ಕ್ರಮಾಂಕ/ No. : MU/ACC/CR 16/2020-21/A2

NOTIFICATION

Sub: Revised syllabus of M.Com [H.R.D] programme.
Ref: Academic Council approval vide agenda
No.:ಎಸಿಸಿಶೈಸಾಸ.1:18(2020–21) dtd 06.10.2020.
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The revised syllabus of M.Com. [H.R.D.] programme which is approved by the Academic Council at its meeting held on 06.10.2020 is hereby notified for implementation with effect from the academic year 2020-21.

Copy of the Syllabus shall be downloaded from the University Website (www.mangaloreuniversity.ac.in)

REGISTRAR

To,

1. The Chairman, Dept. of Commerce , Mangalore University, Mangalagangothri
2. The Chairman, P.G. BOS in Commerce, Mangalore University, Mangalagangothri
3. The Registrar (Evaluation), Mangalore University.
4. The Principal of the college concerned.
5. The Superintendent (ACC), O/o the Registrar, Mangalore University.
6. The Asst. Registrar (ACC), O/o the Registrar, Mangalore University.
7. The Director, DUIMS, Mangalore University – with a request to publish in the website
8. Guard File.

MANGALORE UNIVERSITY
Dept. of Studies and Research in Commerce

CHOICE BASED CREDIT SYSTEM
(To be implemented from the academic year 2020-2021)
M.Com (H.R.D) Course Structure
Minimum Credits Required for M.Com (H.R.D) Degree

	Hard Core Course		Soft Core Course		Open Elective Course		Total	
	No. of Papers	Credits	No. of Papers	Credits	No. of Papers	Credits	No. of Papers	Credits
I to IV Semester	10	40	Papers -08	32	02	06	20 and Internship & Project Report	86
	Internship	04						
	Project Report	04						

Minimum credits to be registered by a student in a normal phase to successfully complete M.Com (HRD) Degree in four semesters

Semesters	Hard Core Course		Soft Core Course		Open Elective Course		Total	
	No. of Papers	Credits	No. of Papers	Credits	No. of Papers	Credits	No. of Papers	Credits
I	03	12	02	08	-	-	05	20
II	03	12	02	08	01	03	06	23
III	02 and **Internship**	12	02	08	01	03	05 and **Internship**	23
IV	02 and **Project Report**	12	02	08	-	-	04 and **Project Report**	20
Total	**10**	**48**	**08**	**32**	**02**	**06**	**22**	**86**

I SEMESTER M.COM (H.R.D)

Subject Code	Title of the Course	HC/ SC/ OE	Number of Credits				Marks of			Duration of the semester end Exam
			L	T	P	Total	IA	Examination Marks	Total Marks	In Hours
CRH401	Business Statistics	HC	3	1	-	4	30	70	100	3
CRH402	Human Resource Management	HC	3	1	-	4	30	70	100	3
CRH403	Advanced Financial Accounting	HC	3	1	-	4	30	70	100	3
CRS404	Management Theory and Practice	SC	3	1	-	4	30	70	100	3
CRS405	Labour Economics	SC	3	1	-	4	30	70	100	3

Subject Code	Title of the Course	HC/SC/OE	L	T	P	Total	IA	Examination Marks	Total Marks	In Hours
CRS406	Employee Training & Development	SC	3	1	-	4	30	70	100	3

Note: Students have to select two Soft Core papers out of three in the first semester.

II SEMESTER M.COM (H.R.D)

Subject Code	Title of the Course	HC/SC/OE	Number of Credits				Marks of			Duration of the semester end Exam
			L	T	P	Total	IA	Examination Marks	Total Marks	In Hours
CRE451	Personal & Interpersonal Effectiveness	OE	2	1	-	3	30	70	100	3
CRH452	Organisational Behaviour	HC	3	1	-	4	30	70	100	3
CRH453	Advanced Cost Accounting	HC	3	1	-	4	30	70	100	3
CRH454	Strategic Marketing Management	HC	3	1	-	4	30	70	100	3
CRS455	Labour Legislation	SC	3	1	-	4	30	70	100	3
CRS456	Soft Skills Management	SC	3	1	-	4	30	70	100	3
CRS457	Business Environment	SC	3	1	-	4	30	70	100	3

Note: Students have to select two Soft Core papers out of three in the second semester.

III SEMESTER M.COM (H.R.D)

Subject Code	Title of the Course	HC/SC/OE	Number of Credits				Marks of			Duration of the semester end Exam
			L	T	P	Total	IA	Examination Marks	Total Marks	In Hours
CRE501	Leadership and Team Building	OE	2	1	-	3	30	70	100	3
CRH502	Business Ethics and Corporate Social Responsibility	HC	3	1	-	4	30	70	100	3
CRH503	Internship	HC	-	-	3	4	30	70	100	-
CRH504	Strategic Human Resource Development	HC	3	1	-	4	30	70	100	3
CRS505	Business Research Methods	SC	3	1	-	4	30	70	100	3
CRS506	Human Resource Information System and Computer Application	SC	3	1	-	4	30	70	100	3
CRS507	Knowledge Management	SC	3	1	-	4	30	70	100	3

Note: Students have to select two Soft Core papers out of three in the third semester.

IV SEMESTER M.COM (H.R.D)

Subject Code	Title of the Course	HC/ SC/ OE	Number of Credits				Marks of			Duration of the semester end Exam
			L	T	P	Total	IA	Examination Marks	Total Marks	In Hours
CRH551	Performance and Talent Management	HC	3	1	-	4	30	70	100	3
CRH552	Global Human Resource Management	HC	3	1	-	4	30	70	100	3
CRH553	Project Report	HC	-	2	2	4	30	70	100	-
CRS554	Entrepreneurship Development	SC	3	1	-	4	30	70	100	3
CRS555	Employee Engagement and Empowerment	SC	3	1	-	4	30	70	100	3
CRS556	Learning Interventions and Management	SC	3	1	-	4	30	70	100	3

Note: **1) Students have to select two Soft Core papers out of three in the fourth semester.**

2) OE- Open Elective, HC- Hard Core, SC – Soft Core

*3) Teaching workload for Project Guidance: One Lecture hour per student per project guidance per week shall be allocated during the third and fourth semesters to the teachers.

4) Two hours Tutorial is equal to One hour Lecture.

5) Three hours Practical is equal to One hour Lecture, Practical consists of: Group Discussion, Interaction, Game Play, Case Analysis, Dialogue, Debate and One-to-one interaction with the students and so on.

6) One credit is equal to one hour lecture/ 2 hours tutorial/ 3 hours practical.

7) Internal Assessment marks should be given on continuous assessment basis consisting of Tests, Seminar, Assignment, Punctuality and Class Performance of the students.

M.Com (H.R.D)
I Semester
PAPER CRH401: BUSINESS STATISTICS

Workload: 3 hours Lecture and 2 hours Tutorial per week: Total 4 Credits

Objective: To enable the students to acquire knowledge on quantitative analysis and to use statistical techniques for analysis of business data.

Outcomes : Provides an understanding of the basic statistical concept and techniques for undertaking business research.

Unit -1: Indices, Surds and Binomial Theorem: Laws of Indices and Surds, Operation with Power Functions, Operation on Surd, Rationalising Factor, Root of a Mixed Surd, Binomial Theorem, Position of Terms, Binomial Coefficients.

Unit -2: Arithmetic and Geometric Progressions: Arithmetic Progression (AP), Sum of a Series in AP, Representation of Terms in AP, Geometric Progression (GP), Sum of a Series in GP, Representation of Terms in GP.

Unit -3: Time Series Analysis: Meaning, Components, Measurement of Trend, Measurement of Seasonal Variations, De-Seasonalisation of Data, Measurement of Cyclical Variations.

Unit -4: Probability, Random Variables and Theoretical Distributions: Terminology, Schools of Thought on (Approaches to) the Concept of Probability, Permutation and Combination, Theorems of Probability Conditional Probability, Bayes's Theorem, Calculation of Probability, Meaning of Random Variable, The mean of a Random Variable/ The expected Value of a Random Variable, Binomial Distribution and Fitting a Binomial Distribution, Poisson Distribution and Fitting a Poisson Distribution, Normal Distribution and Fitting a Normal Curve.

Unit -5: Statistical Quality Control (SQC): Meaning, Causes of Variation in Quality, The Purpose, Advantage, Theory and Technique of SQC, Process Control: Mean (X-bar) Chart; Range (R) Chart; Fraction (P) Defective Chart; Number Defective (np) Chart; and Number Defective Per Unit (C) Chart.

References:
1. Ajay Goel, Alka Goel: Mathematics and Statistics (New Delhi: Taxmann)
2. Asthana B.N: Elements of Statistics (New Delhi: S. Chand)
3. Elhance D.N: Fundamentals of Statistics (Allahabad: Kitab Mahal)
4. Gupta S.C: Fundamentals of Statistics (Mumbai: Himalaya Publishing House)
5. Gupta S.P: Statistical Methods (New Delhi: Sultan Chand & Sons)
6. Kothari C.R: Quantitative Techniques (New Delhi: Vikas)
7. Levin RI and Rubin DS: Statistics for Management (New Delhi: Prentice Hall of India)
8. Render B and Stair, RM Jr.: Quantitative Analysis for Management (Boston: Allyn & Bacon, Inc.)
9. Sancheti DC and Kapoor VK: Business Mathematics (New Delhi: Sultan Chand & Sons)
10. Thukral J.K: Mathematics (New Delhi: Taxmann)

M.Com (HRD)
I Semester
PAPER CRH402: HUMAN RESOURCE MANAGEMENT

Workload: 3 hours Lecture and 2 hours Tutorial per week: Total 4 Credits

Objective: To make the learner understand the basic functioning of organisations from the human resource point of view and to explore the role of people and the functions related to employees in organisations.

Outcomes : List methods for how to plan, incorporate innovators and build strategies for effective HRM Management.

Unit -1: The Strategic Role of Human Resource Management: Evolution and Growth - Objectives and Functions, Human Resource Department: Structure, Changing roles, outputs and competencies of HR practitioners - Globalisation and Future of SHRM in Dynamic Environment - High Performance work systems (HPWS).

Unit -2: Talent Acquisition: Introduction – Human Resource Planning – Job Analysis – Competency-based Job Analysis - Recruitment – Sources and Methods - Selection Process, Placement, Induction, Internal Mobility and Separations – Reemployment – Social Media Recruitment-Recent Trends.

Unit -3: Developing Effectiveness in Human Resources: Career Management - Training Vs Development, Types of Training, Executive Development – Methods of Management Development – Succession Planning - Knowledge Management- Concepts and Process – Recent Trends.

Unit -4: Evaluating Performance and Managing Compensations: Performance Appraisal – Methods of Performance Appraisal – Potential Appraisal – Strategic Compensation Planning - Incentives and Employee Benefits – Incentive pay plans – Payroll Management– Recent Trends in Executive Compensation-Employee Gamification.

Unit -5: Human Capital Relations and Organisational Exit: Principles of Relationship Management – Prevention and Settlement of industrial Disputes – Grievance Management – Collective Bargaining –HR Audit- Disciplinary Procedure. Organisational Exit: Voluntary Retirement Vs Compulsory Retirement – Exit Policy – Exit Interview – Downsizing – Retraining and Redeployment, Managing the Ageing Workforce – Recent Trends.

