UNIVERSITY OF MADRAS

M.A. DEGREE PROGRAMME IN HUMAN RESOURCE MANAGEMENT

SYLLABUS WITH EFFECT FROM 2023-2024

SEMESTER- I

Course Code: 433C1A	**MANAGEMENT PRINCIPLES**	**L**	**T**	**P**	**C**
CORE/ELECTIVE/ALLIED	**CORE**	**7**	**-**	**-**	**5**
PREREQUISITE	**Basic knowledge and application of Managerial skills**				

LEARNING OBJECTIVES

1. To introduce the students to concepts and theories of Management.
2. To understand the basic functions of Management.
3. To give them an exposure to the different schools of management thoughts. 4. To give them Knowledge about leading and motivating people
5. To make them learn about the decision making process in the organization.

UNIT – I **I5 HOURS**

Introduction to Basic Managerial Concepts Management: Definition, Nature, Objectives, Need, Importance of Management, Management Principles – Process/ Functions of management, Management Roles, Levels of Management, Managerial Skills and Challenges of Management. **Development of management thought:** 1. Classical Approach-FW Taylor's and Scientific Management, Henry Fayol's Contribution, 2. Neo Classical or Behavioral Approach to Management-Human Relations Approach, Behavioral Sciences Approach, 3. Modern Approaches to Management-Systems Approach, Contingency or Situational Approach, Management Science or Mathematical Approach.

UNIT 2 **15 HOURS**

Planning and Decision Making Planning –Definition, Nature, Structure of Planning, Advantages, Disadvantages, Steps in Planning, forms of planning, types of plans, Forecasting- Definition, Difference between Planning and Forecasting.

Decision Making- Definition, Types of Decisions, Steps in Rational Decision Making, Models of Decision Making Behavior, Decision Making Environment, Difficulties in Decision Making.

Unit -3 **15 HOURS**

Organizing

Organizing-Meaning, Definition, Process of Organizing, Characteristics of organization, Formal and Informal Organizations-Meaning, Definition Principles of Organizing,

Importance of organization, Guidelines for effective organizing, Span of Management-Meaning and Importance, Factors governing span of management, Pros and cons of narrow and wide spans of control , Types of organizations: 1. Line: Definition, Features, Variation, Merits and Demerits 2. Functional Organization: Definition, Features, Merits and Demerits, 3. Line and Staff: Definition, Features, Merits and Demerits, Departmentalization- Definition and bases for Departmentalization, Organization Structure, Designing Organizational Structures, Contemporizing theories of Organization Structure.

UNIT -4 **15 HOURS**

Delegation, Decentralization, Centralization and Communication

Delegation of Authority-Meaning, Advantages, Barriers to Effective Delegation, Guidelines for Effective Delegation, Decentralization of Authority-Definition, Advantages, Disadvantages, Centralization-Definition, Advantages, Disadvantages. Communication – Definition, Process, Principles, Importance, Types of communication - Formal and Informal, Methods or Channels of Communication, Barriers of Communication.

UNIT 5 **15 HOURS**

Co-ordination and control

Co-ordination-meaning, Definition, Need, Requisites for Effective co-ordination, Types, Techniques of co-ordination, Difficulty of co-ordination. Controlling-Meaning, Definition, Features, Principles, Objectives, Advantages & Limitations, Types of control methods-Past and Future Oriented, Controlling Techniques- Traditional and Modern techniques.

Text Books:

1. Prasad. L.M (2015) “Principles and practices of Management” Published by Sultan hand & Sons New Delhi, ISBN-13: 978-9351610502.

2. Peter Drucker (2006) “The Practices of Management” Published by Harper Business publications, ISBN: 9780062005441

Reference Books

1. Hellriegel / Jackson/ Solum, Management (2007) “A Competency based approach” Published by South-Western College Pub Hardcover, ASIN: B008OWHOH8. 2. Allen, L.A., “Management and organization” (2008) Published by Mcgraw Hill publishing co., ltd.

3. Chandrabose.D (2004) “Principles of Management and Administration” Published by Prentice Hall India Pvt., Limited.

4. Tim Hannagan (2007) “Management concepts and practices”, Published by Macmillan India Ltd., ISBN-13: 978-0273711186

5. Koontz O’Donnell,(2012) Principles of Management Tata Mcgraw Hill publishing co., ltd.,

COURSE OUTCOMES:

Upon completion of the course students will be able CO1: To understand the nature, levels and functions of the management.

