UNIVERSITY OF MADRAS

M.A. DEGREE PROGRAMME IN HUMAN RESOURCE MANAGEMENT

SYLLABUS WITH EFFECT FROM 2023-2024

SEMESTER II

Course Code: 433C2A	**LEARNING AND DEVELOPMENT**	**L**	**T**	**P**	**C**
CORE/ELECTIVE/ALLIED	**CORE**	**6**	**-**	**-**	**5**
PREREQUISITE	**Basic Knowledge of Learning & Development**				

LEARNING OBJECTIVES:

1. To understand the nature and process of Training and Development.
2. To adopt the different Strategies used in training.
3. To induce the leadership and mentoring skills among students.
4. To implement the evaluation of the training program.
5. To know about the emerging trends in learning & development.

UNIT I **15 HOURS**

Introduction to Learning: Introduction, Relationship, meaning, The basic principles of learning, Theories of Learning, The Learning Process, Mental and Physical Processes, The Learning Cycle, Age Influences on Learning Implications of the Learning Process for Instruction, Instructional Emphasis for Learning Outcomes, Learning Curve, The Forces Influencing Working and Learning, classification of learned capabilities.

UNIT II **15 HOURS**

Introduction to Training: Definition, Meaning, Need For Training, Importance Of Training, Objectives Of Training, Concepts of Education, Training And Development, Inputs in Training, Overview Of Training Functions, Types Of Training.

UNIT III **15 HOURS**

Process of Training: Steps In Training, Identification Of Job Competencies, Criteria For Identifying Training Needs (Person Analysis, Task Analysis, Organization Analysis), Assessment Of Training Needs, Methods And Process Of Needs Assessment.

UNIT IV **15 HOURS**

Designing and Implementing a Training Program : Trainer Identification, Methods And Techniques Of Training, Designing A Training Module (Cross Cultural, Leadership, Training The Trainer, Change), Management Development Program, Budgeting Of Training. Traditional Training Methods: Presentation Methods, Hands on

Methods, Group Building Methods. Choosing Training methods.

E-Learning & Use of Technology in Training: Technology's Influence on Training, Technology & Multimedia, Computer-Based Training, Developing, Effective Online Learning, Blended Learning, Simulations, Mobile Technology & Training Methods, Intelligent Tutoring Systems, Distance Learning, Technologies for Training Support, Technologies for Training Administration, Learning Management Systems (LMSs), Systems for Training Delivery, Support & Administration.

UNIT V **15 HOURS**

Evaluation of Training Program and Transfer of Training : Reasons for Evaluating Training, Overview of the Evaluation Process, Outcomes Used in the Evaluation of Training Programs, Determining Whether Outcomes Are Good, Evaluation Practices, Evaluation Designs/ Models (Kirkpatrick Model Of Evaluation, CIRO Model, Cost Benefit Analysis, ROI Of Training), Threats to Validity, Types of Evaluation Designs, Considerations in Choosing an Evaluation Design, Determining Return on Investment, Determining Costs, Measuring Human Capital and Training Activity. Transfer of Training: Introduction, Training Design, Work Environment Characteristics influencing transfer, organizational environments encouraging transfer; Implementation of the training programme.

Text Books:

1. Raymond A Noe and Amitabh Deo Kodwani, Employee Training and Development, Tata McGraw Hill, New Delhi, Fifth Edition,2012.

Reference Books

1. Bewnet, Roger cd. Improving Training Effectiveness, Aldershot, Gower 1988.
2. Buckley R & Caple, Jim, The theory and Practice of Training, London, Kogan & page.
3. Lynton R Pareek U. Training and development, 3rd edition, New Delhi, Vistaar.
4. Rae L etc. How to measure Training Effectiveness, Aldershot, Gower, 3rd edition.
5. Reid M.A.etc. Training Interventions, Managing Employee Development, 4th edition, London IPM.
6. Serge P. The Fifth Discipline: The Art and Practice of Learning Organization, 5th edition, London Century.

COURSE OUTCOMES:

Upon the completion of the course, students will be able

CO1: To understand about the Learning and Development process & their issues in the companies.

CO2: To identify the learning objectives of every training program conducted.

CO3: To practice the different training methods and know their effectiveness. CO4: To Analyze the need for training of the employees

CO5: To Apply the latest technology in enhancing training effectiveness of different companies.

