

MADRAS CHRISTIAN COLLEGE (AUTONOMOUS)  
DEPARTMENT OF SOCIAL WORK (HRM)

**COURSE CURRICULUM - MSW(HRM)**



MADRAS CHRISTIAN COLLEGE (AUTONOMOUS)

DEPARTMENT OF SOCIAL WORK (HRM)

TAMBARAM

CHENNAI – 59

PHONE : 22396324

EMAIL : [mccpace@yahoo.com](mailto:mccpace@yahoo.com)



Sl. No.	Paper No.	Sub. Code	Title of the Paper	H	CR	CA	SE	T	
I	I	SHR 021	Social Work Profession and Sociology	3	3	50	50	W	
	II	SHR 022	Human Growth and Development	3	3	50	50	W	
	III	SHR 023	Social Work with Individuals	3	3	50	50	W	
	IV	SHR 024	Social Work with Groups	2	3	50	50	W	
	V	SHR E05	Management Principles	3	5	50	50	W	
	VI	SHR 0025	Field Work - I	15+1	5	75*	25**	P	
I	VII	SHR 026	Community Organisation and Social Action	3	3	50	50	W	
	VIII	SHR 027	Social Work Research and Statistics	3	3	50	50	W	
	IX	SHR 028	Social Welfare Administration, Social Policy & Social Legislation	2	3	50	50	W	
	X	SHR 029	Human Resource Management	3	3	50	50	W	
	XI	SHR E06	Business Management I	3	5	50	50	W	
	XII	SHR 030	Field Work - II	15+1	5	75*	25**	P	
II	XIII	SHR 031	Labour Legislation and Case Laws	4	3	50	50	W	
	XIV	SHR 032	Organisational Behaviour	3	3	50	50	W	
	XIV	SHR S03	Concepts and Current Trends in HR - SC*	4	3	50	50	W	
	XVI	SHR E07	Business Management II	3	5	50	50	W	
	XVII	SHR 033	Field Work - III	15+1	5	75*	25**	P	
V	XVIII	SHR 034	Industrial Relations and Labour Welfare	3	3	50	50	W	
	XIX	SHR 035	Organisational Development and Organisational Change	3	3	50	50	W	
	XX	SHR S04	Training Laboratory for Emerging HR Professionals - SC*	4	5	100***	0	P	
	XXI	SHR E08	Corporate Social Responsibility	3	5	50	50	W	
	XXII	SHR 036	Project Work	1	5	50	50	R	
	XXIII	SHR 037	Field Work – IV and Block Placement	15+1	6	75*	25**	P	
					Total Credits		90		

### Electives for Semester II & III

I	V	SHR E05	Management Principles	3	5	50	50	W
I	XI	SHR E06	Business Management I	3	5	50	50	W
II	XVI	SHR E07	Business Management II	3	5	50	50	W
II	XXI	SHR E08	Corporate Social Responsibility	3	5	50	50	W

n -Semester, H - Hours per Week, CR - Credit, CA- Continuous Assessment, SE - Semester Exams, T - Type, W- Written,

Research Project, P - Practical, 75\* - Internal Assessment, 25\*\*- External Viva Voce, 100\*\*\*- Internal Assessment, SC\* - Supportive Courses

**The Degree of Master of Social Work is awarded to a candidate who obtains a minimum of 90 Credits.**

## **SOCIAL WORK PROFESSION AND INDIAN SOCIETY**

Semester: I

Paper: I

Paper Code : SHR 021

Total Teaching Hours: 30

Credits: 3

Objectives:

- To gain an understanding about concept, history and philosophy of social work and to develop a knowledge base about Social Work Profession, its practice and application.
- To gain an understanding of the concept and different process of Social Work with special reference to Indian Society.
- To give an insight to the students about the various Indian social problems and their role to tackle them in a professional way.

### UNIT I

Introduction to Social Work:

Concept of Social Work, social service, social reform, social action & social welfare, Objectives, models - clinical, radical, remedial & developmental.

### UNIT II

Social Work Profession:

Professional values, codes of ethics, fields & methods of Social work, skills required for social worker, Historical development of Social Work profession in India, USA & UK. And role of social worker in promoting social work profession in India.

### UNIT III

Society – concepts, elements, and its type. Social process – Concept and its forms.

