UNIVERSITY OF MADRAS

M.A. DEGREE PROGRAMME IN HUMAN RESOURCE MANAGEMENT

SYLLABUS WITH EFFECT FROM 2023-2024

Course Code: 533S4A	BUSINESS ETHICS & CORPORATE SOCIAL RESPONSIBILITY	L	T	P	C
CORE/ELECTIVE/ALLIED	SKILL ENHANCEMENT COURSE	4	-	-	2
PREREQUISITE	Basic knowledge on Ethics and CSR				

LEARNING OBJECTIVES:

1. To develop an understanding among students on ethical issues in business 2. To understand corporate governance practices
3. To impart skills of analysis and capability of making business decisions 4. To get acquainted with the various CSR policies
5. To promote work ethics and responsibility at the workplace

UNIT I **12 HOURS**

Concept of ethics - sources -- values - codes of conduct - what is an ethical issue? - Ethical theory and its applications to business/morality and ethical theory – Ethical management - love and reverence in work and life - strengthening personal and organizational integrity - the spiritual core of leadership

UNIT II **12 HOURS**

Advertising and information disclosures - environmental responsibility - ethics and ecology - employee rights - conflict of interests - work ethics - professional ethics and responsibility

UNIT III **12 HOURS**

Corporate Social Responsibility (CSR) - meaning - promoting corporate responsiveness - managing socially responsible business

UNIT IV **12 HOURS**

Corporate Governance – Meaning and scope -– Origin- Practices –Shareholders Vs. Stakeholders approach –Board mechanism, Role and duties of the directors-Chairman-Governance committees

UNIT V **12 HOURS**

Codes of governance –Birla committee report .

Text Books:

1. A M A, "Corporate Governance And Business Ethics", Excel Books
2. Cannon Tom, "Corporate responsibility. A textbook on business ethics, governance, environment: role and responsibilities", Pitman, London
3. Hoffman, W. Michael, et, "Corporate Governance and Institutionalizing Ethics", Lexington Books

Reference books

1. Sutton, Brenda, editor, "The Legitimate Corporation; Essential Readings in Business Ethics & Corporate Governance", Blackwell Publishers
2. Manual Vela Squez, "Business Ethics Concepts and Cases", Prentice Hall, New Jersey
3. Kenneth Blanchard and Norman Vincent Peale, "The Power of Ethical Management", New York, William Morrow & Co.,
4. Sekhar R C, "Ethical Choices in Business", Response Books 8. Kendall, Nigel, "Corporate Governance", London, Financial Times Pitman Publishing

COURSE OUTCOMES:

Upon the completion of the course, students will be able

CO1: To understand the concept of ethics and CSR
CO2: To explore the roles and responsibilities of employee.
CO3: To Identify the CSR practice carried out in an organization
CO4: To impart skills in making ethical decisions
CO5: To promote E-governance .at workplace

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

Strong – 3; Medium – 2; Poor – 1

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M.A. DEGREE PROGRAMME IN HUMAN RESOURCE MANAGEMENT

SYLLABUS WITH EFFECT FROM 2023-2024

SEMESTER- IV

Course Code: 533E4B	**TOTAL QUALITY MANAGEMENT**	**L**	**T**	**P**	**C**
CORE/ELECTIVE/ALLIED	**ELECTIVE**	**6**	**-**	**-**	**3**
PREREQUISITE	**Basic Knowledge of Quality**				

LEARNING OBJECTIVES:

1 To familiarize the students with the basic concepts of Quality Control.
2 To provide insights on Statistical and Quality Control.
3 To throw light on sampling, inspection, analysis and diagnosis
4 To elucidate on the Recent Techniques for Quality Improvement
5 To create awareness on the importance of ISO Model, control and quality circles.

UNIT I **15 HOURS**

Introduction to Quality Control – Quality and Cost Considerations – Statistics and its applications in Quality Control – Sampling Inspection in Manufacture Engineering **UNIT II**

15 HOURS

Statistical and Quality Control by the use of Control Charts – Methods of Inspection and Quality Appraisal – Reliability Engineering – Lean Management & Value Engineering and Value Analysis.