References:

1. Gangaram Singh, R Nandagopal, R.G Priyaadardini, Strategic Human Resource Management in a Global Economy, Excel Books, New Delhi.
2. Nayantara Padhi 'Strategic Human Resource Management Theory and Practice, Atlantic Publishers & Distributors, New Delhi.
3. PVL Raju and Nagasudha Ravinuthala, 'Strategic Human Resource Management – An Introduction, ICFAI University Press, Hyderabad.
4. Rajib Lochan Dhar, Strategic Human Resource Management Excel books – New Delhi
5. Scott Snell and George Bohlander, Human Resource Management, South Western Cengage Learning

6. Tapomoy Deb, Strategic Approach to Human Resource Management- Concept, Tools and Application, Atlantic Publishers, New Delhi.
7. VSP Rao, Human Resource Management, Second Edition, Excel Books, New Delhi

M.Com (HRD)
I Semester
PAPER CRH403: ADVANCED FINANCIAL ACCOUNTING

Workload: 3 hours Lecture and 2 hours Tutorial per week: Total 4 Credits

Objective:
- To understand and apply financial accounting tools and techniques for managerial decision making.
- To provide students with the knowledge about contemporary issues in accounting
- To enable students to develop insights into financial analysis of business organizations.

Outcomes :
1. Provides rigorous base for conducting research in the field financial accounting.
2. Provides the students with the advanced knowledge & skills required for the preparation of accounts of companies.

Unit -1: Valuation of Goodwill and Shares: Factors – Precautions – Need – Methods of Valuation of Shares and Goodwill.

Unit-2: Amalgamation, Absorption and External Reconstruction: Purchase Consideration – Methods of Calculation – Liquidation Expenses – Accounting Treatment.

Unit -3: Accounts of Holding companies: – Requirements – Principles of Consolidation – Consolidated Balance Sheet – Consideration- Estimation – Treatment.

Unit -4: Inflation accounting: - Need - Objectives - Adjustments for General Price Level Changes - Current Purchasing Power Accounting and Current Cost Accounting (CPP and CCA) – Preparation of Financial Statements in accordance with CPP and CAA methods.

Unit -5: Recent Developments In Accounting & Accounting Standards - Preparation of financial Statement as per companies act 2013 (schedule III) - Human Resource Accounting and Methods -Social Responsibility Accounting - Environmental Accounting.

References:
1. Advanced Accounting by the institute of Chartered accountants of India
2. Anitong Hawkins and Merchant : Accounting – Text and cases, Tata McGraw Hill, New Delhi 2009
3. B.K. Banerjee: Financial Accounting, PMI Learning (P) Ltd., New Delhi 2010.
4. M.C. Shukla: Advanced Accounts S. Chand and Co., New Delhi 2009.
5. Mukherjee and M. Hanif: Modern Accountancy, Tata McGraw Hill, New Delhi 2008
6. R.L. Gupta: Advanced Accountancy, Sultan Chand Sons, New Delhi 2008.
7. R.L.Gupta & M.Radhaswamy: Advanced Accountancy, Sultan Chand and Sons, New Delhi.
8. RSW Pillai, Bagavathi S. Uma: Advanced Accounting, S. Chand & Co., New Delhi. 2008
9. S.P. Jain and K.L. Narang: Advanced Accounting, Kalyani Publishers, New Delhi 2009.
10. S.P. Jain and K.L.Narang : Advanced Accountancy, Kalyani Publishers, Ludhiana.
11. S.P.Iyengar: Advanced Accounting, Sultan Chand and Sons, New Delhi.
12. Shukla and Grewal : Advanced Accounts, S.Chand and Company Ltd., New Delhi.

M.Com (HRD)
I Semester
PAPER CRS404: MANAGEMENT THEORY AND PRACTICE

Workload: 3 hours Lecture and 2 hours Tutorial per week: Total 4 Credits

Objective: To help students understand the conceptual & strategic Framework of Management.

Outcomes :
1. Provides an understanding of planning procedure, organizational structure of firms for effective business administration.
2. Provides rigorous base for research in management field.

Unit -1: Development of Modern Management Thought and Patterns of Management Analysis: Industrial Revolution-F.W. Taylor and Scientific Management – Henri Fayol and Principles of Management – Elton Mayo and Hawthorne Experiment –Modern thinkers on management– Patterns of Management Analysis – Definitions and Functions of Management – Recent Trends.

Unit -2: **Planning & Organising:** Types of Plans, Steps in Planning, Decision Making-Process of Decision Making – Types of Decisions, Decision Making under Certainty, Uncertainty and Risk – Modern Approaches to Decision Making.
Organising - Organisation Structure - Mechanistic and Organic – Project and Matrix – Formal and Informal – Chain of Command, Span of Management, Authority, Functional Authority, Power- Line and Staff – Decentralization and Delegation – Recent Trends.

Unit -3: **Human Resource Planning and Development:** Human Resource Planning, External and Internal Sources – Recruitment, Selection, Placement, Training and Development – Performance Appraisal – Internal Mobility in the organization- Recent Trends.
Leadership, Motivation and Communication: Leadership – Concepts- Behaviour and Styles, Situational Approach; Dynamics of Motivation: Theories of Motivation, The Need Hierarchy - Hygiene Approach – The Expectancy - Theory, The Vroom's Theory, The Porter and Lawler Theory, McClelland's Needs Theory – Motivation and Job Enrichment–Motivation and Morale-Organisational Communication: Communication System – Barriers to Communication Essentials of Effective Communication – Recent Trends.

Unit -4: **Control:** Control Process – Critical Control Points and Standards –Requirements of Effective Control – Information System and Control - T.Q.M- Bench Marking and ISO 9000 Series – Kaizen, Just in time, Quality Circles, six-sigma- Recent Trends.

Unit -5: **Strategy:** Levels of Strategy formulation – Approaches to strategic decision making, goals, Mission, purpose and objectives – Strategic Business Unit (SBU), Functional level strategies-Environmental Analysis and Strategy formulation-Components of Environment– Types – Environment Scanning and appraisal, strategic advantage, Analysis and Diagnosis, SWOT Analysis, Strategic Planning process, Types of Strategies: Modernisation, diversification, integration, merger, take over and joint strategies; turnaround, divestment and liquidation strategies-process of strategic choice. Industry competitor and SWOT analysis – Factors affecting Strategic Choice, Generic competitive strategy, Tools for strategy formulation – Recent Trends.

References:
1. Allen L.A., Management and Organisation-Tata McGraw Hill

2. Appleby Robert C, Modern Business Administration, Macmillan Harvard Business Review

3. Banerjee Shyamal, Principles and Practice of Management, Oxford and IBH Publishing Pvt. Co. Ltd.

4. Boone and Kurtz, Management; McGraw Hill

5. Burton Gene and Thakur Manab: Management Today, Principles and Practice(Tata McGraw Hill)

6. Dale Earnest, Management Theory and Practice, Tata McGraw Hill.

7. Drucker Peter F, Management; Tasks, Responsibilities, Practices, Allied Publishers

8. Drucker Peter F, The Practice of Management, Allied Publishers

9. George Claude S.(Jr), Management in Industry, (Prentice Hall)

10. Glueck W. F, Management: The Dydon Press

11. Haynes and Massie, Management: Analysis, Concept and Cases

12. Ivanuvich; John and Michuol T Matheson: Organisational Behaviour and Management, Business Publications Inc, Texas

13. James A.F. Stoner, Management – Prentice Hall of India, New Delhi.

14. Koontz Harold and Weihrich Heinz, Management, (Tata McGraw Hill)

15. Koontz Harold, Cyril O Donnell, and Heinz Weihrich, Essentials of Management, Tata McGraw Hill, New Delhi.

16. Koontz Harold and O Donnell Cyril, Management; A Systems and Contingency Analysis of Managerial Functions-McGraw Hill

17. Luthans Fred; Organisational Behaviour, McGraw Hill, New York.

18. Massie J.L. Essentials of Management, Prentice Hall

19. Mc Farland Dalton E; Management, Collier Macmillan

20. New Men Summer and Warren, Process of Management(Prentice Hall)

21. Newstrom, John W and Keith Davis: Organisational Behaviour; Human Behaviour at work, Tata McGraw Hill, New Delhi.

22. Niles Mary Crushing: The Essence of Management, Orient Longman

23. Prasad Lallan and Gulshan S.S.: Management Principles and Practice, S. Chand

24. Putti, Management: A Functional Approach (SI), McGraw Hill.

25. Robbins, Stephen P and Mary Coulter; Management, Prentice Hall, New Delhi.

26. Terry George R., Principles of Management: Richard Irwin

M.Com (HRD)
I Semester
PAPER CRS405: LABOUR ECONOMICS

Workload: 3 hours Lecture and 2 hours Tutorial per week: Total 4 Credits

Objective: To familiarize the students about the dynamics of labour market and application of the principles of labour economics to manage people at work.

Outcomes : Provides the students with practical legal knowledge of general labour laws and topics.

Unit -1: An overview of labour economics: Key concepts of labour - peculiarities of labour – Labour and industrialization- Labour Market: Facts and Trends –Importance and Characteristics of labour market–Economic theory of the labour market - Labour force participation rate- Labor Force and Unemployment- Frictional and structural unemployment – Employability – Employment–population ratio – Globalization and Indian Labour Market-Recent trends in Indian labour market.

Unit -2: Labour supply decision – Labour supply curve- Labour supply elasticity- Estimates of the Labour Supply Elasticity- Neoclassical model of labour-leisure choice- The Hours of Work Decision-Labour Supply of Women and Effects of Income Assistance Programs on Labour Supply- -Labour supply over the life cycle and the business cycle- Current shifts in labour supply – Recent Trends.

Unit -3: Labour Demand – demand curve for labour – the employment decision in the short-run and the long run – isoquants and isocosts – substitution and scale effects – the Marshall's rule of derived demand – The cross-elasticity of Factor Demand – Capital-skill complementarity hypothesis – Phillips – curve – Unemployment and inflation – Recent Trends.

Unit -4: Labour market equilibrium – equilibrium in a competitive labour market - Wage differentials Vs. wage discrimination – The cobweb model – monopsony – non-competitive labour markets – the labour demand of a monopolist – The hedonic wage function – Human capital: education and earnings – the marginal rate of return to schooling – post-school human capital investments – on-the-job training and the age-earnings profile – Female-male wage ratio – Wage, price and employment policy – National Employment Policy – Recent Trends.

Unit -5: Trade Unions and Trade Unionism – Types –Functions – Objectives – Unions and labour market- Union Structure and Membership – Changing role of unions in the changed economic scenario - The bargaining model of trade unions - The Effects of Unions on Productivity and Profits – Child labour – Migratory labour - Contract labour – ILO and Indian labour Policy.

References:
1: Ronald G. Ehrenberg and Robert S. Smith., *Modern Labor Economics Theory and Public Policy,* Eleventh Edition, Prentice Hall.
2: Campbell R. McConnell, Stanley L Brue, David Macpherson, *Contemporary Labour Economics,* 5TH Edition, Tata McGraw-hill.
3: Galeazzi Giorgio and Hamermesh Daniel S. 9th Editions, Dynamic *Labour Demand and Adjustments Cost*, Edward Elgar
4: Gorge J. Borjas, *Labour Economics*, 6th Edition, Tata McGraw-Hill.
5Marshall F.Ray, Cartter Allan M.and King Allan G.,*Labour Economics: Wages, Employment and Trade Unionism* ,Richard D.Irwin.
6: M.V Joshi, Labour Economics and labour problems, 2014, Atlantic Publication New Delhi.
7: Joseph M, Jackson, Wages and labour Economics, 10th Editions, McGraw- Hill Publication.
8: Rajendra K Sharma, Industrial Labour in India, 6th edition, Atlantic Publication.

9: Sharma, Alakh.N, The Indian Journal of Labour Economics, 2014, Pearson Publication.
10: A.C Mittal, Sanjay Prakash Sharma, Labour Economics, 2005, Himalaya Publication.