### UNIT IV

Social stratification: Concept of Class, Caste, Social Inequalities and Social Mobility. Social Control: Concept, functions, and their role .Culture- norms, Folkways, Institution, mores, Customs, Values and Tradition etc.

## UNIT V

Social change & social problems Social change in India – concept factors – urbanization, industrialization, Westernization & sanskritisation.

Social Problems pertaining to Children, Women, Discrimination, and other current social problems.

### Reference

- Paul Chowdry. - Introduction to social work,  
Atma Ram and Sons, delhi.
- Wadia A.R. -History and philosophy of social work in India,  
Allied Publishers Ltd, New Delhi.
- Gangrade K.D -Dimension of Social Work,  
Marwah Publication, New Delhi.
- Gore M.S -Social Work and Social Work Profession,  
Asia Publishing House.
- Bannerjee G.R -Papers on Social Work  
Tata Institute of Social Work, Bombay.
- Ghurye G.S -Caste, Class and Occupation,  
Popular Prakashan, Bombay.
- Johnson H.M -Sociology a systematic Introduction.  
Allied Publishers Ltd. New Delhi.
- Kapadia K.M -Family and Marriage in India,  
Oxford University Press, New Delhi.
- Mac Iver and Page -Society and introductory analysis,  
Macmillan, London.
- Madan G.R -Indian Social Problems, Vol - I and II  
Ram,Ahuja- Indian social systems,  
Rawat Publication New Delhi.
- Srinivasan M.N -Social Change in India,  
Orient Longman, New Delhi.
- Vatsyan - Indian Society and Social Institution,  
Kedranath & Ramnath Publishers, Meerut

## **HUMAN GROWTH AND DEVELOPMENT**

Semester: I

Paper: II

Paper Code:SHR 022

Total Teaching Hours: 30

Credits: 03

Objectives:

- To obtain an understanding of human behaviour in relation to the society.
- To equip the students of social work with better understanding of human behaviour and personality development models.
- To introduce the students to the various fields of Psychology.

### UNIT I

Psychology: History, definition, meaning, methods, fields, scope and relevance of Psychology to social work profession.

### UNIT II

Sensation – Meaning and Process. Perception – Process, selectivity, factors affecting perception. Learning – Meaning, process, theories and types of learning.

### UNIT III

Memory Process – Registration, retention and recall. Thinking and Intelligence–Concept, levels of intelligence, influence of heredity and environment. Motivation – Concept, Meaning and types of motives. Personality and Attitude: Definition, concept, structure, Approaches - psychoanalytic, behavioral and humanistic. Defense mechanisms.

### UNIT IV

Developmental Psychology: Meaning, definition and principles of development. Stages of Development- Conception, prenatal, infancy, babyhood, childhood, puberty, adolescence, adulthood, middle age and old age. Socio-cultural factors influencing development

### UNIT V

Abnormal Psychology: Cause and symptoms of psychoses, Neuroses, alcoholism and Drug abuse, Mental retardation. Psychological Tests: Purposes, Importance, Administration of Psychometric and Psychological tests.

## Reference

- Morgan, Clifford T.,  
King, A. Richard  
Weisz, John, R. &  
Schopler, John (1986) - Introduction to Psychology, McGraw Hill, New York.
- Sperling, Abraham &  
Gill, H. S. - Psychology Made Simple
- Bhatia, Hans Raj, ( 1970) - Elements of Social Psychology, Somaiya Publications,  
Mumbai.
- Engler, Barbara (1991) - Personality theories – An Introduction,  
Houghton Mifflin Company, Boston.
- Specht, Riva &  
Craig J. Grace (1982) - Human Development – A Social Work Perspective,  
Prentice Hall Inc., New Jersey.
- Hurlock, Elizabeth, B. - Developmental Psychology – A Life Span Approach,  
Tata McGraw Hill, New Delhi.
- Coleman, James, C.  
(1976) - Abnormal Psychology and Modern Life, D.B.  
Taraporeveda and Sons Pvt. Ltd., Mumbai.
- Bhartia, H. R. - Abnormal Psychology, Oxford and IBH Publishing Co.,  
New Delhi.
- Page, J. D. - Abnormal Psychology, McGraw Hill, New York.
- Freeman, S. Frank - Theory and Practice of Psychological Testing, Oxford  
& IBH Publishing, New Delhi.
- Sharma, K. Rajendra  
Sharma, Rachana - Social Psychology, Atlantic publishers, New Delhi.