CO2: To develop Short term and long term planning process in the company. CO3: To design the different structures of Organization. CO4: To showcase the ability of directing, motivating and communicating. CO5: To apply the Managerial skills in resolving issues in the organization.

CO/PO	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	2	3	2	2	2
CO2	3	3	2	3	3	3	2	2
CO3	2	2	2	2	3	2	2	2
CO4	3	3	2	3	3	2	2	3
CO5	3	3	2	2	3	3	3	3

Strong – 3; Medium – 2; Poor – 1

UNIVERSITY OF MADRAS

M.A. DEGREE PROGRAMME IN HUMAN RESOURCE MANAGEMENT

SYLLABUS WITH EFFECT FROM 2023-2024

SEMESTER- I

Course Code: 433C1B	**ORGANIZATIONAL BEHAVIOR**	**L**	**T**	**P**	**C**
CORE/ELECTIVE/ALLIED	**CORE**	**6**	**-**	**-**	**4**
PREREQUISITE	**Basic understanding of Individual, Group & Organizational Dynamics**				

LEARNING OBJECTIVES:

1. To acquaint with various forms of organizational dynamics
2. To familiarize with the concepts of organizational culture and climate
3. To understand the dynamics of stress and its management in organizations
4. To explain group dynamics and the needed skills to work in teams
5. To familiarize them with the process of organizational conflict.

Unit 1: **15 HOURS**

Introduction of Organizational Behaviour -OB Meaning, Definition, Nature, Role of OB, Foundations of OB, Importance of OB, Individual Behaviour:Personality-Meaning, Nature, Theories of Personality, Perception-Meaning, Definition, Factors influencing Perception, Perceptual Process, Perceptual grouping, Factors affecting interpretation of data-perceptual set, attribution, stereotyping, halo effect, perceptual context, perceptual defense, implicit personality theory and projection .

Unit 2: **15 HOURS**

Attitudes and Values -Meaning, Definition, Nature ,components of Attitudes, Formation of Attitudes, Functions of Attitudes, Types of Values-Terminal, Instrumental, Categories of Values Theoretical, Economic, Aesthetic, Social, Political, Religious.

Unit 3: **15 HOURS**

Motivation: Meaning, Definition, Nature of Motivation ,Importance of Motivation, Motivational Challenges, Theories on Motivation, Motivation at work-Designing Motivating Jobs, Leadership-Meaning, Definition, Nature, Styles- Authorization, Participative, Free-rein style, Likert's Four Style, Theories of Leadership-trait, Behavioral and Contingency theories.

Unit 4: **15 HOURS**

Group Dynamics-Meaning of Group, Nature of Groups, Group Characteristics, Types of Groups, Reasons for Group Formation, Stages of Group Development, Functions of

Groups, Benefits of groups in organizations, Disadvantages of Group Formation, Determinants of Group Behaviour, Communication and group decision making, Inter group relations, Team-Meaning, nature, Benefits, Types, Challenges, essentials for effective teamwork, Team Vs Group, Organizational Conflict- Meaning, Definition, Nature, Causes, Types of Conflicts, Levels of Conflicts, Stages / Process of Conflict, Management Conflicts.

Unit 5: 15 HOURS

Power-Meaning, Definition, Types of Power-Reward Power, Co-ercive Power, Referent Power, Legitimate Power, Expert Power ,politics-Meaning, Types of Political Activity, traits, Behavioral Analysis (T.A),Work Stress- Meaning and Definition of Stress , Work Stress Model, Burnout – Meaning, Stress Vs Burnout, Stress Management. Organizational Culture –Meaning and Definition, Levels of Culture, Strategies for Sustaining culture, Climate- Meaning, OCTAPACE, Geert Hofstede s study on Organizational Culture.

Assignments:

Case Study/Success Stories –Project

Text Books:

1. Stephen P.Robbins, Organizational Behaviour, 15th Edition Personal education, New Delhi, 2013.
2. Fred Luthans, Organization behaviour, 12th edition, TATA McGraw Hill.

Reference Books

1. Hell Reigel, Slocum and Woodman, organization behaviour, south western, Thomson learning, 9th Edition.
2. R.S.Dwivdi, Human Relations and Organizational Behaviour, 5th edition, Englewood Cliffs, Prentice Hall 1995.
3. Staw, B.M.Psychological Dimensions of Organizational Behaviour, 3rd edition, Engle wood Cliffs, Prentice Hall 1995.
4. Steven L.Mc.Shane, Mary Ann von Glinow, Organizational Behaviour, 7th edition, Tata Mc.Graw Hill.
5. Hersey & Blanchard: Management of Organizational Behaviour, 10th Edition, and PHI.