UNIT III **15 HOURS**

Sampling: Theory of Sampling Inspection – Standard Calibration / ABC Analysis – Defect Diagnosis and Prevention

UNIT IV **15 HOURS**

Recent Techniques for Quality Improvement – Zero Defect –6 SIGMAA Quality Motivation Techniques – Quality Management system and Total Quality Control-Control charts

UNIT V **15 HOURS**

ISO: Selection of ISO and Model and Implementation of ISO 9001/14001/18001/27001 Think Tank Mechanism and Quality Circles – Total Quality Control.

Text Books:

Poornima M Charantimath" Total Quality Management" 3rd Edition Pearson Education John Oakland, Robert J Oakland and Michael A Turner" Total Quality Management and Operational Excellence: Text with Cases 5th Edition Routledge 2020

Total Quality Management and Business Excellence, Taylor and Francis

Reference Books:

Besterfield, D.H. Besterfield-Michna.C., Besterfield-Scare, Besterfield G.Urdhwareshe, - Total Quality Management, 5th edition, Pearson Education, 2010

Evans, J., and Lindsay, W.M., - The Management ansd Control of Quality, 8th edition, South Westers, 2012

Jane S.r. Evers – Quality Management: Organization and Strategy, 6th edition, South Western International

Gupta, S. and Valarmathi, - Total Quality Management, 2nd edition, Tata Mc-Graw Hill Education Pvt. Ltd., 2009

Mntogomery, D., - Statistical Quality Control – A Modern Introduction, 6th edition, Wiley India Pvt. Ltd., 2010

COURSE OUTCOMES:

Upon the completion of the course, students will be able

CO1: Be familiarized with the basic concepts of quality

CO2: Understanding the insights on Statistical and Quality Control.

CO3: Have a knowledge on sampling, analysis and Inspection

CO4: Have awareness and knowledge of the recent techniques for quality improvement CO5: Will create awareness of ISO Standards, procedures and process

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

Strong – 3; Medium – 2; Poor - 1

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M.A. DEGREE PROGRAMME IN HUMAN RESOURCE MANAGEMENT

SYLLABUS WITH EFFECT FROM 2023-2024

SEMESTER- IV

Course Code: 533E4A	**BUSINESS POLICY AND STRATEGIC MANAGEMENT**	**L**	**T**	**P**	**C**
CORE/ELECTIVE/ALLIED	**ELECTIVE**	**6**	**-**	**-**	**3**
PREREQUISITE	**Basic Knowledge of Strategy**				

LEARNING OBJECTIVES:

1. To understand Business environment and various policies
2. To induce managerial qualities of decision making in a competitive environment.
3. To encourage students to be good managers where Organizational change takes place.
4. To promote corporate values and instill leadership capabilities among students.
5. To promote ethical behaviour and ethical decisions in the organizations

UNIT I **15 HOURS**

Business as a social system: objectives of business, business environment - International Environment - opportunities and threats. Business ethics - Principles of Business ethics, Ethics in Workplace – Ethical behaviors and Ethical decisions. Ethical Issues in Corporate Governance, Corporate Social Responsibility - Changing Trends in social responsibilities of business, Dimensions of social responsibility, Corporate Social Responsibility towards different groups.

UNIT II **15 HOURS**

Business policy related aspects, Policies tactics, Programs, Procedures, Rules. Different types of policies. Business Policy in Various Economic Systems**:** Capitalist Economy: Economic System of Socialism and mixed Economic system.

UNIT III **15 HOURS**

Strategy formulation - business and objectives, process of strategy formulation, - environmental appraisal - Organizational appraisal - Strategic alternative and choice - choosing a strategy, Management attitude to Risk , Role of power politics in organization. **UNIT IV** **15 HOURS**

Strategy implementation - Procedure, Structure, Function and importance, Financial policy implementation- Need, objectives, merits & demerits, organizational structure and Strategy implementation- Need, objectives, merits & demerits, Behavioral implementation - Need, objectives, merits & demerits , leadership implementation- Need, objectives, merits & demerits.

