ISO 900 Human Resources Development and Quality Circles – Environmental Management System and Total Quality Control.

Reference Books :

1. Besterfield, D.H., Besterfield-Michna, C., Besterfield-Sacre, Besterfield, G., Urdhwareshe, Total Quality Management, 3rd Edition, Pearson Education, 2010.
2. Charantimath, P., Total Quality Management, 2nd Edition, Pearson, 2011.
3. Evans, J., and Lindsay, W.M., The Management and Control of Quality, 8th Edition, South Western, 2012.
4. Evans, J., Quality Management, Organization and Strategy, 6th Edition, Cengage International, 2011.
5. Gupta, S. and Valarmathi, Total Quality Management, 2nd Edition, Tata McGraw-Hill Education Pvt. Ltd., 2009.
6. Montgomery, D., Statistical Quality Control – A Modern Introduction, 6thEdition,Wiley India Pvt. Ltd., 2010.
7. Oakland, J., TQM: Text with Cases, 3rd Edition, Routledge, 2003.

COURSE OUTCOME

CO1: Identify Quality and cost considerations
CO2: Apply Statistical and quality control by the use of control charts
CO3: Explain Theory of sampling inspection
CO4: Describe Recent techniques for quality improvement
CO5: Explain Selection of ISO model and implementation of ISO 900

Subject Name: Project Work   **Subject Code: PMC4Q**

Each student will be assigned a project in the beginning of the final year. The project work shall be submitted to the college before the end of the final year and the college has to certify the same and submit to the University 15 days prior to the commencement of the University Examinations.

The project shall be evaluated externally. The external examiner shall be form the panel of examiners suggested by the board of studies from time to time.
Those who fail in the project work will have to redo the project work and submit to the college for external examination by the University.

COURSE OUTCOME

CO1: Identification and analysis of problems
CO2: Introduction, objectives, need, scope and limitations of the study
CO3: Literature review, Research Methodology
CO4: Data analysis and interpretation
CO5: Suggestions, recommendations and conclusion.