M.Com (HRD)
I Semester
PAPER CRS406: EMPLOYEE TRAINING AND DEVELOPMENT

Workload: 3 hours Lecture and 2 hours Tutorial per week: Total 4 Credits

Objectives: To equip students in the science and art of conducting training needs analysis, design and development of training materials, delivering training, and evaluation of training and development programmes.

Outcomes : It equips the students with the skill set required by today"s HR professionals.

Unit -1: Introduction: Education, training and development: A comparison –Multidisciplinary nature of HRD – Recent approaches to HRD – Global HRD – HRD and organisational performance.

Unit -2: Learning and Training Needs: Key attributes of learning process in training, Types of learning, Main responsibility for training & development, Levels of training needs, Methods used to conduct training needs analysis at the individual, operational and organisational levels, Systematic Training and Development cycle – Needs assessment, design, delivery and evaluation – Qualities of a professional trainer- Recent developments.

Unit -3: Training and Development Interventions: Key activity areas of training and development function— Training and development methods and instructional approaches – in-house and external training provision – informational training, functional training , behavioural training, induction training, experiential training, cross-cultural training, international training, training for quality and creativity, leadership training – coaching and mentoring – continuing educational programmes and organisational support.

Unit -4: Educating and developing new and future workforce – The education/ workplace interface- new challenges, National vocational education and training, National education policy, Strategies and methods of determining management competence. Approaches to management development- Role of Internet in Training – Recent Developments.

Unit -5: Measuring Impact of Training and Development: Need for result- based training, Training Evaluation - its effectiveness - Key issues in training evaluation, The Kirkpatrick Approach, Kaufman's Evaluation, The CIRO Approach, The Philip's ROI Framework. Purposes, levels, instruments, timing and designs of conducting training and development evaluation.

References:
1. Harrison, R., *Employee development,* London: Institute of Personnel and Development.
2. Mabey, C and Salaman, G, *Strategic Human Resource Management*, Oxford: Blackwell.
3. Margaret Anne Reid, Harry Barrington, Mary Brown, *Human Resource Development, Beyond training Interventions,* Pinnacle, New Delhi
4. R.K Sahu, *Training and Development*, Excel Books, New Delhi
5. Rothwell, W.J. and Kasanas, H.C. *Strategic human resource planning and management*, Englewood Cliffs, NJ: Prentice Hall.

6. Rothwell, W.J. and Kasanas, H.C., *Human resource development: A strategic approach,* Amherst, MA: HRD Press.
7. Rothwell, W.J. and Kasanas, H.C., *Strategic human resource development,* Englewood Cliffs, NJ: Prentice Hall.
8. Stewart, J and McGoldrick, J (Eds.), *Human resource development: Perspectives, strategies, and practice,* London: Financial Times/ Pitman Publishing.
9. Stewart, J and Tansley, C, *Training in the knowledge based economy*, London: Chartered Institute of Personnel and Development.
10. Thomson, R. and Mabey, C, *Developing Human Resources*, London: Butterworth-Heinemann.
11. Walton, J., *Strategic Human Resource Development,* Essex: Financial Times/Prentice Hall.
12. Wilson, J (Eds) *Human resource development*, London: Kogan Page.

M.Com (HRD)
II Semester
PAPER CRE451: PERSONAL AND INTERPERSONAL EFFECTIVENESS

Workload: 2 hours Lecture and 2 hours Tutorial per week: Total 3 Credits

Objective: **To understand and appreciate the role and relevance of soft skills and to equip the students with those competencies to enhance their personal and interpersonal effectiveness through experiential learning processes.**

Outcomes : It equips the students with the skill set required by today"s HR professionals.

Unit -1: Personal Effectiveness: Perception – Characteristics of the perceiver and individual differences – Perceptual object – Situational influences – Perceptual process – Perception Vs Reality – Self image, self-respect, self-esteem – Power of the human mind – Six departments of the mind: Ego (seat of will power), faculty of the emotions (seat of the action power of the mind), faculty of reason (seat of judgement and opinions), faculty of imagination (origin of ideas and plans), conscience (the moral guide of the mind), memory (keeper of the records of the mind) – Human brain and its functions: Left hemisphere and right hemisphere of the brain – Conscious, sub-conscious and super-conscious mind – Perceptual and mental blocks – Dreams and hopes – Low Vs High self-esteem behavioural patterns – Ideal self, social self and real self – Johari Window: open self, blind self, hidden self, unknown/ undiscovered self – Personal SWOT Analysis – Assertiveness and self-confidence – Intuition, hunches, telepathy – Brain-stilling & Concentration – Ways to Conquer worry: refute the worry, postpone anxiety, replacing fear with concern, fixing it – taking control of long-distance worrying.

Unit -2: Beliefs, Values and Attitudes: Belief Vs Faith – Personal ethics and value system – core values: trust, empathy, conviction, compassion, commonsense, contentment, honesty, sincerity, openness, authenticity, gratitude, wisdom – Management of frustration, cynicism, skepticism and disengagement – Fear and phobia – Types of fear: fear of poverty, fear of failure, fear of committing mistakes, fear of criticism, fear of loss of love of someone, fear of loss of liberty, fear of ill-health (Hypochondria), fear of retirement, fear of old age, fear of death – causes and management of success and failure – Winners and quitters – Process happiness and destination happiness – Autosuggestions and positive psychological strokes – Types of attitudes: enthusiastic, indifferent, positive, negative and hostile attitudes – attitude and behavior relationship – Destiny, fate and luck – Perfection Vs Excellence.

Unit -3: Effective Communication and Human Relations Skills: Oral, written and non-verbal (body language/ kinesics) communication – Art of listening – barriers to effective listening – overcoming such barriers – Presentation and public speaking skills – stage fright, fight Vs flight response – curiosity and powers of observation - conducting meetings and recording the proceedings – public relations skills – interpersonal communication and the territorial space: intimate distance, personal distance, social distance, public distance – Communication breakdown – Transaction Analysis: Ego states and Life positions – conflict resolution and relationship building techniques and strategies – Handling the ego of your boss – Handling toxic behaviours of superiors, peers and subordinates – emotional intelligence, patience, persistence and perspiration – Networking – Receiving and giving criticisms and compliments – Questioning and feedback skills – Building intimacy and rapport.

Unit -4: Problem-Solving, Decision-Making, Team-Building and Leadership Skills: Identifying and defining the problem – 5W & 1H (who, what, where, when, why, how) of problem diagnosis and

analysis – problems with full, partial and no solutions – Indecision and procrastination – creativity and 'out of box' thinking – 'decisions-actions-consequences' sequential analysis – Proactive, reactive and non-active persons – Well-informed decisions – trust and teambuilding skills – upward spiral of trust – trusting mindset and relationships – Leadership styles and leadership effectiveness – Execution excellence – Time management skills – Work-life balance – Happiness, peace of mind, life satisfaction – Stress Management: stressors, strains, coping strategies – handling inferiority complex and depression – coaching, mentoring, negotiating and counseling skills – Laughter, meditation and yoga.

Unit -5: Employability and Competitive Advantage Skills: Qualification Vs Competency – Conceptual, technical, behavioural and administrative competencies – Soft skills and life skills – Preparation of Biodata, Curriculum Vitae and Resume – Group discussion and role play skills – case analysis and presentation – Arguments Vs discussion – Facing an employment interview: before, during and after processes – Minimising tensions, nervousness, diffidence and maximising effectiveness – Competing within and continuous learning – Lifelong learning – Learning by committing mistakes – setting and achieving goals – Reasons for not setting clear and realistic goals – Rumors and gossiping – Humor and Courtesy – humility, caring and sharing – Internal and external locus of control – Comfort zone – creative visualization – Purpose, pride and direction in life – Building a pleasing and positive personality.

References:
1. Amy Morin (2015), *13 Things Mentally Strong People Don't Do*, Thomson Press India Ltd.
2. Anita Bhogle & Harsha Bhogle (2011), *The Winning Way*, Westland Ltd.
3. Bhatia Hansraj, 1970: *Elements of Social Psychology,* Bombay: Somaiya Publications (P) Ltd.
4. Brown, D & Srebalu, D.J.1988: *Introduction to Counselling Profession*, Englewood Cliffs: Prentice Hall.
5. Carkuff, R.R, Pierce R, 1978: *The Art of Helping*; Mumbai: Carkuff Institute of Human Technology; Better yourself Books
6. Currie, Fe., 1976: *Barefoot Counsellor – A Premier in Building Relationships*, Bangalore: Asian Trading Corporation.
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9. Denis Waitly: *Empires of the Mind*, London: Nicholas Brealey Publishing.
10. Edgar Thorpe & Showick Thorpe (2004), Winning at Interviews, New Delhi: Pearson Education.
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12. Lois B. Hart (2009), *Faultless Facilitation: Book of Activities*, Viva Books Pvt. Ltd.
13. Manika Ghosh (2013), *Positivity: A Way of Life*, Orient Black Swan.
14. Mikael. K. & Roman T (2011), *The Decision Book: Fifty Models for Strategic Thinking*, Viva Books Pvt. Ltd.
15. Napoleon Hill: *The Law of Success*, Bangalore: Master Mind Books
16. Napoleon Hill: *Think and Grow Rich*: New York: Ballantine Books
17. Norman Vincent Peale (1982), *The Power of Positive Thinking*, Ballantine Books.
18. Philip Burnard (2009), *Interpersonal Skills Training: Book of Activities*, Viva books Pvt. Ltd.
19. Robin Sharma (2011*), Leadership Wisdom: The 8 Rituals of Visionary Leaders*, Jaico Publishing House.
20. Shiv Khera (2004), *Freedom is not Free*, Macmillan India Ltd.
21. Shiv Khera (2013), *You Can Win*, Macmillan India Ltd.
22. Stephen R.Covery: *The 7 Habits of Highly Effective People*, London: Simon & Schuster Ltd.
23. Swami Sukhabodhananda (2003), *Looking at Life Differently: Minimising Tensions, Maximising Effectiveness*, Prasanna Trust.
24. Wayne W. Dyer (2000), *You'll See It When You Believe It: The way to your Personal Transformation*, The New York Times.

M.Com (HRD)
II Semester
PAPER CRH452: ORGANISATIONAL BEHAVIOUR

Workload: 3 hours Lecture and 2 hours Tutorial per week: Total 4 Credits

Objective: To study as to why people behave the way they do as individuals, as members of a group and as employees in organisations.

Outcomes : Explains the usefulness of diagnosing problems involving human behaviour and examining psychological and sociological phenomenon.

Unit -1: Foundations to Organisational Behaviour: Definitions- History of OB- The conceptual Models of OB- Understanding Human Behaviour- Goals of OB- Organisation Structure and Design- Organisational Effectiveness- E-Business and OB, Challenges and Opportunities of OB.

Unit -2: Individual Process and Behaviour: Personality: Determinants of Personality, The Big Five Personality Dimensions- Myers- Briggs Type Indicator. Perception: Factors Influencing Perception- Perceptual Process- Social Identity Theory- Attribution Theory- Perceptual Errors- Impression Management- Psychological Contract. Attitudes: Components - Types of Job Attitudes- Managing emotions at work, Emotional Dissonance- Prejudice- Values and Ethics- Employee Engagement. Motivation: Theories of Motivation- MBO- Behaviour Modification- Learning and Behaviour.

Unit -3: Group Behaviour: Group Development- Stages- Group conformity and Deviance- Formal and Informal Groups- Self Directed work teams- Team effectiveness. Leadership Skills: Theories of Leadership- Cross-cultural and Gender Issues in Leadership.

Unit -4: Organisational System: Organisational Structure- Meaning- Types of Departmentalisation - Contingencies of Organisational Design- Organisational Size, Technology, External Environment, Organisational Strategy, Organisational Culture and performance- Organisational Socialization.