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

Strong – 3; Medium – 2; Poor – 1

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SEMESTER II

Course Code: 433C2B	**EMPLOYEE RELATIONS AND WELFARE**	**L**	**T**	**P**	**C**
CORE/ELECTIVE/ALLIED	**CORE**	**6**	**-**	**-**	**5**
PREREQUISITE	**Basic Knowledge on employee relations**				

LEARNING OBJECTIVES:

1. To understand the basic concepts and nuances of industrial relations.
2. To prepare them for handling strikes, negotiation, collective bargaining
3. To make them understand the disciplinary methods and strategies.
4. To Implement the various settlement machineries
5. To develop strategies for employee welfare and Social Security measures.

Unit I **15 HOURS**

Employee Relations

Definition and Meaning of IR-causes, Importance of good labour management relations-causes of industrial relations, Industrial disputes –unrest the Indian Scenario today-state Government's intervention-Machineries for settlements and prevention of Industrial disputes in India. Works committee, Conciliation, Adjudication, Voluntary Arbitration. Present day industrial worker - comparison with predecessor, Role of ILO in industrial relations, Approaches-The systems model-The Pluralist Approach, Marxist approach.

Unit II: **15 HOURS**

Trade Union Movement in India

History and growth of trade Union-purpose and functions, policies, recognition and registration, affiliation, membership, Finance Leadership, Employers organization; Trade Union democracy, Types of union , Pitfalls and suggestions to improve.

Unit III: **15 HOURS**

Collective Bargaining, Discipline & Grievance Redressal

Meaning, Nature, Types, Process and Importance of CB-prerequisites issues involved, status in India, Suggestions to improve; Negotiations-Types of Negotiations, Pre and Post Negotiation Problem solving attitude; Discipline - Causes of Indiscipline - Maintenance of discipline, Essentials of Good Disciplinary system, Procedure of taking disciplinary action, Domestic enquiries - concept and practice - Principles of Hot stove rule, Kinds of Punishment, Grievance handling - Constitution of Grievance committee - Meaning of Grievance -Sources-level of Grievance-benefits of Grievance system, Grievance Redressal machinery in India-.

Unit IV: **15 HOURS**

Employee Welfare

Employee welfare-Meaning, Objectives, Philosophy, Scope, Limitations, types of employee welfare, statutory and non statutory welfare measures, and Labour welfare theories.

Unit V **15 HOURS**

Social Security

Concept, Need, Types and Schemes for the organized sector in India; Labour Administration Scope, Evolution, Labour Policy in India, Labour Administrative Machinery of the government, Role of ILO in Labour Administrations

Text Books:

1. Mamoria, Mamoria and Gankar (2001) Dynamics of Industrial Relations Bombay: Himalaya Publishing.
2. P.N.Singh, Neeraj Kumar(2011),Employee Relations Management, Dorling Kindersley(India) Pvt. Ltd., Licensees of Pearson Education in South Asia.
3. Srivastava S.C (1994) Industrial relations and Labour Laws, Vikas Publishing, New Delhi.

Reference Books:

1. Tripathi.P.C Personnel Management and Industrial Relations, Sultan Chand & Sons 2. Yoder, Dale and others (1959) Personnel Management & Industrial Relations, New Delhi, Prentice Hall.

COURSE OUTCOMES

Upon the completion of the course, students will be able

CO1: To understand changing concept of Employee Relations in the country
CO2: To promote Industrial harmony and resolve conflict
CO3: To evaluate strategies for Industrial relations at the government level
CO4: To analyze the importance of Trade unions and their growth
CO5: To apply Collective bargaining and tripartite machinery in industries

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

Strong – 3; Medium – 2; Poor – 1

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SEMESTER- II

Course Code: 433C2C	**ORGANISATION CHANGE & ORGANISATION DEVELOPMENT**	**L**	**T**	**P**	**C**
CORE/ELECTIVE/ALLIED	**ELECTIVE**	**6**	**-**	**-**	**4**
PREREQUISITE	**Basic knowledge on Organizational Development**				

LEARNING OBJECTIVES:

1. To understand the various change management strategies.
2. To Study the impact of change on organizations.
3. To develop insight in diagnostic problems in OD.
4. To provide necessary self-insight, skills and techniques to become effective change agents and internal OD consultants.
5. To gain knowledge for handling future organizational initiatives.