COURSE OUTCOMES:

Upon completion of the course students will be able

CO1: To know how the individual difference will affect the organization performance. CO2: To analyze the Learning approaches and attitudes-behaviour relationship

CO3: To apply motivational theories in practice to motivate employees

CO4: To ethically use the power in the appropriate place in the organisation

CO5: To make employees to use the strategies for overcoming workplace stress

CO/PO	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	3	2	2	2	3	2	3	2
CO2	2	2	3	2	3	3	3	2
CO3	2	2	3	3	3	3	3	3
CO4	2	3	3	2	3	3	3	3
CO5	2	3	3	2	3	3	3	2

Strong – 3; Medium – 2; Poor – 1

UNIVERSITY OF MADRAS

M.A. DEGREE PROGRAMME IN HUMAN RESOURCE MANAGEMENT

SYLLABUS WITH EFFECT FROM 2023-2024

SEMESTER- I

Course Code: 433C1C	**HUMAN RESOURCE MANAGEMENT**	**L**	**T**	**P**	**C**
CORE/ELECTIVE/ALLIED	**CORE**	**7**	**-**	**-**	**5**
PREREQUISITE	**Basic knowledge of Human Resource Management**				

LEARNING OBJECTIVES:

1. **To understand the various concepts and principles of HR.**
2. **To expose the students to the strategic role of specific HR systems.**
3. **To apply the approaches of SHRM in the organization.**
4. **To implement the competitive compensation practices in the Industry**
5. **To adopt the emerging trends in HRM.**

Unit– 1: 15 HOURS

Definition of HRM, Objectives – Importance- Nature- Scope, Role and Qualities of a HR Manager. Human Resource Planning - Meaning, Definition, Importance, Factors affecting HRP, Process involved in Human Resource Planning. Job Analysis, Need for Job Analysis, Steps in Job Analysis, Job Description and Specification.

Unit – 2: 15 HOURS

Recruitment - Definition-Importance–Internal Sources and External sources, Modern sources of recruitment, Factors governing recruitment, Recruitment process. Selection – Meaning, Definition, Steps in Selection process, Barriers to Effective selection - Induction and Placement. Employee separation Training and Development – Nature of Training and development, Inputs in Training, Training Process.

Unit – 3: 15 HOURS

Job Evaluation-Meaning, Definition, methods of Job evaluation; Performance Appraisal Definition-objectives- Methods of Performance Appraisal-Process of Performance Appraisal; Compensation –Nature, Objectives, Components of Pay Structure, Factors Influencing Compensation Levels

Unit - 4: 15 HOURS

Human Resource policies - Career Planning and development – Elements and barriers to Employee empowerment –Quality of work life – Elements of work environment – Determinants and measurements of job satisfaction –Human relations importance – components approaches and problems – morale - Significance of Human capital management – high performance work practices – employee engagement – knowledge management – learning organisations.

Unit– 5 15 HOURS

HR Audit: Approaches to HR Audit HR Accounting & HR Audit: Nature and Scope – Approaches to HR Accounting & Audit - HRIS

Human resource Management in changing environment - Contemporary Practices and Digital HRM

Text Books:

1. **Ashwatappa. K, Human Resource Management: Text and Cases, Mcgraw Hill Education, 7th Edition, 2013.**
2. **David A. DeCenzo, Stephen P. Robbins, Susan .L. Verhulst, Fundamentals of Human Resource Management, 12th Edition, 2016.**
3. **Dr.C.B.Gupta Human Resource Management Sultan Chand (2018)**

Reference Books:

1. **Gray Dessler: Human Resource Management, Pearson, 15th Edition, 2015**
2. **Anuradha Sharma: Strategic Human Resource Management: An Indian Perspective**

,2006

3. **Kesho Prasad: Strategic Human Resources Management, Macmillan publishers, 2017.**
4. **Seema Sanghi, Human Resource Management, Macmillan Publishers India Ltd. (2012).**
5. **Ghanekar Anjali: Essentials Of Strategic Human Resource Management , 2009**
6. **Luis R. Gomez-Mejia, David B.Balkin and Robert L.Cardy. Managing Human Resource, PHI, 2002.**
7. **C.B.Mammoria, Personnel Management - Himalayan Publishing co, New Delhi.**

UNIVERSITY OF MADRAS

M.A. DEGREE PROGRAMME IN HUMAN RESOURCE MANAGEMENT

SYLLABUS WITH EFFECT FROM 2023-2024

COURSE OUTCOMES:

Upon completion of the course students will be able

CO1: To understand and apply the concepts of HRM.