Unit -5: Organisational Dynamics: Organisational Change- Why do people resist Change? Dealing with resistance to change- Cross Cultural and ethical issues in Organisational Change. Organisational Development- OD Values and Principles. Managing Knowledge Workers- Managing diversity in Organisations.

References:

1.   Adler N.J., International Dimensions of Organistional Behaviour, Kent
2.   Campbell J P and Campbell R J (eds), Productivity in Organisations: New Perspectives from Industrial and Organisational Psychology, Jossey-Bass
3.   Cotton J.L., Employee Involvement, Sage
4.   Lorsch J. W. (ed), Hand Book of Organisational Behaviour, Prentice Hall
5.   P.G Aquinas, Organizational Behaviour- Concepts, Realities, Applications and Challenges, Excel Books
6.   Pfeffer J, Managing with Power, HBS Press
7.   Price J.L. and Mueller C.W., Handbook Of Organisational Measurement, Pitman
8.   Schein E H, Organisational Psychology, Prentice-Hall
9.   Senge Peter M., The Fifth Discipline, Doubleday
10.   Stephen P. Robbins, Organizational Behavior, Prentice-Hall

11.   Stevan L Mc Shane, Mary Ann Von Glinow, Radha R Sharma, Organisational Behaviour, Third Edition, Mc Graw Hill
12.   Yukl G, Leadership in Organisations, Prentice Hall

M.Com (HRD)
II Semester
PAPER CRH453: ADVANCED COST ACCOUNTING

Workload: 3 hours Lecture and 2 hours Tutorial per week: Total 4 Credits

Objective: To provide the students with an in-depth knowledge of advanced approaches of Cost Accounting inorder to enable them to apply costing methods and techniques so as to assist management in taking appropriate decisions.

Outcomes : Provides an understanding of the basic principles of advanced cost accounting and equips the students with the skills of application of cost accountings.

Unit -1: Inventory System: Turnover of Material: ABC Analysis; VED Analysis; JIT, Aims and Objectives of JIT, Methodology in Implementation of JIT, Impact of JIT on Production Price. JIT's Effect on Costing System. Material Requirement Planning (MRP-I), Aims, Methodology, Methods of Operations, Requirement for Implementation of MRP-I, MRP-I and Inventory Management. Zero Inventory system.

Unit -2: Process Costing: Comparison of Process Costing and Job Costing, Inter Process Profits, Work in Progress and Equivalent Production.

Unit -3: Marginal Costing and Break Even Analysis: – Calculation and Interpretation of a Break-Even Point and Margin of Safety-Marginal Costing and CVP Analysis – Preparation of Various Breaks Even Charts.

Unit -4: Standard Costing and variance analysis: – Concept of Standard Costs – Uses of Standard Product Costs- Fixation of Standard Costs – Material – Labour – Overhead, Profit and Sales Variances Leading to Decision Making and Reporting.

Unit -5: Managerial Decisions and Cost Accounting: Pricing, Accepting Special Offer, Profit Planning. Make or Buy Decision, Determining Key-Factor, Determining Sales- Mix, Determining Optimum Activity Level, Performance Evaluation, Alternatives Methods of Production, Cost Reduction & Cost Control.

References:-
1) B.S. Khanna, I.M. Pandey, G.K. Ahuja and M.N. Arora – Practical Costing, S.Chand and Company, Ltd., New Delhi.
2) Baneerjee, Cost Accounting-Theory & Practice, Prentice Hall of India, N. Delhi.
3) Dr. S.N. Maheswari – Advanced Cost Accounting, Sultan Chand and Sons, New Delhi.
4) Horngreen C.T.: Cost Accounting, Management Emphasis, Prentice Hall of India Pvt. Ltd, New Delhi.
5) Lal Jawahar.: Cost Accounting, Tata McGraw Hill, New Delhi.
6) N.K. Prasad: Principles and Practice of Cost Accounting, Book Syndicate Pvt. Ltd. Calcutta
7) Prof. Subhas Jagtap : Practice in Advanced. Costing and Management, Accounting Niraii Prakashan, Pune
8) R.S.N. Pillai and V. Bagavathi – Cost Accounting, S. Chand and Company Ltd. New Delhi.
9) Ravi M. Kishore : Advanced Cost Accounting and Cost Systems Taxmann, New Delhi.
10) Ravi M. Kishore : Student's Guide to Cost Accounting Taxmann, New Delhi
11) Reeve, James. M.: Readings and Issues in Cost Management, South western College Publishing,USA.

12) S.P. Iyangar, Cost Accounting – Sultan Chand & Sons New Delhi.
13) S.P. Jain & R.L. Narang – Advanced Cost Accounting, Kalyani Pubhshar, Ludhiana.
14) S.P. Iyengar : Cost Accounting Principles and Practice, Sultan Chand and Sons, New Delhi

M.Com (HRD)
II Semester
PAPER CRH454: STRATEGIC MARKETING MANAGEMENT

Workload: 3 hours Lecture and 2 hours Tutorial per week: Total 4 Credits

Objective: 1) To familiarize students with the advance concept and issues of strategic marketing and enable them to be able to analyze the market environment and develop international marketing strategies for a business firm.
2) To identify the importance and philosophies in Marketing Management
3) To understand the market driven strategies.

Outcomes :

1. Provides a strong research base in the field of marketing management through the use of marketing research techniques.
2. Enables the students to know the modern strategic marketing concept & to study consumer behaviour.

Unit -1: **Strategic Marketing Management:** Nature of Strategic Marketing Management, Marketing Philosophies, Advanced Concepts and Approaches, Customer Relationship Marketing- Components of SMM, Brand Loyalty, Brand Positioning, Brand Resonance, Crisis Marketing, Unique Selling Proposition-green marketing.

Unit -2: **Marketing and Strategy Interface:** Nature of Marketing Environment- Mission and Vision Statements, Marketing Audit and SWOT Analysis-Growth-Share Approaches to Competitor Analysis- Competitive Advantage and Porter's Three Generic Strategies- Strategies for Market Leaders, Followers, Challengers and Nichers- Approaches to Customer Analysis- Factors Influencing Consumer Behaviour- Buying Decision Process-Marketing Myopia and its Dimensions- Customer Analytics.

Unit -3: **Marketing Mix Strategy:** Marketing Segmentation, R & D Factors in Marketing Prospective, Bases for Segmenting Consumer and Industrial Markets- Market Targeting and Product Positioning-Product Life Cycle- New Product Development Process- Service Marketing, and Service Gaps.

Unit -4: **Promotion Mix Strategy:** Elements in Promotion Mix, Advertising objectives, budget, message, media, and measurement- sales promotion- public relations- personal selling, Event Markets, customer – experience and value creation – Database Marketing- Retail Analytics.

Unit -5: Strategic Evaluation: Meaning, Objectives and Methods of Strategic marketing Evaluation, Strategic Evaluation -Marketing Control-social marketing-green marketing- global marketing-ethical issues and dilemmas in marketing, Customer – Life time value measurement.

Unit -6: International Marketing: Nature, Importance and Scope of International Marketing, International Distribution and Logistics Management Inventory Management, Advertising, and International Marketing through Internet-Internet of things, AI for Marketing.

References:
1. Baker, M.J., (1985), Marketing Strategy and Management, London:
2. Christopher, M.G., Payne, A and Ballantyne, D (1991), Relationship
3. Cliffs, NJ: Prentice Hall.
4. Cravens, D.W. (1990), Strategic Marketing, Homewood, Illinois: Irwin.

5. Czinkota, Michael R and Illka R. Ronkainen, International Marketing, Cengage Learning.
6. Fifield,P. and Gilligan, C.T. (1996) Strategic Marketing Management:
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14. Macmillan.
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16. Mekenna, R. (1991), Relationship Marketing, Reading, Mass: Addison
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18. Planning, Implementation and Control, New Delhi: Viva Books Private Limited.
19. Porter, M.E. (1985), Competitive Advantage: Creating and Sustaining
20. Porter, M.E. (1990), The Competitive Advantage of Nations, New York:
21. Rajgopal, International Marketing, Vikas Publishing House.
22. Richard M.S. Wilson and Colin Gillian: Strategic marketing Management, Planning Implementation and Control: Viva Books Private Limited: New Delhi/ Butterworth Heinemann.
23. Roger J. Best, Market-based management: Strategies for growing customer value and profitability, HI Learning Private Ltd, New Delhi 2001, Fifth edition.
24. Schiffman, L.G. and Kanuk, L.L. (1983) Consumer Behaviour, Englewood
25. Superior performance, New York: Free Press.
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27. Wilson, R.M.S. and Gilligan, C.(1999) Strategic Marketing Management:
28. William J. Stanton- Michael J. Etzel and Bruce J Walker: Fundamentals of Marketing, McGraw Hill International Editions.

M .Com (HRD)
II Semester
PAPER CRS455: LABOUR LEGISLATION

Workload: 3 hours Lecture and 2 hours Tutorial per week: Total 4 Credits

Objective: To familiarise the students about the legal framework regulating the behaviour, working conditions, economic benefits, and union-management relationship.

Outcomes : Provides the students with practical legal knowledge of general labour laws and topics.

Unit -1: Labour Laws: Growth of Labour Legislation in India – Principles of Labour Legislation – Scope- Indian Constitution and Labour Legislation – Administration of Labour Legislation in India – Enactment and Enforcement of Labour Laws - ILO and Labour Legislation, Labour welfare, Labour Welfare officer –Recent Trends.

Unit -2: Legislation Regulating Working Conditions in Factories: The Factories Act, 1948: Preliminary - Inspecting Staff – Health, Safety, and Welfare – Hazardous Process – Working Hours of Adults – Employment of young Person- Annual Leave – Penalties –Recent amendments and Case Laws.

Unit -3: Social Security Legislation: The Workmen's Compensation Act, 1923; The Employees Provident Funds & Miscellaneous Provisions Act, 1952; The Payment of Gratuity Act, 1952; The Maternity Benefit Act, 1961; The Employees State Insurance Act, 1948 – Important Provisions –. New Pension Scheme - Recent amendments and Case Laws.

Unit -4: Legislation Pertaining to Wages and Bonus: The Payment of Wages Act, 1936; The Minimum Wages Act, 1948; The Payment of Bonus Act, 1965 - Main Provisions – Recent amendments and Case Laws.

Unit -5: Legislation Governing Industrial Relations: The Industrial Disputes Act, 1947 – Preliminary Authorities – Strikes & Lockouts – Lay-off, Retrenchment – Unfair Labour Practices – Penalties; The Industrial Employment (Standing Orders) Act, 1946; The Trade Unions Act, 1926 - Provisions – Interpretations and Case Laws - General Understanding of Other Labor Laws: The Child Labor (Prohibition & Regulation) Act, 1986; The Apprentices Act, 1961. Recent amendments and case laws.

References:

1. Chawla and Garg, *Industrial Law* - Kalyani
2. Kapoor N D and Tripathi P C, *Industrial Laws and Practice*, - Sultan Chand and Sons
3. Kapoor N D, *Handbook of Industrial Law,* - Sultan Chand and Sons
4. Maheshwari, *Industrial Law,* - National Publishing House
5. Malik P L, *Handbook of Industrial and Labour Law*, - Manas
6. Mishra S N, *Labour and Industrial Law* - Allahabad Law Agency

M.Com (HRD)
II Semester
PAPER CRS456: SOFT SKILLS MANAGEMENT

Workload: 3 hours Lecture and 2 hours Tutorial per week: Total 4 Credits

Objective: To enhance the personal and professional effectiveness of the students by exposing them to the art and science of self-awareness and development.

Outcomes : It equips the students with the skill set required by today''s HR professionals.