## SOCIAL WORK WITH INDIVIDUALS

Semester: I

Paper: III

Paper Code: SHR 023

Total Teaching Hours: 30

Credits: 03

Objectives:

- To develop in students the ability to analyze the factors affecting the needs, behaviour and coping capacities of individuals.
- To understand the values, principles and models of Social Case Work.
- To develop an understanding and the ability to adopt a multidimensional approach in assessment and intervention in Social Case Work practice.

### UNIT I

Social Case Work: Definition, objectives, values and principles. Historical development of Social Case Work as a method of social work practice. Relations of social case work to other methods of social work. Case Work practice in India: Scope, influence of cultural factors and limitations.

### UNIT II

Components: Person and family, problem, agency resources and process. Phases: Exploration of person-in-environment, multidimensional assessment and intervention planning, helping process, termination, evaluation, follow-up. Techniques of helping: supportive techniques, Counselling techniques.

### UNIT III

Relationship: Characteristics of relationship, empathy, skills in building relationship and communicating empathy, use of relationship in the helping process. Problems in professional relationship: transference, counter transference and resistance.

Case work tools: observation, listening, interview, collateral contacts and home visits. Interviewing process: Structure and skills, attitude and behaviour, goal attainment and termination. Recording: Uses, principles, types, structure and content.

### UNIT IV

Models of Case Work practice: Psycho social, functional, problem-solving, life model, crisis intervention, family centered approach and eco-system perspective in social case work. Use of an eclectic approach.



Therapeutic approaches to working with individuals: Techniques from psychoanalytic approach, client centered therapy, psychotherapy, behaviour modification, reality therapy, rational emotive therapy, transactional analysis and family therapy.

## UNIT V

Social Case Work in different settings/agencies: Services such as adoption, sponsorship and foster care. Family and child welfare settings, educational institutions, correctional and rehabilitation settings, industrial settings, medical settings, community development settings, marital guidance, substance de-addiction treatment services.

### Reference

- |                    |  |
|--------------------|--|
| Annet, Garrett     | - Interviewing: Its Principles and Methods<br>Family Service Association, New York               |
| Banerjee, G.R      | - Papers on Social Work – An Indian Perspective<br>Tata Institute of Social Sciences, Mumbai     |
| Biestek, Felix, P. | - The Case Work Relationship<br>George Allen and Unwin Ltd, London                               |
| Hamilton, Gordon   | - Theory and Practice of Social Case Work<br>Columbia University Press, New York                 |
| Hollis, Florence   | - Case Work: A Psychosocial Theory<br>Random House, New York                                     |
| Mathew, Grace      | - An Introduction to Social Casework<br>TISS, Bombay   |
| Pearlman, H.H.     | - Case Work: A Problem-solving approach.<br>The University of Chicago Press, Chicago             |
| Martin, R.J.,      | - A Skills & Strategies Handbook for Working with People<br>Englewood Cliffs: Prentice Hall Inc. |

## SOCIAL WORK WITH GROUPS

Semester: I

Paper: IV

Paper Code : SHR 024

Total Teaching Hours: 20

Credits: 03

Objectives:

- To understand the significance of the Group on the Individual/Society.
- To acquire knowledge of group dynamics.
- To understand values and principles of Group Work.
- To develop skills to apply Group Work method for developmental and therapeutic work.

### UNIT I

Social Group Work: Definition, objectives, values and principles, historical development of Social Group Work in India. Relations of Group work with other methods of social work. Social Groups: Definition, types of groups and their characteristics. Significance of group in the life of individual/society. Models of group development.

### UNIT II

Group Dynamics: group process, group membership, group cohesiveness, group norm, group culture, group control, group morale, group bond, group attraction, communication and interaction pattern, Sociometry and other tools in assessing group interaction.