CO2: To gain the competency to recruit and choose people for the organization CO3: To apply the Performance Evaluation and Compensation Strategies in practice CO4: To develop the employability skills needed for the workplace

CO5: To know about the feasibility and the link between business strategy and HR.

CO/ PO	PO1	PO2	PO3	PO4	PSO 1	PSO 2	PSO 3	PSO 4
CO1	3	3	2	2	3	3	3	2
CO2	3	3	3	2	3	3	3	2
CO3	3	3	3	2	3	3	3	2
CO4	3	3	3	3	3	2	3	3
CO5	3	3	3	2	3	2	3	2

Strong – 3; Medium – 2; Poor – 1

UNIVERSITY OF MADRAS

M.A. DEGREE PROGRAMME IN HUMAN RESOURCE MANAGEMENT

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SEMESTER- I

Course Code: 433E1A	**LABOUR LEGISLATION- I**	**L**	**T**	**P**	**C**
CORE/ELECTIVE/ALLIED	**ELECTIVE**	**5**	**-**	**-**	**3**
PREREQUISITE	**Basic legal knowledge in business and HR Functions**				

LEARNING OBJECTIVES:

1. **To make the students understand about the Judicial setup existing in the country**
2. **To learn the laws relating to working conditions**
3. **To learn the laws relating to the Social Security**
4. **To know about the laws relating to wages and bonus.**
5. **To understand the laws needed for specific industry**

UNIT I **12 HOURS**

Concept of Labour Legislation, Need, Principles, Constitution for Legislation- Directive Principles of State Policy(DPSP)(Art 38,39,39A41,42,43,43A47,48), Fundamental rights, International Labour Organization (ILO) and its aim, Principles of Natural Justice.

Unit II **12 HOURS**

Laws related to Working Conditions

The Factories Act, 1948-Health and Safety Welfare, Employment of Women and Children: Hours of Work, holidays and leave with wages, Inspection regulation and case laws, Forms and Registers

Unit III **12 HOURS**

Laws related to Social Security

The Employees' State Insurance Act, 1948

The Employees' Provident Funds and Miscellaneous Act, 1952 The Payment of Gratuity Act, 1972

Relevant Case laws, Forms and Registers

Unit IV **12 HOURS**

Laws related to Specific Industries

The Tamilnadu Shops and Establishment Act 1947,The Contract(Regulation and Abolition) Labour Act,1970,Building and other Construction Act,1996.The TN catering Establishment Act,1955, The Inter-State Migrant Workmen (Regulation Of Employment And Conditions Of Service) Act, 1979, Relevant Case laws, Forms and Registers

Unit V **12 HOURS**

Laws related to Wages
The Payments of Wages Act, 1936 The Minimum Wages Act, 1948
Relevant Case laws, Forms and Registers

Text Book:

1. **Taxman (2017), Labour Laws, Taxman Publication, ISBN No.:9789350711583**

Reference Books:

1. **Kapoor N.D. (2011) Hand book of Industrial Law, Sultan Chand & Sons, New Delhi.**
2. **Vaidyanathan (2001) The TamilNadu Shops and Establishment Act 1947 and rules, Madras Books Agencies.**
3. **The Inter-State Migrant Workmen (Regulation Of Employment And Conditions Of Service) Act, 1979,Madras Law book Agency**

COURSE OUTCOMES

CO1: To Understand the legal structure prevailing in the country.
CO2: To identify the situations of legal issues affecting both the employer and the worker.
CO3: To apply various labour legislations in the business.
CO4: To use the innovative approaches to the legal applications
CO5: To enable them to take ethical decisions in both personal and professional lives.

CO/ PO	PO1	PO2	PO3	PO4	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	2	2	2	3	2	2	2
CO2	2	3	2	2	3	2	2	2
CO3	2	3	2	2	3	2	2	2
CO4	3	3	3	3	3	2	2	2
CO5	2	3	3	3	3	2	2	2

Strong – 3; Medium – 2; Poor - 1

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SEMESTER I

Course Code: 433E1B	**MANAGERIAL ECONOMICS**	**L**	**T**	**P**	**C**
CORE/ELECTIVE/ALLIED	**ELECTIVE**	**5**	**-**	**-**	**3**
PREREQUISITE	**Basic knowledge of Economic Theory**				

LEARNING OBJECTIVES:

1. **To acquaint the students with concepts and techniques used in micro economic theory and to enable them to apply this knowledge in business decision-making.**
2. **To give in-depth knowledge in emerging global trends in business environment and macroeconomic management.**
3. **To enable students to participate in debates on economic matters.**
4. **To develop the skills of the students in solving business problems by using various economic techniques.**
5. **To understand about the various models of economics.**

Unit- 1 **12 HOURS**

Fundamentals of Economics- Meaning, Definitions, Branches of Economics, Main Divisions of Economics; Managerial Economics- Definition, Characteristics, Significance and Scope of Managerial Economics in an Organization; Difference between Economics and Managerial Economics; Role of Managerial Economist.