Unit -1: Self-awareness and development – self-disclosure, self-discovery, self-awareness, self-analysis, self-knowledge and self-development-Johari Window-Blind self, hidden self, undiscovered self, open self - over-confidence, arrogance, ego, superiority and inferiority complex, introvert Vs extrovert, type-A&B personality, assertiveness Vs submissive behaviour – personal ethics and conscientiousness – observation and persuasive skills – Art of convincing – Handling criticisms and toxic behaviours of others – Adaptability and agility – Self-respect and self-esteem – personal SWOT Analysis. Fear & Phobia – Basic Types: Fear of Poverty, Criticism, failure, ill-health (Hypochondria), loss of love of someone, old age, loss of freedom, death - susceptibility to negative influences (the devil's workshop) - symptoms and cures. Perception – Eye of the beholder – Wrong perceptions and incorrect impressions – perceptual process – selective perception – selective distortion – selective retention – characteristics of the perceiver – perceiving object – situational influences – perception Vs reality – telepathy and sixth sense – Nurturing dreams & hopes – Autosuggestions – Powerful ideas.

Unit -2: Beliefs, values and opinions – Beliefs Vs Faith – Value system – upbringing status and cultural profile – opinion seekers and opinion leaders – Needs, wants, preferences, demands and expectations – comparative satisfaction Vs comparative dissatisfaction – Disappointment and Frustration – Management of frustration, cynicism, skepticism, monotony, fatigue and boredom – Failure – causes and management of failure – failure mode analysis – winners Vs Achievers – management of success – self discipline – 7 habits of highly effective people – Good human being Vs Great human being – process happiness and destination happiness –negative thinking, negative emotions and release of negative energy – Positive psychological strokes – Transaction Analysis – Brain: Left Vs. Right hemispheres of the brain- Master mind – Balanced mind – Brain-stilling and concentration - Role of subconscious mind – Tranquility – Thinking and thought process – Feelings/ emotions – behavioural intentions – Behavioural patterns – Attitude Vs Behaviour -Consistency Vs Discrepancy hypothesis – Enthusiastic, indifferent, positive, negative and hostile attitudes – Attitudinal restructuring – behavioural modification – Personal experiences and observations.

Unit -3: Dreams and hopes – Destiny, Fate and luck – coaching, mentoring and counseling – Ladder of inference – Mutual trust, confidence and goodwill – shared vision and determination to excel – perfection Vs Excellence – Execution excellence – Management by alibis – continuous learning and development – Lifelong learning – learning to change, change to learn and learn to learn – Unlearning, relearning, commitment to learning – Slow Vs Advanced Learners – Learning disability and learning disadvantaged people – Kolb's learning cycle and experiential learning – learning by committing mistakes.

Unit -4: Qualification Vs Competency – ability, capacity, capability – knowledge, attitude, skills, habits & values (KASH-V) – Home, school and social environment – opportunity management –

Destination, dedication, direction and devotion – shelf-life of competency – competency profiling, development and matching – Employment Vs. Employability – Aptitude, Aspiration, inspiration and perseverance – patience and persistence – Performance quotient – Intelligence quotient (IQ), emotional intelligence quotient (EQ), spiritual quotient (SQ) – Individual, interpersonal, family, community, social and national harmony – Life satisfaction – Scientific temperament and reasoning ability.

Unit -5: Effective communication skills – oral, written and non-verbal (body language/ kinesics) communication - language skills (vocabulary, grammar, usage) – Art of Listening – barriers to listening – overcoming the barriers to listening – presentation and public speaking skills – conducting meetings and recording the proceedings – Public relations skills – handling media – Impression management and diplomacy – communication breakdown. Human relations skills – intimacy and rapport – Relationship management – Differences of opinion and strained relations – conflict resolution techniques – win-win, win-lose, lose-lose dyadic interpersonal interactions – negotiating skills – Leadership, trust and teambuilding skills. Decision-making and problem-solving skills-creativity and 'out of box' thinking – 'decisions-actions-consequences' sequential analysis – time management and stress management – work-life balance – yoga and meditation. Self-employment Vs working for others – preparation of resume, curriculum vitae, Biodata - Group discussion skills – Role play – case analysis – In-basket exercise – competing within – art of facing an employment interview – current awareness and updating skills – pen practice – Reading habits – questioning skills – synthesizing ability – Reflective observation and thinking – self-criticism and laughing at oneself.

References:

1. Bhatia Hansraj, 1970: *Elements of Social Psychology,* Bombay: Somaiya Publications (P) Ltd.
2. Brown, D & Srebalu, D.J.1988: *Introduction to Counselling Profession*, Englewood Cliffs: Prentice Hall.
3. Carkuff, R.R, Pierce R, 1978: *The Art of Helping*; Mumbai: Carkuff Institute of Human Technology; Better yourself Books
4. Currie, Fe., 1976: *Barefoot Counsellor – A Premier in Building Relationships*, Bangalore: Asian Trading Corporaion.
5. Daniel Goleman: *Emotional Intelligence*: New York: Bantam Books.
6. Denis Waitly: *Empires of the Mind*, London: Nicholas Brealey Publishing.
7. Edgar Thorpe & Showick Thope (2004), Winning at Interviews, New Delhi: Pearson Education.
8. James C.Collins and Jerry I Porras: *Built to last*, New York: Harper Collins.
9. Napoleon Hill: *The Law of Success*, Bangalore: Master Mind Books
10. Napoleon Hill: *Think and Grow Rich*: New York: Ballantine Books
11. Stephen R.Covery: *The 7 Habits of Highly Effective People*, London: Simon & Schuster Ltd.

M.Com (HRD)
II Semester
PAPER CRS457: BUSINESS ENVIRONMENT

Workload: 3 hours Lecture and 2 hours Tutorial per week: Total 4 Credits

Objectives: To expose the students to the key socio-economic-politico and cultural environmental perspectives so as to enable the students in understanding the "big picture" of business.

Outcomes : It equips the students with the skill set required by today"s HR professionals.

Unit -1: Conceptual Framework of Business Environment: Concept, Significance, and Nature of Business Environment – Internal and External, Changing Dimensions of Business Environment, Techniques of Environmental Scanning and Monitoring.

Unit -2: Economic Environment of Business: Significance – Elements- Economic Systems and Business Environment- Government Policies- Industrial Policy – Industrial Policy of 1991 and Amendments, Fiscal Policy, Monetary Policy, EXIM Policy- Development Banks and Promotion of Indian Business, Economic Reforms, Liberalisation – Competition Act 2002 and Amendments – Competition Commission of India - Recent Developments.

Unit -3: Politico-legal Environment of Business: Critical Elements of Political Environment; Government and Business, Changing Dimensions of Legal Environment in India, Investor Protection, FEMA and Licensing Policy, Consumer Protection Act of 1986, Environment Protection – Recent Developments.

Unit -4: Socio- Cultural Environment: Critical Elements of Socio-cultural Environment, Social Institution and systems, Social Values and Attitudes, Social Groups, Social Change and Corporate Choice, Dualism in Indian Society and problems of Uneven Income Distribution, Indian Business System, Social Responsibility of Business, Consumerism in India – Recent Developments.

Unit -5: Global Environment: Multinational corporations, Foreign Collaborations and Indian Business – Foreign Direct Investment - Non-Resident Indians and Corporate Sector, WTO, Foreign Trade Policies – Recent Developments.

References:
1. Bertozzi-Burgunder, "*Business, Government, and Public Policy: Concepts and Practices"* - Prentice Hall
2. Buchhloz "*Fundamental Concepts and Problems in Business Ethics*" - Prentice Hall
3. Buchholz "*Business Environment and Public Policy; Implication for Management and Strategy formulation"* - Prentice Hall
4. F. Cherunilam -*Business & Govt* - Himalaya Publishing House
5. Jan – Erik Lane "*State and Market: the politics of the Public and Private*" - Sage
6. Jeffrey A. Barach - *The Individual Business and Society* -–New Jersey - Prentice Hall
7. Parag Diwan L.N. Aggarwal –*Business Environment* - New Delhi, Excel Book.
8. Robert J. Mockler -*Business and Society* – NewYork, Harper &Row Publishers.
9. Robert W. Ackerman, *The Social Challenge to Business*- Cambridge, Harvard University Press,
10. Sudhir Lakhanpal - *Dynamics of Strategic Management* - New Delhi, Anmol Publications Pvt. Ltd.
11. Swyer *"Business and its Environment: Managing Social Impact*" - Prentice Hall
12. Thomas T. " *Managing Business In India*" – Bombay, Allied Publishers.

13. Victor " *Strategic Management in the Regulating Environment: Cases and Industry Notes"* - Prentice Hall

M.Com (HRD)
III Semester
PAPER CRE501: LEADERSHIP AND TEAM BUILDING

Workload: 2 hours Lecture and 2 hours Tutorial per week: Total 3 Credits

Objective: Leadership and team building, being people centered skills, are critical in almost every situation. Hence this course intends to teach the learner how to lead and work collectively. The core objective is to teach students to elicit cooperation of others, listen and put others before self.

Outcomes : It equips the students with the skill set required by today"s HR professionals.

Unit -1: Introduction to Leadership: Need for leadership – Scope of leadership – Principal characteristics of leadership – Leadership skills – Leadership functions – Role of a leader, Types of leaders – Leaders Vs Managers – Sharing leadership, Humour and Leadership – Recent trends.

Unit -2: Leadership Theories and Style: Trait theory of leadership – Behavioural theory of leadership – Ohio studies – University of Michigan studies – Likert Management system – R.R Blake and Mouton managerial grid – Situational leadership – Hersey and Blanchard's situational theory – Path Goal Theory - Transformational theories – Leadership styles – Recent trends.

Unit-3: Teamwork and Team Building: Skills needed for team work – Team development – Teams Vs Groups- Stages of team building – Robert Bacals six deadly sins of team building – Barriers to effective teamwork – Recent trends.

Unit -4: Implementing Team Working: Innovative teams at work – Resistance to team working – Factors in team success – Team decision making – group think, group shift, social loafing – Communication skills for effective teamwork – Teamwork skills – Recent trends.

Unit -5: Team Building Interventions in Organisations: Team Leadership – Self directed teams – Dealing with conflict in teams – Different types of conflicts – resolving conflicts – Negotiation skills and strategies for team building – Recent trends.

References:
1. Peter G. Northouse, Leadership – Theory and Practice – Third Edition, Sage Publications, New Delhi.
2. Dr. B. Rathan Reddy, Team Development and Leadership – Jaico Publishing House – New Delhi.
3. Dr. G. Vijayaragavan Iyengar, High Performance Leadership, Himalaya Publishing House Pvt. Ltd., Mumbai.
4. Marshall Loeb and Stephen Kindel, Leadership for Dummies, IDG books, New Delhi.
5. Michael A West, Effective Teamwork – Practical Lessons from Organisational Research, BPS Blackwell.
6. Nicky Hayes, Managing Teams – A Strategy for Success, Thomson Learning, Singapore.
7. John A. Woods – Ten Minute Guide to Teams and Teamwork, Alpha Books, New York.
8. Herminia Ibarra, Act like a lender, think like a leader, Harvard Business Review Press, Boston, Massachusetts.

M.Com (HRD)
III Semester
PAPER CRH502: BUSINESS ETHICS AND CORPORATE SOCIAL RESPONSIBILITY

Workload: 3 hours Lecture and 2 hours Tutorial per week: Total 4 Credits

Objective: To make the students acquire knowledge of ethical issues in business and social responsibility and corporate governance practices.

Outcomes :
1. Creates an awareness of various aspects of business ethics and corporate social responsibilities.
2. Provides an understanding of the various areas of rigorous research in the field CSR.