Group Work Models: Task groups – committees, teams, coalitions, delegate. Treatment groups – educational, developmental, remedial, social. Therapeutic Groups: T-Group, group therapy

### UNIT III

Group Work Process: a) Planning phase – establishing group purpose, recruiting members, composing group, preparing the environment. b) Beginning phase – defining purpose of the group, goal setting, contracting, motivation, expectation-demand for work, assessment process c) Middle phase – functioning of group, intervention and problem-solving with group members d) Ending phase – Evaluation – for planning the group, determining the effectiveness. Termination of group. Role of group worker: as enabler, stimulator, supporter, guide, educator, resource person, therapist and supervisor.

### UNIT IV

Programme as a tool: principles of programme planning, programme media, programme content, programme development process. Resources for programmes. Recording in Group Work: Uses and types.

## UNIT V

Application of Group Work in various settings: educational institutions, hospitals, rehabilitation centers, industries, community centers, residential institutions, recreation camps. Scope and limitations of group work practice in India.

### Reference

- Trecker, Harleigh B - Social Group Work – Principles and Practice, Association Press, New York
- Konopka, G - Social Group Work: A Helping Process Prentice Hall, Inc.
- Alissi, A.S - Perspectives on Social Group Work Practice: A Book of Readings, The Free Press, New York
- Balagopal, P.R and Vassil, T.V - Group in Social Work – An ecological Perspective Macmillan Publishing Co., New York
- Sundel, M., Glasser, P., Sarri, R., Vinter, R. - Individual Change through Small Groups, The Free Press, New York
- Toseland, R.W., Rivas, R.F - An Introduction to Group Work Practice Macmillan Publication Co., New York
- Northen, H - Social Work with Groups Columbia University Press, New York
- Wilson, G, and Ryland, G - Social Group Work Practice Hughton Miffin Co., Boston
- Middleman, R.R - The Non-verbal Method in Working with Groups Association Press, New York
- Charles D.Garvin - Contemporary Group Work Prentice Hall Inc., New Jersey
- Robert W.Roberts and Helen Northen (ed.) - Theories of Social Work with Groups Columbia University Press, New York

## MANAGEMENT PRINCIPLES

Semester: II

Paper: V

Paper Code : SHR E05

Total Teaching Hours: 30

Credits: 05

Objectives:

- To help the students to learn basic facts about management.
- To increase the knowledge on various principles and methods of management.
- To help the student to develop planning, Organizing, leadership and, communication.

### UNIT I

Management Definition- Evolution of Management –Basic principles and process of management – Management thought by Taylors , Fayols, Mayo's . Function and Process of Management

### UNIT II

Planning – Types, Process of planning – Limitation of planning – M.B.O- Decision – making – Policy Formulation – Methods, process and type.

### UNIT III

Organisation-Meaning ,Process and Function , Formal and Informal Organisation – Need and Features of good Organisation : Departmentation : Organisation Chart , Line and Staff Relation - Span of control , Authority relation : Delegation of Authority and Responsibility : Centralization and Decentralization and Organization effectiveness .

### UNIT IV

Communication: Meaning, Definition and importance of Organizational Communication. Components of Communication –organizational barriers in effective communication. Methods of Communication, Communication Patterns, Types of Communication, and Models of Communication: information centered models and activity-centered models. Communication skills: Questioning, Reinforcement, Reflecting, Opening and Closing, Explaining, self-disclosure and listening; Spoken, Written and Visual communication.

## UNIT V

Control: Meaning, Concept, process and Importance: Control Techniques – Essential control system –the budgets – Use of Computer in Managing Information

Coordination – Need, process and Importunes – Techniques for securing effective coordination.,

### **Reference:**

Prasad, L.M

- Principles and Practice of  
Management.

(New Delhi: Sultan Chand & Sons)

Koontz 'o' Donnel

- Principles of management

P.C. Tripathy

-- Principles of management

C.B. Mamoria

- Personnel Management

## COMMUNITY ORGANISATION AND SOCIAL ACTION

Semester: II

Paper: VII

Paper Code : SHR 026

Total Teaching Hours: 30

Credits: 03

Objectives:

- To help the students understand the community as unit of society.
- To expose the students to various methods and techniques of working with communities' with their participation.
- To develop social action models to sort out the social problems in the society.