Unit I **15 HOURS**

Organization change

Dynamics of change, Nature of change, Change cycle, levels and types and forces of organizational change, Change agents, resistance to change at Individual, sub-unit and Organizational level, Strategies and guidelines for implementing change.

Unit II **15 HOURS**

Models and theories of Organizational Change

Kurt Lewin - Force field theory of change, Burke Litwin Model of change, Ralp Kilman 5 sequential stages of organizational change, Ronald Lippit, Jeanne Watson & Bruce Westly 7 stage Organizational change - Socio-technical systems theory and Open system Planning , OD, reengineering and Organizational Design.

Unit III **15 HOURS**

Foundations of Organizational Development

Definition, meaning of Organizational Development, features, objectives and values of OD, OD process and stages of intervention, Action Rearch, Action Research & OD

Unit – IV **15 HOURS**

Broad overview of OD interventions;

Team building intervention, Inter-group activities, Survey feedback intervention, Techno structural, structural activities, Process Consultation, Grid OD activities, Third Party peace making, Coaching and counseling, Future search conference.

Unit – V **15 HOURS**

Future of Organizational Development

Leadership and values, Knowledge about Organizational development, Inter-disciplinary

nature of Organizational Development, Diffusion of technique, Mergers, Acquisitions and alliances, High Performance & community

Text Books:

1. French.L.Wendell, Bell.H.Cecil and Vohra Veena : "Organization Development – Behavioral Science Interventions for Organization Improvement, Sixth edition, Pearson Prentice Hall of India, New Delhi,2014.

2. French, W.L etc., Organization Development Theory, Practice and Research, 6th Edition, New Delhi, Universal Book Stall.

Reference Books:

1. Hurse F.E. and Cummings T.G. Organisation, Development and Change 9th Edition, New York,k West.

2. Abad, Ahmad etc, Developing Effective Organization, New Delhi, Sri Ram Centre for Industrial Relations,1980

3. De Hitish. Alternative Designs of Human Organizations, London, Sage, 1988

4. Harvey D.F and Brown DR An Experiential Approach to Organization Development, Englewood Cliffs, New Jersey, Prentice hall Inc., 1990

5. Sinha, Dharani P etc, Consultants and Consulting Styles, New Delhi,Vision, 1982.

COURSE OUTCOMES:

Upon the completion of the course, students will be able

CO1: To apply various Approaches to understanding organization strategies CO2: To Explore Functions and effects of organization culture

CO3: To identify the world of work group behavior

CO4: To recommend strategies for handling stress.

CO5: To create experts to handle Organizational development and change initiatives in the organization.

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

Strong – 3; Medium – 2; Poor – 1

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SEMESTER II

Course Code: 433E2A	**LABOUR LEGISLATION – II**	**L**	**T**	**P**	**C**
CORE/ELECTIVE/ALLIED	**CORE**	**4**	**-**	**-**	**3**
PREREQUISITE	**Basic Knowledge of Labour laws in the Organization**				

LEARNING OBJECTIVES:

1. To face any challenges posed by the corporate environment and Trade unions.
2. To provide knowledge on settlement machineries, compensation and bonus calculation.
3. To apply the knowledge of labour laws in the industries.
4. To develop models for resolving organizational legal issues
5. To main proper documentation related to employment of workers

Unit I **12 HOURS**

Law relating to employment of women and Children, Subsistence Allowance

Maternity Benefit Act 1961

The Child Labour (Prohibition and Regulation) Act 1986

The Tamil Nadu Payment of Subsistence Allowance Act, 1981 Relevant Case laws, Forms and Registers

Unit II **12 HOURS**

Law relating to Bonus and Welfare Fund, Holidays

Payment of Bonus Act, 1965

Tamil Nadu Labour Welfare Fund Act, 1972,

The Tamil Nadu Industrial Establishments (National and Festival Holidays) Act, 1958 Relevant Case laws, Forms and Registers

Unit III **12 HOURS**

Laws relating to IR

The Industrial Disputes Act, 1947 The Trade Union Act, 1926

The Industrial Standing orders Act, 1946 Relevant Case laws, Forms and Registers

Unit IV **12 HOURS**

Accident Compensation and safety

The Mines Act 1952

The Employees' compensation Act 1923 Relevant Case laws, Forms and Registers

Unit V **12 HOURS**

Miscellaneous Act

The Apprentice Act, 1961

Equal Remuneration Act, 1976

The Sexual Harassment of women at workplace (Prevention, Prohibition and Redressal) Act, 2013, Relevant Case laws, Forms and Registers