Unit -1: Ethics: An overview- Nature of Ethics; Ethics and its relation to values, norms, and morals; Ethics, Economics and Law; Congnitivist and non-cognitivist theories; Virtue Ethics – Recent trends.

Unit -2: Business Ethics- Meaning; Nature; Scope; Relevance; Ethical Issues in Marketing; Ethics in Financial Services and Financial Markets; Ethical issues in hostile takeovers; Arguments against Insider trading – recent trends.

Unit -3: Corporate Social Responsibilities- Nature; Social responsibility and Ethics; Approaches to Corporate Social Responsibility; Dimensions of Social Responsibility; Sachar Committee's Suggestions; Arguments for and against Corporate Social responsibility, Recent trends.

Unit -4: Corporate Governance and Corporate Ethics Programme- Property rights theory; Social institution theory; Contractual theory; the components and benefits of corporate ethics programme – Recent trends.

Unit -5: Global Business and Cross-Cultural Values: Globalisation and business changes; values for global managers; Values West can learn from East; Values East can learn from West – Recent trends.

References:
1. Agarwal, Corporate Social Responsibility in India (Sage Publication)
2. Boatright John R, Ethics and the conduct of Business (Pearson Education).
3. C.A.Kamal Garg, Corporate Social Responsibility with companies (Corporate Social Responsibility Policy) Rules, 2014, w.e.f. 01-04-2014. (Bharat Law House Pvt. Ltd., New Delhi)
4. Ghosh Biswanath, Ethics in Management and Indian Ethos (Vikas)
5. Hartman Laura Pincus, Perspectives in Business Ethics (McGraw Hill)
6. Harvard Business Review, 'Harvard Business Review on Corporate Social Responsibility, Paperback.
7. Kaushal Shyam L, Business Ethics- Concepts, Crisis and Solutions. (Deep and Deep)
8. Madhumita Chatterji, Corporate Social Responsibility (Oxford University Press)
9. Moon Chris and Bonny Clive, Business Ethics- Facing up to the issues (The Economist)
10. Philip Kotler, Corporate Social Responsibility: Doing the most Good for your Company and your cause.

11. Sanjeev Rinku and Khanna Parul, Ethics and Values in Business Management (Ane Books India)

M.Com (HRD)
III Semester
PAPER CRH503: INTERNSHIP
(4 Credits)

Internship training is compulsory for the students of M.Com (HRD) programme during the third semester. Each student of M.Com (HRD) programme has to select an organisation approved by the chairman of the department well-in-advance and undergo an internship in that organisation immediately after the completion of the second semester examination during the vacation for about 3 months or as decided by the concerned BOS from time to time. The internship report has 4 credits (100 marks) like any other theory paper of the course, which shall have double evaluation. The report shall be evaluated by two examiners, one internal and one external expert from the panel of examiners prepared by B.O.S and approved by B.O.S. The candidate shall submit internship report at the end of the third semester to the Chairman of the Department of Studies in Commerce.

M.Com (HRD)
III Semester
PAPER CRH504: STRATEGIC HUMAN RESOURCE DEVELOPMENT

Workload: 3 hours Lecture and 2 hours Tutorial per week: Total 4 Credits

Objective: To familiarize the students about the concepts, practices and significance of Human Resource Development with a special focus on Training and Development and to explore the students to the ethical issues and dilemmas in HRD profession.

Outcomes : List methods for how to plan, incorporate innovators and build strategies for effective HRM Management.

Unit -1: Strategic Human Resource Development: An overview – Objectives - HRM Vs. HRD — Precursors of HRD– Concepts of Education, training, development – HRD Vs. training and development – Theories of HRD – General Systems Theory, institutional theory, human capital theory, behavioural theory, resource-based theory- Multidisciplinary nature of HRD – Recent approaches to HRD.

Unit -2: National Context of HRD: National vocational education and training – Public policy and infrastructure – Ministry of HRD: structure, role and functions - Adult education – National education policy- Intended outcomes of HRD Philosophy, policies, processes, programmes and practices – Recent trends.

Unit -3: The HRD Process: Individual, Team and organizational Learning- Analysis and assessment of Training Needs- Methods used to conduct training needs analysis at the individual, operational and organisational levels – Training and development methods and instructional approaches - Designing and Implementing HRD programmees -Implementing HRD programs; Evaluating effectiveness of HRD Programs; HRD audit; HRD culture and climate – HR Automation- Recent trends.

Unit -4: Employee Development Activities: approaches to employee development, leadership development, action learning, assessment and development centres; Intellectual capital and HRD; HRD Applications and Trends: Coaching and mentoring; Career management and development; PCMM people capability maturity model- Employee counselling - HRD and Global Management – Emotional intelligence & work life balance - HRD and Knowledge Management- Employer branding and other emerging trends – Recent trends.

Unit -5: Ethical Issues and Dilemmas in HRD: Privacy in the workplace – electronic monitoring – employee drug use and testing – alcohol abuse at work – employee theft and honesty testing – whistle-blowing and free speech in the workplace – women and minorities at work – Comparable worth and the gender pay gap – breaking the glass ceiling – equal employment opportunity – sexual harassment – balancing work and life – ethics of downsizing – ethical issues in managing a diverse workplace Reputation Management. Future challenges of ethics in HRD – Recent trends.

References:

1. Haldar, U. K., Human Resource Development, Oxford University Press India.
2. Harrison, R., *Employee Development,* London: Institute of Personnel and Development.
3. Mabey, C and Salaman, G, *Strategic Human Resource Management*, Oxford: Blackwell.
4. Mankin, D., Human Resource Development, Oxford University Press India.
5. Nadler, L., Corporate human resources development, Van Nostrand Reinhold.
6. Rao, T.V., Future of HRD, Macmillan Publishers India.
7. Rao, T.V., HRD Score Card 2500: Based on HRD audit, Response Books, SAGE Publications.
8. Rao, T.V., Hurconomics for Talent Management: Making the HRD Missionary Business-Driven, Pearson Education
9. Rothwell, W.J. and Kasanas, H.C., *Strategic Human Resource Development,* Englewood Cliffs, NJ: Prentice Hall.
10. Stewart, J and McGoldrick, J (Eds.), *Human Resource Development: Perspectives, Strategies, and Practice,* London: Financial Times/ Pitman Publishing.
11. Stewart, J and Tansley, C, *Training in the Knowledge based Economy*, London: Chartered Institute of Personnel and Development.
12. Thomson, R. and Mabey, C, *Developing Human Resources*, London: Butterworth-Heinemann
13. Werner J. M., DeSimone, R.L., Human Resource Development, South Western.

M.Com (HRD)
III Semester
PAPER CRS505: BUSINESS RESEARCH METHODS

Workload: 3 hours Lecture and 2 hours Tutorial per week: Total 4 Credits

Objective: The course is envisaged to provide the students with the knowledge and skill related to conduct of research related to business and familiarise the students with the technicalities of executing a research assignment.

Outcomes :
1. Enables the students to understand the techniques of doing research in the field of business.
2. Equips the students with skills of conducting business research.

Unit -1: Introduction: Meaning of Business Research, Scope of Business Research, Types of Business Research, Theory Building, An Overview of Research Process, Problem Definition and Discovery, Exploratory Research : Secondary Data; Experience Survey; Pilot testing and Pretesting, Research Questions, Research Objectives, The Design of Research: Design Strategies; Sampling Design (Research Population, Sampling, Steps in Sampling Design, Sampling Frame, Sample Size, Probability and Non-probability Sampling Techniques); Measurement and Attitude Scaling, The Sources and Collection of Data: Secondary Data; Observation; Survey; Questionnaires and Interview Schedules, Analysis and Presentation of Data: Descriptive Analysis; Choosing the Appropriate Statistical Technique; Univariate Statistical Analysis (Concept only); Bivariate Analysis (Concept only); Multivariate Analysis (Concept only); Interpretation; The Research Report (Meaning only).

Unit -2: Regression and Correlation Analysis: Meaning of Regression Analysis, Linear and Non-Linear Regression, Regression Equation, Lines of Regression, Estimation Using the Regression Line, The Standard Error of Estimate , Multiple Regression Analysis, Meaning of Correlation Analysis, Significance of the Study of Correlation, Correlation Versus Causation, Types of Correlation, Methods of Studying Correlation: Scatter Diagram Method ; Graphic Method; Karl Pearson's Coefficient of Correlation; Correlation of Grouped Data; Least Squares Method of Studying Correlation; Rank Correlation Coefficient, Probable Error of Correlation Coefficient and Interpreting Coefficient of Correlation, Multiple Correlation Analysis, Coefficient of Determination, Correlation Versus Regression.

Unit -3: Sampling Theory and Statistical Inference: Sampling Theory, The Two Concepts: Parameter and Statistic, Objects of Sampling Theory, Sampling Distribution, The Concept of Standard Error(SE), Point Estimation and Internal Estimation, Ordinary Least Squares (OLS) Method of Estimation, Hypothesis Testing Procedure, Null Hypothesis and Alternative Hypothesis, The Two Mutually Complementary Approaches for Hypothesis Testing: Confidence Interval and Test of Significance, Type I and Type II Errors, Two-tailed and One-tailed Tests of Hypothesis, Sampling of Attributes and Tests of Hypothesis for Attributes, Tests of Hypothesis in respect of Samples Concerning Statistics of Variables (Large Samples), Tests of Hypothesis in respect of Samples Concerning Statistics of Variables (Small Samples): The T-Test; Z-Test, The F-Test and Analysis of Variance (ANOVA): One-way and Two-way Classifications.

Unit -4: Non-Parametric Tests: Meaning of Non-Parametric Tests, Advantage of Non-Parametric Tests, The Chi-square (X^2) Test, The Sign Test, The Mann-Whitney U Test (in case of Large Sample only), the Kruskal – Wallis H Test (in case of Large Sample only), the Runs Test for Randomness (in case of Large Sample only), The Wilcoxon Matched Pairs Signed – Ranks Test (in case of Large Sample only).

Unit -5: The Research Report: The Importance of the Report, Types of Written Research Report, Written Research Report Components, Considerations in the Report-writing Process, Oral Presentation and Considerations in Oral Presentations.

References:
1. Cooper D R and Schindler P.S: Business Research Methods (New Delhi: TATA McGraw Hill)
2. Gupta S C: Fundamentals of Statistics (Mumbai: Himalaya Publishing House)
3. Gupta S P: Statistical Methods (New Delhi: Sultan Chand and Sons)
4. Gujarati D N, Porter D C and Gunasekar S: Basic Econometrics (New Delhi: TATA McGraw-Hill)
5. Israel D: Data Analysis in Business Research: A Step-by-step Nonparametric Approach (New Delhi: Response)
6. Kothari C R: Quantitative Techniques (New Delhi: Vikas Publishing)
7. Kothari C R: Research Methodology: Methods and Techniques (New Delhi: New Age International Publishers)
8. Levin R I and Rubin D S: Statistics for Management (New Delhi: Prentice Hall of India)
9. Siegel S: Nonparametric Statistics for the Behavioral Sciences (New Delhi: McGraw Hill Kogakusha Ltd.)
10. Zikmund W.G: Business Research Methods (Chicago: The Dryden Press)

M.Com (HRD)
III Semester
PAPER CRS506: HUMAN RESOURCE INFORMATION SYSTEM AND COMPUTER APPLICATION

Workload: 3 hours Lecture and 2 hours Tutorial per week: Total 4 Credits

Objective: To make the students understand and appreciate the strong relationship among human resource management, information system, and information technology with a special focus on the application of computer and SPSS package in the management and development of human resources.

Outcomes : Explains the usefulness of diagnosing problems involving human behaviour and examining psychological and sociological phenomenon.