### UNIT I

Community: Concepts, elements types, community as social system, community power structure and community dynamics. Community Organisation as method of social work, principles, scope and approaches, CO as a process – Problem Identification (Study), Discussion (assessment and analysis), Action Plan, determination of strategy, implementation, evaluation, building counter systems. : Detailed project Report and CD programmes in India

### UNIT II

Models of Community Organisation – Locality development model, social planning model, social action model.( J.Rothman's Model), General Content, Specific content and Process content (Murray G. Ross' Model ) Methods of Community organization – Public interest mobilization, litigation, protests and demonstrations.

### UNIT III

Applications of Community Organisation: Industrial setting, correctional setting, medical and psychiatric setting, slums and emergencies.

Recording – Principles, uses and types

### UNIT IV

Social Action: Meaning, definition, objectives, principles, strategies, models of social action, Approaches to Social Action – Paulo Freire, Saul Alinsky, Martin Luther King, Karl Marx, Mahatma Gandhi.

## UNIT V

Skills in Community organization and Social Action : Organizing, communication, consultation, public relation, resource mobilization, liaison, facilitating, net working, advocacy, legislative promotion, conflict resolution. Roles – Expert, Guide, Enabler, Therapist. Recording – Principles, uses and types

### Reference

- Ross, Murray, G. - Community Organisation: theory and Principles, Harper and Brothers, Mumbai.
- Gangrade, K.D. - Community Organisation in India, Popular Prakashan, Mumbai.
- Dunham, Arthur, E. - Community Organisation: Principles and Practice, Thomas Y Crowell. New York
- Harper, E. & Dunham, A. - Community Organisation in Action Association Press, New York
- Syddiqui, H. Y. - Working with Communities
- Misra, P. D. - Social Work Philosophy and Methods
- Murphy, Campbell. - Community Organisation Practice Houghton Mifflin Co, New York
- Syddiqui, H.Y. (1984) - Social Work and Social Action, New Delhi
- Murthy, M. V. - Social Action Asia Publishing House, Mumbai.
- Youngdahl, Benjamin, E. - Social Action and Social Work
- Choudry, Paul - Introduction to Social Work
- Rao, N.S.A. (1984) - Social Movement in India Manohar Publishers, New Delhi

## **SOCIAL WORK RESEARCH AND STATISTICS**

Semester: II

Paper: VIII

Paper Code : SHR 027

Total Teaching Hours: 30

Credits: 03

Objectives:

- To understand the nature and importance of the scientific method and appreciate the principles of Social Work Research.
- To develop the capacity to independently conceptualize a problem and execute research.
- To develop technical competence to assess and analyze social problems, needs and services.

### UNIT I

Social Work Research: Definition, Objectives, Scope and Limitations; Need for scientific attitude. Quantitative and Qualitative Research. Project Proposal, Problem formulation, framing objectives, defining concepts, Variables: definition and functions;

### UNIT II

Hypothesis: Types of hypothesis, hypothesis testing, Type I & Type II Errors. Design of Research: Definition and functions; Types of designs: exploratory, descriptive, experimental, evaluative, case study, census study, Ex-post facto, action and participatory

### UNIT III

Sampling Methods: Probability sampling – simple, systematic, multistage, stratified and non-stratified; Non-probability sampling – purposive, quota, cluster, and snowball. Methods and tools of data collection: Observation – participant, non-participant; Process of Observation; Social surveys; Focused group discussion; Interview – interview schedule, guide; Questionnaire – scaling techniques – types.

### UNIT IV

Data Processing and presentation: Coding, preparation of tally book and master sheet, tabulation and graphical representation of data, interpretation and report writing. SPSS – Statistical package for Social Sciences.



## UNIT V

Statistics: Definition, importance, functions and limitations. Measures of Central Tendency: Mean, Median and Mode. Measures of Dispersion: Range, Quartile deviation, Mean deviation and Standard deviation; Chi Square test.