UNIT V **15 HOURS**

Strategic evaluation and control - MBO, MBE and other major Business Policy. Strategic evaluation process, criteria for evaluation, problems in designing evaluation criteria, MBO &

MBE - need, objectives & importance, Major Business Policy- Classification, recent trends in business polices.

Text Books:

1. Azhar Karma (2012) - Business Policy - Tata McGraw Hill Publishing Company limited. ISBN 978-0070263628

2. Mamoria and Subba Rao (2014) " Business Planning and Policy" Himalaya Publishing house. ISBN 978-01470276584

Reference Books:

1. Jain (2011) "Government & Business Policies" Tata McGraw Hill Publishing Company limited. ISBN 978-15470276455

2. GV Sathya Sekar (2013) - Business Policy & Strategic Management – IK International Publishing House Pvt limited. ISBN 978-8190777070

3. Subba Rao(2014) "Business Policy & Strategic Management" Himalaya Publishing house. ISBN 978-9350975466

4. Thomas Edl (2016) "Strategic Management" Pearson publishing house. ISBN 978-93325585447

5. Kazmi(2014) " Strategic Management" " Tata McGraw Hill Publishing Company limited. ISBN 978-9339221836

COURSE OUTCOMES:

Upon the completion of the course, students will be able

CO1: To Create Strategic Management process and develop a strategic vision in companies CO2: To Analyze Social responsibility of business, corporate governance and ethical responsibility

CO3: To demonstrate Environment scanning and industrial analysis

CO4: To apply Strategy formulation and analysis

CO5: To evaluate Strategy implementation and strategic control

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

Strong – 3; Medium – 2; Poor – 1

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M.A. DEGREE PROGRAMME IN HUMAN RESOURCE MANAGEMENT

SYLLABUS WITH EFFECT FROM 2023-2024

SEMESTER IV

Course Code: 533C4B	**INTERNATIONAL HUMAN RESOURCE MANAGEMENT**	**L**	**T**	**P**	**C**
CORE/ELECTIVE/ALLIED	**CORE**	**6**	**-**	**-**	**5**
PREREQUISITE	**Basic Knowledge of International HRM**				

LEARNING OBJECTIVES:

1. To understand the concepts of International Human Resource Management (IHRM)
2. To develop personnel policies that improves employee relations at work.
3 To apply the practices of International Human Resource Management in MNCs.
4 To analyze the contemporary issues in IHRM
5 To understand the trends in globalization

UNIT I: 15 HOURS

Introduction to International business and IHRM

Introduction to International business, Importance, Nature and scope, Modes of entry into International business, MNC's and their involvement in International business, International business environment, Meaning and Definition of International Human Resource Management (IHRM) - Difference between Domestic Human Resource Management and International Human Resource Management - Issue of nationality.

UNIT II 15 HOURS

Contemporary Issues in IHRM.

Key issues in IHRM, challenges to IHRM, The concern of organized labor / Trade Unions and International Firm. Approaches to labor relations, Collective Bargaining, Grievance, Discipline and Industrial conflict. HR Outsourcing: What, why, why not, developing a contract and management of HRO.

UNIT III: 15 HOURS

IHRM, National culture and Cross-cultural and Diversity Management Meaning, elements, and dimensions of national culture, cross-cultural issues - Diversity Management - dimensions of diversity, reasons for increasing diversity, challenges and barriers to managing diversity at the work place.

UNIT IV: 15 HOURS

Expatriation, Repatriation and Mergers and Acquisition – HR Issues

Management of expatriates, Reasons for the use of expatriates, (recruitment, training and development), and repatriation. HR Issues in Acquisitions & Mergers and Joint Ventures: HR issues in international alliances.

UNIT V: **15 HOURS**

Globalization and International business – Case Study

Global Business Environment - Globalism & Globalization, Concept, Meaning and Definition, Drivers of Globalization. International Regulation to Trade- WTO, GATT, IMF and World Bank - Managing in the Global Market place - Trends in Globalization Process.