Unit -1: Framework of Information Systems and Technology: Decision making and information systems (IS) – Technology for information systems – Computer networks – Database management systems – Components of information systems- Transaction processing systems – Decision support systems – Executive information systems – Artificial Intelligence and expert systems – Recent trends.

Unit -2: Developing Information Systems: Planning and implementation of IS strategy – System development – System analysis and design – System implementation and maintenance – Social and organizational impact of IS and IT – Recent trends.

Unit -3: Human Resource Information System (HRIS): application of HRIS – Enterprise Resource Planning (ERP) – A general HRIS model – Employee data, organization data, relational database – Report generation – Acquiring and implementing HRIS – Phases of HRIS acquisition: Needs analysis, design and development, implementation and maintenance – Uses of computer and HRIS in HRM – Clerical applications, applicant search expenditures, risk management, training management, financial planning, turnover analysis, succession planning, flexible benefits administration, compliance with government regulations, attendance reporting and analysis, human resource planning, accident reporting and prevention – Recent trends.

Unit -4: Capabilities of an HRIS: Input function – Components of HRIS input-function – Master files or database – Input activities: entry, edit, validation – Message table – Acceptance or error notification – Edit/validation criteria tables – Edit/validation table values – Data maintenance function – Components: transaction from input function – data maintenance activities: update data, create records, derive data – typical files/databases – HRIS output–Function components: Master files, history files, transaction files – Output activities: select, process, report, other systems – Output request procedures – Output dissemination procedures – Ad-hoc reporting capability – Report library – Steps in implementing an HRIS – Recent trends.

Unit -5: Issues in MIS: Information Security, Control and cyber law – Quality Assurance -Ethical and Social Dimensions - Intellectual Property Rights as related to IT Services / IT Products - Managing Global Information Systems, Control and audit of IS – Recent trends.

References

1. Cynthia D. Fisher, Lyle F. Schoenfeldt and James B. Shaw, Human Resource Management, Chennai: All India Publishers and Distributors.
2. Lloyd L. Byars and Leslie W. Rue, Human Resource Management Homewood, IL: Irwin.
3. Michael J. Kavanagh, Hal G. Gueutal, and Scott I. Tannenbaum, Human Resource Information Systems: Development and Application, New York: International Thomson Publishing Inc.
4. Stephen E. Forrer and Zandy B. Leibowitz, Using Computers in Human Resources, San Francisco: Jossey-Bass.
5. Prasad L. M. and Usha Prasad, Information Systems and Technology, New Delhi: Sulthan Chand & Sons
6. Ajai S. Gaur and Sanjaya S. Gaur, Statistical Methods for Practice and Research: A guide to data analysis using SPSS, New Delhi: Sage.
7. William E. Wagner, Using SPSS for Social Statistics and Research Methods, New Delhi: Sage.

M.Com (HRD)
III Semester
PAPER CRS507: KNOWLEDGE MANAGEMENT

Workload: 3 hours Lecture and 2 hours Tutorial per week: Total 4 Credits

Objective: To expose the students to the newly emerging domain of knowledge management with a special focus on knowledge acquisition, creation, documentation, sharing, transferring, and knowledge application in an effective and ethically sound manner in organistions.

Outcomes : Explains the usefulness of diagnosing problems involving human behaviour and examining psychological and sociological phenomenon.

Unit -1: Fundamentals of Knowledge and Knowledge Management (KM): Knowledge, intelligence, experience, commonsense - Data, information, knowledge, wisdom - types of knowledge - Knowledge Management System Life cycle - causes and drivers of KM initiatives-KM-strategy linkage - Recent trends.

Unit -2: Knowledge Creation and Knowledge Architecture: Nonaka's Model of knowledge creation and transformation - capturing tacit knowledge - knowledge capturing techniques - Brainstorming - Protocol analysis - the Repertory Grid – Nominal Group Technique - The Delphi method - concept mapping and Semantic nets - Knowledge codification - Recent trends.

Unit -3: **Knowledge Transfer and Knowledge Sharing:** the knowledge-doing gap – prerequisites for transfer – transfer methods – Role of the internet and intranet in knowledge transfer – Extranets and knowledge exchange – corporate e-learning – causes and drivers – aims of using e-learning – use of e-learning – Recent trends.

Unit -4: KM System Tools and Portals: Neural Networks as a learning model - Data mining and business intelligence - Data warehouses - Meaning, evolution and characteristics of Portals - Portals and the business transformation - Digital libraries, Archives and Depositories-Recent trends.

Unit -5: Future of Knowledge Management: Managing knowledge workers - Personality and professional attributes - technology and the knowledge workers - Knowledge Domains - nature of KM application in the corporate sector - Protecting Intellectual Property(IP)- KM metrics used to measure and assess the business value of KM - Challenges of KM - KM and ethics - Recent trends.

References:

1. Amrit Tiwana, *The Knowledge Toolkit: Practical Techniques for Building a Knowledge Management System*, - Delhi: Pearson Education, Inc.
2. Elias M. Awad & Hassan M. Ghaziri, *Knowledge Management,* - Delhi: Pearson Education, Inc.
3. Hall,B. *Learning Management System: How to Choose the Right System for Your Organisation* - Sunnyvale, CA: Brandon-Hall.com
4. Hall,B. Live e-Learning : How to Choose a System for your Organisation - Sunnyvale, CA: Brandon-Hall.com

5. Patterson, M.G., M.A.West, A. Lawthom and S.Nickell, *The Impact of People Management Practices on Business Performance* - London: CIPD.
6. Wendi R. Bukowitz, Ruth L.Williams, *The Knowledge Management Field Book*, - Delhi: Pearson Education Inc.

M.Com (HRD)
IV Semester
PAPER CRH551: PERFORMANCE AND TALENT MANAGEMENT

Workload: 3 hours Lecture and 2 hours Tutorial per week: Total 4 Credits

Objective: To expose the students to the promising area of performance management with a special focus on performance planning, implementation, assessment, analysis and improvement along with the role of potential appraisal and assessment centers in organizations and with a focus on employers and talent management techniques.

Outcomes : Explains the usefulness of diagnosing problems involving human behaviour and examining psychological and sociological phenomenon.

Unit -1: Performance Management: An Overview- Objectives – Performance management process – Dimensions – Key Result Areas-Performance appraisal – Merit rating, performance evaluation and performance appraisal - Uses of performance appraisal: Developmental uses, administrative uses, organizational maintenance objectives, and documentation – Criteria for a good appraisal system: Validity and reliability – deficiency and contamination – Freedom from bias – Freedom from rating errors: Leniency, severity, central tendency, recency and halo errors – Unintentional and intentional errors – Reasons for inflating and deflating ratings – Operating and human resource costs of developing and implementing an appraisal system – Recent trends.

Unit -2: Performance Measurement: Categories of performance information: Trait-based appraisals – Behaviour-based appraisals – Result-based appraisals – Methods of appraising performance: Objective and subjective measures – Objective measures: production measures, rupee sales, personnel data, performance tests, business unit performance measures – Subjective measures: Ranking Vs. rating – Comparative procedures: ranking, paired comparisons, forced distribution – Absolute standards: Graphic rating scales, mixed standard scale, weighted checklist, forced-choice, critical incident technique, behaviourally anchored rating scales, behavioural observation scales – Management by objectives (MBO) – Recent trends.

Unit -3: Raters of Employee Performance: Self evaluation – Peer evaluation – Subordinate evaluation – Customer evaluation – Computers in performance evaluation – 360-degree appraisals – Potential appraisal and assessment centre - The Philip's Model: Problem children, stars, solid citizens, planned separation – Potential appraisal criteria: conceptual, interpersonal and operational effectiveness – Achievement motivation - Appraisal interview. Key issues in performance appraisal and management – Training evaluators: Rater error training, frame-of-reference training, information processing approaches – Feedback to evaluators – Types of feedback interviews: tell and sell, tell and listen, problem solving – Problems with the appraisal interview – Motivating and rewarding performance – Performance appraisal and ethics – Future challenges of performance management – Harassment at the work place-Recent trends.

Unit -4: Basics of Talent Management: Talent- engine of new economy, difference between talents and knowledge workers, leveraging talent, the talent value chain, elements of talent friendly organizations, Talent management process, Talent Management Systems and Dimension.

Components and benefits of Talent Management System; Creating TMS, Challenges of TMS, Building blocks of talents management, Talent Planning- Developing and Retaining Talent – Talent Analytics Maturity - Model-Recent trends.

Unit -5: Talent Management: Talent Inventory-succession planning-developing plan, Strategic talent management: Talent identification and business alignment-performance management & development,-Proactive Talent Retention. Current trends in Talent management – Recent trends-Use of Technology in Talent Acquisition & Retention – Digitalization & Artificial intelligence- Block-chain Technology in HR.

References
1. Allan M. Mohrman, Jr., Susan M. Resnick-West, and Edward E. Lawler III, *Designing Performance Appraisal Systems – Aligning appraisals and organizational realities,* San Francisco, Calif.: Jossey-Bass
2. Berger Lance, Dorothy. Talent Management Handbook: Creating a Sustainable Competitive Advantage by Selecting, Developing, and Promoting the Best People, McGraw-Hill Education.
3. Cynthia D. Fisher, Lyle F. Schoenfeldt and James B. Shaw, *Human Resource Management* Chennai: All India Publishers and Distributors.
4. Gary P. Latham and Kenneth N. Wexley, *Increasing Productivity through Performance Appraisal,* Reading, Mass: Addison–Wesley.
5. Lloyd L. Byars and Leslie W. Rue, *Human Resource Management* Homewood, IL: Irwin.
6. Shukla Ravinder: Talent Management: Process of Developing & Integrating Skilled Workers, global India publication New Delhi.
7. T. V. Rao HRD *Audit: Evaluating the Human Resource Functions for Business Improvement.* New Delhi: Response Books.
8. T. V. Rao Human *Resource Development*: *Experience, Intervention*, New Delhi : Sage Publications

M.Com (HRD)
IV Semester
PAPER CRH552: GLOBAL HUMAN RESOURCES MANAGEMENT

Workload: 3 hours Lecture and 2 hours Tutorial per week: Total 4 Credits

Objective: The course is envisaged to provide the students the knowledge related to management of human resources in business enterprises. This course familiarizes the students with various facets of human resources and their management at the global scenario.

Outcomes : Explains the usefulness of diagnosing problems involving human behaviour and examining psychological and sociological phenomenon.

Unit -1: Nature of international Human Resource Management: International HRM and Emerging Horizons of HRM: Concept, importance, and models of International HRM; Approaches to IHRM. Differences between domestic HRM and IHRM. Challenges of International HR Managers; Global HR practices -People Analytics- Recent trends.

Unit -2: Human Resource Planning: Recruitment and selection-issues in staff selection of expatriates. Training and development of expatriates, Training and Development of International staff and Multinational teams, Cross-cultural training – Recent trends.

Unit -3: Performance Management: Factors associated with individual performance and appraisal criteria used for performance appraisal of international employees –appraisal of host country nationals. Compensation: objectives of international compensation. Approaches of International compensation management – Recent trends.

Unit -4: Cross-cultural analysis: Introduction, Structural framework of Cross Cultural Analysis, Cross cultural validity of management trends, Importance of Communication in an International context, Functional implication of International HRM- Managing diversity –Corporate Culture Analytics-Recent trends.

Unit -5: Expatriate Failure: Causes of failure, Repatriation-Repatriation process. Labor relations-Key issues in international relations –strategic choices before firms-strategic choices before unions-union tactics – Recent trends.

References:

1. World class supply management: Burl Dabler and standing -Tata McGraw Hill.
2. International Human Resource Management: A Global Perspective : Practices and
3. International HRM: S C Gupta, Publisher-Mac Millan.
4. International Human Resource Management: Chris Rees and Tony Edwards-Pearson
   Strategies for Competitive Success: S K Bhatia, Deep and Deep, 2005.