Unit -2 **12 HOURS**

Demand Analysis & Forecasting: Demand-Meaning, Law of Demand, Demand Schedule and Demand Curve, Why Demand Curve Slopes Downward, Exception to Law of Demand or Perverse Demand Curve, Difference between Change in Demand and amount demanded, Factors determining Demand/ Demand Function, Elasticity of Demand Meaning and Definition, Meaning of Price Elasticity, Income Elasticity and Cross Elasticity of Demand (Only Meaning and Symbolic representation no Problems and methods of calculation) Factors influencing Elasticity of Demand, Importance of Elasticity of Demand, Demand Forecasting-Meaning, Definition, Types of Forecasting, Objectives and Purpose of Forecasting, Importance of Forecasting, Levels of Forecasting Approaches to be adopted for forecasting demand of new products

Unit- 3 **12 HOURS**

Supply and Production : Supply-Meaning, Supply Schedule, Law of Supply, Supply Curve, Factors determining Supply/ Determinants of Supply, Expansion and Contraction of Supply Curve, Increase or Decrease in Supply, Elasticity of Supply; Production -Meaning, Types of Utilities ,Factors of Production, Production Function, Laws of Production: Laws of Variable Production, Laws of Returns to Scale, Economies of Scale Meaning, Types of Economies of Scale-Internal and External, Diseconomies of Scale-Internal and External

Unit -4 **12 HOURS**

Cost and Revenue Concepts: Cost and Concepts, Break Even Analysis-Meaning, Determinants of BEP, Usefulness & Limitations of BEA; Revenue – Meaning, Kinds of Revenue

Unit-5 **12 HOURS**

National Income, Social Accounting Aggregates, Computation of National Income, Business Cycle and Phases, Characteristics of Business Policy, Inflation and Deflation, Monetary Policy, Central Bank Functions, RBI Functions, RBI and Credit Control measures used by RBI, Fiscal Policy-Meaning, Objectives of Fiscal Policy, Instruments of Fiscal Policy, Limitations of Fiscal Policy. Economic Planning-Definition, Features, Objectives, Planned Vs Unplanned Economy, Competition act 2002 and Foreign Exchange Management Act 1999,Global Economic Scenario. Text Books:

1. **G S Gupta (2017)," Managerial Economics" published by McGraw Hill Education, ISBN-13: 978-0071067867**
2. **D.M.Mithani(2016), "Managerial Economics" published by Himalaya Publication House, ISBN-13: 978-9352623303**

Reference Books:

1. **H L Ahuja(2014), "Managerial Economics" published by S chand Publishing, ISBN 13: 978-8121928403**
2. **Dominick Salvatore(2016), "Managerial Economics: Principles and Worldwide Applications", published by Oxford University Press, ISBN-13: 978-0199467068**
3. **D N Dwivedi(2015), "Managerial Economics" published by Vikas Publishing House, ISBN-13: 978-9325986688**
4. **R.L. Varshney(2014), "Managerial Economics" published by Sultan Chand & Sons, ISBN-13: 978-8180549144**
5. **Michael Baye & Jeff Prince (2017), "Managerial Economics and Business Strategy" published by McGraw Hill Education, SBN-13: 978-9339204068**

UNIVERSITY OF MADRAS

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COURSE OUTCOMES:

Upon completion of the course students will be able

CO1 :To understand the key concepts, tools and techniques of economics and apply them.

CO2 :To apply the various economic techniques in taking business decisions.

CO3: To understand the choices of the customer and take the needed decision. CO4: To analyze the problems faced by the firms.

CO5:To come out with the strategies for selling the products in the market

CO/ PO	PO1	PO2	PO3	PO4	PSO 1	PSO 2	PSO 3	PSO 4
CO1	3	3	3	2	2	3	2	2
CO2	3	3	3	2	2	3	3	2
CO3	2	2	3	2	2	2	2	2
CO4	3	3	2	3	2	3	2	2
CO5	2	2	2	3	2	2	2	2

Strong – 3; Medium – 2; Poor - 1