Text Books:

1. K. Aswathappa(2017), "International Human Resource Management" published by McGraw Hill Education, ISBN-13: 978-0071077941
2. P. Subba Rao(2015), "International Human Resource Management" published by Himalaya Publishing House, SBN-13: 978-9352028375

Reference Books:

1. Dr. S. C. Gupta(2014), "International Human Resource Management" published by Laxmi Publications, SBN-13: 978-0230330795
2. Vance (2013), "Managing a Global Workforce Challenges and Opportunities in International Human Resource Management" published by Prentice Hall India Learning Private Limited, ISBN-13: 978-8120347946
3. Anne-Wil Harzing& Ashly Pinnington (2017), "International Human Resource Management" published by Sage Publications India Private Limited, ISBN-13: 978-9386062895 4. Peter Dowling, Marion Festing &Allen D. Engle Sr. (2013), "International Human Resource Management" published by Cengage Learning EMEA, ISBN-13: 978-1305011205 5. Rita Mcgee & Ann Rennie (2013), "International Human Resource Management" published by Cipd/Bookland , ISBN-13: 978-9380110677

COURSE OUTCOMES:

Upon the completion of the course, students will be able

CO1: To understand international HRM models

CO2: To apply Recruiting and selecting staff for international assignments

CO3: To analyze the methods of Performance management and international industrial relation

CO4: To compare American, European, Japanese innovative management practice

CO5: To adopt the contemporary strategies in International business context.

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- IV

Course Code: 533C4A	**STRATEGIC HUMAN RESOURCE MANAGEMENT**	**L**	**T**	**P**	**C**
CORE/ELECTIVE/ALLIED	**CORE**	**6**	**-**	**-**	**5**
PREREQUISITE	**Basic Knowledge of strategic HRM**				

LEARNING OBJECTIVES:

1. To familiarize the students to the basic concepts of SHRM and its importance on business
2. To provide insights on roles of HR in SHRM and HR forecasting
3. To throw light on Succession Management
4. To elucidate on Mergers and Acquisitions
5. To create awareness about Outsourcing, and evaluation of programmes, and Policies, Human Resource Management Activities

UNIT I: 15 HOURS

Definition of Strategy, Strategic Human Resource Management (SHRM) - components, Importance of SHRM, Difference between Traditional and Strategic Human Resource Management, The Evolving and Strategic role of HRM- "Best Fit" approach Vs. Best practices of SHRM, Role of HR Strategy & practices in National, Sectoral and Organizational context, Investment perspective of SHRM, Porter's 5 ps model. Environmental Influences on Human Resource Management – Environmental Scanning - Workforce demographic changes and diversity – Alignment of HR strategy with Business Strategy.

UNIT II 15 HOURS

An investment perspective of Human Resource – strategic human resource planning - strategic approach to manpower acquisition and selection – strategic development of human resource – strategic management of performance - strategic compensation and benefits – strategic approach to industrial relations.

UNIT III: 15 HOURS

Succession Management: Evolution of Succession Management – Succession Management Process – Approaches to Identifying Managerial Talent – Management Development 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: 15 HOURS

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: 15 HOURS

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 – HR Score Card – Bench Marking - Auditing Techniques – Challenges in Measuring HR Activities.

Text Books:

1. Charles R.Greer, Strategic Human Resource Management, Pearson Education, 2003. Jeffrey
2. .A. Mello, Strategic Human Resource Management, Thompson Learning, U.S.A, 2002

Reference Books:

1. Truss, K., Mankin, D. and Kelliher, K., Strategic Human Resource Management, Oxford University Press, 2012.

2. Catherine Bailey, David Mankin, Clare Kelliher, Thomas Garavan, Strategic Human Resource Management, 2nd edition, Oxford University Press, 2018

3. Dr.V.S.P. Rao., Strategic Human Resource Management, Himalaya Publishing House ,2020. S.C.Gupta, Advanced Human Resource Management: Strategic perspective, ANE Books, 2009.
4. Das P., Strategic Human Resource Management, Cengage Learning, 2011.

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COURSE OUTCOMES:

Upon the completion of the course, students will be able

CO1 :Understand the concepts and principles of Strategic Human resource Management

CO2 :Summarize strategic role of HR and do HR Forecasting

CO3: Design solutions to Succession Management and restructuring

CO4:Understand and implement Mergers and Acquisitions

CO5:Compare and justify the process of outsourcing and evaluate HRM activities.

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