M.Com (HRD)
IV Semester
PAPER CRH553: PROJECT REPORT
(4 Credits)

A project work is compulsory for M.Com (Human Resource Development) programme in the IV semester for 4 credits (100 marks) like any other theory paper. It shall be evaluated by two examiners, one external and one internal appointed by the university.

M.Com (HRD)
IV Semester
PAPER CRS554: ENTREPRENEURSHIP DEVELOPMENT

Workload: 3 hours Lecture and 2 hours Tutorial per week: Total 4 Credits

Objective: **To provide an introduction to entrepreneurship and its development process, environment and current scenario in India.To make the students aware of the importance of entrepreneurship opportunities available and challenges faced in the society.**

Outcomes : Provides an insight into institutional support to entrepreneurs and the project Management.

Unit -1: Introduction: Meaning, Definition and concept of Enterprise, Entrepreneurship and Entrepreneurship Development, Evolution of Entrepreneurship, Theories of Entrepreneurship. Characteristics and Skills of Entrepreneurship, Concepts of Intrapreneurship, Entrepreneur v/s Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager, Role of Entrepreneurship in Economic Development, Factors affecting Entrepreneurship, Problems of Entrepreneurship-Stages in Entrepreneurial pronoun – Recent trends.

Unit -2: **Entrepreneurial Competency and Development:** Meaning and concept of Entrepreneurial Competency, Developing Entrepreneurial Competencies, Entrepreneurial Culture, Entrepreneurial Mobility, Factors affecting Entrepreneurial mobility, Types of Entrepreneurial mobility. Entrepreneurial Motivation: Meaning and concept of Motivation, Motivation theories, Entrepreneurship Development Program: Needs and Objectives of EDPs, Phases of EDPs, Evaluation of EDPs – Recent trends.

Unit -3: Institutions and Development of Entrepreneurship: Role of Government in promoting Entrepreneurship, MSME policy in India, Agencies for Policy Formulation and Implementation: District Industries Centres (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), SIDBI, RUDSET, MFI, SHGS, National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB), Financial Support System: Forms of Financial support, Long term and Short term financial support, Sources of Financial support, MUDRA, Development Financial Institutions, Investment Institutions – Recent trends.

Unit -4: Women and Social Entrepreneurship: Meaning, Characteristic features, Problems of Women Entrepreneurship in India, Developing Women Entrepreneurship in India, Concept of Social Enterprise and Social Entrepreneurship, Social Entrepreneurs, Sustainability Issues in Social Entrepreneurship, Rural Entrepreneurship, Family Business Entrepreneurship, Concepts of Entrepreneurship Failure, Issues of Entrepreneurial failure, Entrepreneurial resurgence, Reasons of Entrepreneurial Failure, Essentials to Avoid Unsuccessful Entrepreneurship – Recent trends.

Unit -5: Business Ideas, project identification and formulation: Forms of Business Ownership, Issues in selecting forms of ownership, Environmental Analysis, Identifying problems and opportunities, Defining Business Idea, Planning Business Process, Project Management: Concept, Features, Classification of projects, Issues in Project Management, Project

Identification, Project Formulation, Project Design and Network Analysis, Project Evaluation, Project Appraisal, Project Report Preparation, Specimen of a Project Report – Recent trends.

References

1. A.K.Rai – Entrepreneurship Development, (Vikas Publishing)

2. Barringer M J - Entrepreneurship (Prentice-Hall, 1999)

3. Couger, C- Creativity and Innovation (IPP, 1999)

4. Holt - Entrepreneurship: New Venture Creation (Prentice-Hall) 1998.

5. Kakkar D N - Entrepreneurship Development (Wiley Dreamtech)

6. Lall &Sahai: Entrepreneurship (Excel Books 2 edition)

7. Nina Jacob, - Creativity in Organisations (Wheeler, 1998)

8. R.V. Badi & N.V. Badi - Entrepreneurship (Vrinda Publications, 2nd Edition)

9. Sehgal & Chaturvedi-Entrepreneurship Development (UDH Publishing edition 2013)

M.Com (HRD)
IV Semester
PAPER CRS555: EMPLOYEE ENGAGEMENT AND EMPOWERMENT

Workload: 3 hours Lecture and 2 hours Tutorial per week: Total 4 Credits

Objective: To familiarize the students about the relevance and significance of not only attracting but more importantly retaining talented people in organizations with a special focus on career management, benefits administration, managing workforce diversity, and health and safety administration.

Outcomes : Explains the usefulness of diagnosing problems involving human behaviour and examining psychological and sociological phenomenon.

Unit -1: Employee Engagement and Empowerment: An overview – Definition, objectives, Scope – Key Players in Engagement and Empowerment-, - HRM and Employee Engagement and Empowerment –Absenteeism - Presenteeism- Recent trends.

Unit -2: Theorising Employee Engagement and Empowerment: Maslow's Need Hierarchy, Herzberg's Two-Factor Theory, Theory X & Y, Achievement Motivation Theory, Expectancy Theory, ERG Theory, Socio-Technical Theory, Job Characteristics Theory, LMX Theory, Theory Z, and Social Cognitive Theory – Recent trends.

Unit -3: Employee Empowerment: Key elements: Power, Information, Reward and Knowledge (PIRK) – Process of Employee Empowerment – Benefits of Employee empowerment - Levels of Employee Involvement: Enabling, Involving and Encouraging - Principles of Employee Empowerment- Recent Trends in Empowerment-Employee Committment.

Unit -4: Employee Engagement: Meaning - Types of Employee- Components and Engagement - Elements of Engagement–Engagement framework: People, Reward, Company practices, Work, quality of life, Opportunities– Consequences of engagement – Roll of Top Managers in Employee Engagement - Employee Engagement using Social Media- Recent Trends in Engagement-Employee Disengagement Process.

Unit -5: Employee Engagement and Empowerment: Basic Issues and concern- Best Practices - Key Improving Performance - Impact on Organisation Performance- Engagement Strategies – Drivers of Employee Engagement –Return on investment metrics on human capital-Recent Trends.

References:
1. C. Argyris, On Organisational Learning, Blackwell.
2. Christopher Rice& Fraser Marlow, The Engagement Equation: Leadership Strategies for an Inspired Workforce.
3. Cotton, J. L. – *Employee Involvement: Methods for improving performance and work attitudes.* CA: Sage.

4.   Dale, H. Besterfield, Carol, Besterfield, Glen, H. Besterfield & Mary Besterfield – *Total Quality Management*. London: Prentice Hall.
5.   DBM Fetterman, Foundation of Empowerment Evaluation, Sage.
6.   E E Lawler III, The Ultimate Advantage: Creating High Involvement Organisation, Jossey Boss.
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9.   Ian Beardwell & Len Holden (Eds). - *Human resource Management: A contemporary perspective.* UK: Pitman Publishing.
10. J B Mondros and S M Wilson, Organising for Power and Empowerment, Columbia University Press.
11. Jim Haudan, The Art of Engagement: Bridging the Gap Between People and Possibilities.
12. John Storey (ED.) – *Human Resource Management*. USA: Routledge.
13. Kevin Kruse, Employee Engagement for Everyone: 4 Keys to Happiness and Fulfillment at Work.
14. Lawler, E. E. III - *High Involvement Management*. San Francisco: Jossey-Bass.
15. Lawler, E. E. III - *Ultimate Advantage: Creating the High-Involvement Organisations.* San Francisco: Jossey-Bass.
16. Mark Royal and Tom Agnew, The Enemy of Engagement: Put an End to Workplace Frustration-- and Get the Most from Your Employees, Amacom.
17. Michael Armstrong – *A Handbook of Human Resource Management and Practice.* London: Kogan Page Ltd.
18. P. Block, The Empowered Manager, Jossy Boss.
19. Simon L. Albrecht, Handbook of Employee Engagement: Perspectives, Issues, Research and Practice; Edward.
20. Stephen, P. Robbins – *Organisational Behaviour*: Concepts, controversies & applications. London: Prentice Hall.
21. William H. Macey, Benjamin Schneide), Karen M. Barbera, Scott A. Young, Employee Engagement: Tools for Analysis, Practice, and Competitive Advantage, Wiley-Blackwell.

M.Com (HRD)
IV Semester
PAPER CRS556: LEARNING INTERVENTIONS AND MANAGEMENT

Workload: 3 hours Lecture and 2 hours Tutorial per week: Total 4 Credits

Objective: To familiarise the students about the management of learning and learning interventions with a special focus on learning theories, learning culture, learning organisation, learning technology, learning methods and learning interventions in organisations.

Outcomes : Explains the usefulness of diagnosing problems involving human behaviour and examining psychological and sociological phenomenon.

Unit -1: Fundamentals of Learning: Definitions – Individual learning, Team learning, Organisational learning, Formal learning, Informal learning, Purposeful learning, Accidental learning, Experiential learning, Single-loop learning, Double-loop learning, Deutero learning, Workplace learning, Lifelong learning, Self-regulated learning, Action learning, E-learning – Learning cycle – Learning styles – Learning preferences – Recent trends.

Unit -2: Learning Theories: Pavlov's Classical Conditioning Theory, Skinner's Operant Conditioning Theory, Bandura's Social Learning Theory, Cross's Adult Learning Theory, Knowles' theory of Andragogy, Festinger's Cognitive Dissonance Theory, Bruner's Constructivist Theory, Rogers's Experiential Learning Theory, Piaget's Genetic Epistemology Theory, Wertheimer's Gestalt Theory, Miller's Information Processing Theory, DeBono's Lateral Thinking Theory, Gardner's Multiple Intelligences Theory, Lave's Situated Learning Theory – Recent trends.

Unit -3: Learning Culture: Definitions, Key elements of learning culture (OCTAPACE) – Openness, Confrontation, Trust, Authenticity, Proaction, Autonomy, Collaboration, Experimenting. Learning environment – Definitions and Key elements - Situational constraints to learning and performance – Continuous learning and development – Learning outcomes: Perceived competence/self-efficacy, Attitude towards training and learning, Satisfaction with personal and professional development – Recent trends.

Unit -4: Learning Organisations: Definitions – Senge's five key principles of the learning organisation – Watkins and Marsick's seven imperatives of the learning organisations - dimensions of learning organisations – Key challenges of learning organisations – Recent trends.

Unit -5: Learning Interventions: Trends and Status of learning in the new millennium – Experiential Learning Model: Experiencing, publishing, processing, generalising, applying -Lecture-cum-discussion – Group discussion - Role playing – Sensitivity training – Case study – Management games – Simulation – Wilderness training – In-basket training – Incident process – Vestibule training – Internship training – Projects – Videotapes and movies – Multimedia Presentations – ICT(Information & Communication technology)-recent trends.

References:

1. Chris Argyris and Donald A. Schon, *Organisational Learning II: Theory, Method, and Practice*, Reading, Massachusetts: Addison–Wesley
2. Chris Argyris, *On Organizational Learning*, Oxford: Blackwell
3. Jack. J. Phillips (Series Editor), Karen E. Watkins and Victoria J. Marsick (Eds.), *In Action Creating the Learning Organization*: Volume – 1, Virginia: American Society for Training and Development
4. Jennifer Joy - Mathews, David Megginson and Mark Surtees, *Human Resource Development*: NewDelhi: Kogan page
5. Peter M. Senge, *The Fifth Discipline: The Art and practice of learning organisation*, New York: Currency Double day
6. Udai Pareek and T.V. Rao, *Designing and Managing Human Resource Systems:* New Delhi: Oxford and IBH
7. Udai Pareek, *Training Instruments in HRD and OD,* New Delhi: Tata McGraw – Hill