Text Books:

1. Kapoor N.D. (2011) Hand book of Industrial Law, Sultan Chand & Sons, New Delhi.
2. Vaidyanathan (1996), Factory Laws Applicable in Tamil Nadu, Volume IV, Madras Books Agencies, Chennai.
3. The Sexual Harassment of women at workplace (Prevention , Prohibition and Redressal) Act, 2013,Commercial Law Publishers(India)Pvt.Ltd., Delhi

References:

4. Taxman(2013),Labour Laws, Taxman Publication, ISBN No.:9789350711583
5. The Tamil Nadu Industrial Establishments (National and Festival Holidays) Act, 1958,Madras Law Book Agency
6. The Tamil Nadu Payment of Subsistence Allowance Act, 1981, Madras Law Book Agency

COURSE OUTCOMES:

Upon the completion of the course, students will be able

CO1: To understand the legal structure relating to employment, compensation and industrial relations.

CO2: To identify the situations of employment issues affecting women, children and men. CO3: To apply various latest legislations in the business.

CO4: To adopt 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	PSO1	PSO2	PSO3	PSO4
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- II

Course Code: 433E2B	**ACCOUNTING FOR MANAGERS**	**L**	**T**	**P**	**C**
CORE/ELECTIVE/ALLIED	**ELECTIVE**	**4**	**-**	**-**	**3**
PREREQUISITE	**Basic knowledge of different types of accounts**				

LEARNING OBJECTIVES:

1. To introduce the students about the fundamentals of Financial, Management and Cost Accounting.

2. To learn the tools and techniques involved in Financial, Management and Cost Accounting.

3. To equip the students to handle decisions by applying Financial, Management and Cost accounting.

4. To apply the standard accounting techniques in assessing the different outcomes.

5. To make them know the accounting information will support in decision making .

UNIT-I **12 HOURS**

Financial Accounting- Meaning, Definition, Objectives, Need, Significance and Limitations of Financial Accounting, Accounting Cycle, Relationship between Accountancy, Accounting and Book Keeping, Distinction between book keeping and accounting, Users of Accounting Information, Branches of Accounting-Financial, Cost and Management Accounting.

Basic Accounting Terms-Transactions, Proprietor, Capital, Assets, Liabilities, Drawings, Debtors, Creditors , Purchases, Purchase return or returns outward, Sales, Sales return or return inward, Stock, Revenue, Income, Expense, Voucher, Invoice, Receipt, Account, Basic Assumptions: Accounting entity assumption, Money measurement assumption, Accounting period assumption, Going concern assumption.

UNIT -II: **12 HOURS**

Final Accounts- Meaning, Parts of Final Accounts-Trading Account, Profit and Loss Account, Balance Sheet- Definitions and Meaning, Only Definitions of the following terms- Closing stock, Outstanding expenses, Prepaid expenses, Accrued incomes, Incomes received in advance, Interest on capital, Interest on drawings, Interest on loan, Interest on investment, Depreciation, Bad debts, Provision for bad and doubtful debts, Provision for discount on debtors, Provision for discount on creditors

Financial Statement analysis-Meaning, Objectives, Nature , Importance and Limitations of

Financial Statements, Window Dressing –meaning, methods, Techniques or Tools for Financial Statement Analysis, Limitations of Financial Statements analysis.

UNIT –III **12 HOURS**

Management Accounting-Meaning, Definition, Characteristics, Scope and Importance and Limitations of Management Accounting, Difference between Management Accounting and Financial Accounting, Installation of Management Accounting System, Functions and Duties of Management Accountant.

UNIT –IV **12 HOURS**

Cost Accounting - Definitions, Objectives, Scope, Advantages and Limitations of Cost Accounting, Difference between Cost Accounting and Financial Accounting, Difference between Cost Accounting and Management Accounting, Classification of Cost, Methods of Costing, Elements of Cost-Material (Direct and indirect material), Labour (Direct and Indirect), Expenses (Direct and indirect), Direct and Indirect Costs/ Overheads, Classification of Overhead-Factory Overhead, Administration or Office Overhead, Selling and Distribution Overhead, Cost Sheet.

UNIT- 5 **12 HOURS**

Marginal Costing- Definition, Marginal Cost-Definition, Features of Marginal Costing, Advantages of Marginal Costing, Limitations of Marginal Costing, Cost-Volume-Profit Analysis-Meaning, Important Concepts used in Cost-Volume-Profit analysis-Fixed Cost, Variable Cost, Contribution, Contribution to sales, Profit Volume ratio, Break even analysis and Break-even point, Composite Breakeven point, Margin of Safety.

Text Books:

1. Financial management – Analysis & Conceptual approach –
S.C.Kuchhal 2. Principles and practices of Cost accounting – N.K. Prasad
3. Management accounting – I.M. Pandey
4. Financial Management – S.N.Maheswari

Reference Books:

1. Finance for Non-Finance Executives – Yesyesvee
2. Hingorani, Ramanathan & Grewal: Management Accounting, Sultan Chand
3. R.N. Anthony: Management Accounting – Text and cases, Irwin
4. S.N. Maheswari: Management Accounting, Sultan Chand
5. H.G. Guthman: Analysis of Financial Statements, Prentice Hall

COURSE OUTCOMES:

Upon the completion of the course, students will be able

CO1 :To describe the various types of the organization and the financial system they follow.

CO2: To Evaluate profitability, liquidity, financial and turnover ratio of the various companies CO3: To analyze the data of the financial statements of different companies.

CO4: To know how the different accounting practices are to planning

CO5: To apply the accounting information in managerial decision making

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

Strong – 3; Medium – 2; Poor - 1

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Semester II

Course Code: 433S2A	**ENTREPRENEURIAL DEVELOPMENT**	**L**	**T**	**P**	**C**
CORE/ELECTIVE/ALLIED	**SKILL ENHANCEMENT COURSE**	**4**	**-**	**-**	**2**
PREREQUISITE	**Basic Knowledge about Entrepreneurship**				

LEARNING OBJECTIVES:

1. To acquire skills required to start and manage a business.
2. To highlight the need for entrepreneurship and to familiarize the growth of entrepreneurship in India.
3. To expose the students regarding the assistance from financial Institutions and Government.
4. To classify the different types of business in which the entrepreneurs will act.
5. To explore the latest trends in entrepreneurship.

UNIT-I **8 HOURS**

Entrepreneurship –Meaning & Definition – Types of Entrepreneurs - Characteristics of a successful entrepreneur, - Entrepreneurial scene in India - Case histories of successful entrepreneurs -

UNIT –II **8 HOURS**

Entrepreneurial Development Programme and training - Entrepreneurial Environment - - New Product Ideas and Evaluation - Project Identification -Project Formulation - Project Report - Project Appraisal - Profitability Analysis- Working Capital Management.

UNIT- III **8 HOURS**

Project Planning - Social COST Benefit analysis - Financial Analysis, Project financing - Selection of site & Equipment - Institutions for ED - Financial Institution & Entrepreneur Development - Bank Finance to entrepreneur -.

UNIT- IV **8 HOURS**

Marketing Research Segmentation-Marketing Positioning-Developing Marketing Strategies, Pricing, Promotional Mix - Distributing channels

UNIT- V **8 HOURS**

Small scale industries- definition, characteristics, objectives-Development of small Scale Industries in India - Incentives for SSI from Central Government & State Government /

Industrial sickness in SSI, causes and remedies- Selection of the site and Equipment - Plan for production.

Text Books:

1. Charntimath Poornima .M (2014) Entreprenuership & Small Business Entrprises, Pearson, Second Edition
2. Bholanath Dutta (2009) Entrepreneurship Management ,Excell Books,First Edition

Reference Books:

1. Robert J. Calvin : Entrepreneurial Management, McGraw-Hill, 2002
2. Shivganesh Bhargava : Entrepreneurial Management, SAGE Publications India Pvt Ltd ,2008.

COURSE OUTCOMES:

Upon the completion of the course, students will be able

CO1: To demonstrate the innovative ideas by improving their presentation skills. CO2: To apply the marketing skills in the area of entrepreneurship
CO3: To develop New ventures and do feasibility analysis
CO4: To Analyze and prepare business plan
CO5: To Explore financial &institutional arrangement and encouragement of entrepreneurship

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

Strong – 3; Medium – 2; Poor - 1