### Reference

- |                   |  |
|-------------------|--|
| Kothari, C.R.     | - Research Methodology<br>(Chennai: Wishwa Prakashan)  |
| Prasad, L.M.      | - Statistical Methods<br>(New Delhi: Sultan Chand & Sons)  |
| Ramachandran, P.  | - Survey Research for Social Work<br>(Mumbai: Institute for CO Research)                         |
| Thakur Devendra   | - Handbook of Research Design and Social<br>Measurement – II<br>(New York: David Mckay Co. Inc.) |
| Saravanavel, P.   | - Research Methodology   |
| Young, V. Pauline | - Scientific Social Survey and Research<br>(New Delhi: Prentice Hall)                            |
| Foster, J.J,      | - Data Analysis Using SPSS for Windows,<br>Sage Publications Ltd., London                        |

## **SOCIAL WELFARE ADMINISTRATION, SOCIAL POLICY AND SOCIAL LEGISLATION.**

Semester: II

Paper: IX

Paper Code : SHR 028

Total Teaching Hours: 20

Credits: 03

### Objectives:

- To develop in students ability to understand Social Welfare Administration.
- To develop in students an understanding of the concepts of Social Policy and Social Welfare Policy to emphasize the importance of them.
- To conscientise the students on the different Social Legislation and their role in the implementation of the same.

### UNIT I

Social Welfare Administration: Nature, scope, philosophy and principles. Centralization and decentralization process, Registration of voluntary organization role of the governing Boards – functions and responsibilities. Central Social Welfare Board and State Social Welfare Board – objectives, functions and programs. Role of voluntary agencies in social welfare. Social welfare in the five year plans.

### UNIT II

Organisation and Administration : Government departments at the state and national level dealing with Backward Classes, Scheduled Castes, Scheduled Tribes and Denotified Communities, Welfare of Child, Youth and the handicapped , health and family planning and Urban and Rural Development.

### UNIT III

Social Welfare Policy: Constitution, fundamental rights and directive principles of state policy. Social Policies in India regarding Backward Classes, Scheduled caste, Scheduled Tribe, denotified communities, women, child and youth development and Urban and Rural Development.

### UNIT IV

Social Legislation in India: Legislation pertaining to marriage & divorce in Hindu, Christian and Mohammedan law and the Special Marriage Act 1954. Pertaining to children – Child Labour (Abolition & Regulation) Act 1986. Juvenile Justice Act 1986.



## HUMAN RESOURCE MANAGEMENT

Semester: II

Paper: X

Paper Code : SHR 029

Total Teaching Hours: 30

Credits: 03

Objectives:

- To help students acquire knowledge in Human Resource Management.
- To understand the various functions of Human Resource Management.
- To develop the skills and attitudes required of a successful HR professional.

### UNIT I

Human Resource Management: Concept, philosophy, principles, role and importance in general management. Functions of Human Resource Management, qualities and competencies required of a good HR Manager.

Personnel Policy: Definition, purpose, need and importance, types of personnel policies. Coverage of Personnel Policy, programmes and procedures.

### UNIT II

Human Resource Planning: Concept and process, as part of Enterprise Resource Planning. Recruitment – concept, methods, modern technology & recruitment, job description, job specification, job classification, job analysis. Selection – process, methods used, assessment centre, induction and placement

### UNIT III

Recruitment: Theories, process methods and problems: Selection –procedures, steps and selection policy .Psychological testing – Purposes, Nature, type of testing .

Interview – Types, technique, Guideline for effective Interview. Placement, Orientation, Induction.

Promotion: Purposes, type, Promotion programme and procedure .Demotion –Causes .Transfer- purposes, policy and procedures. Separation. Retirement and superannuation .Voluntary Retirement. Retention: Need & objectives, concept, methods. And exit interviews

### UNIT IV

Training and Development: Need, importance and objectives, principles and theories of training, training policy, methods and techniques of training, Training Need Analysis, training evaluation.

Performance Appraisal System: Concept, techniques , Approach and Importance  
Performance Management System, employee development, Personnel records.

## UNIT V

Wage and salary administration: Definition, types, theories, wage determination, wage policy, wage structure, wage differentials, wage survey, wage standardization, wage regulation, wage boards in India, allowances, bonus and profit sharing.

Executive compensation and benefits: Models of compensation, benefits, flexible pay, variable pay, performance linked incentive programme personal taxation.

HR & IT: Office automation, Human Resource Audit, Human Resource Information System – People Soft, SAP, Enterprise Resource Planning.

### Reference

- |  |  |
|--|--|
| Flippo, Edwin B.                         | - Personnel Management<br>Tata McGraw Hill Company, New Delhi              |
| Mamoria, C.B                             | - Personnel Management<br>Himalaya Publishing House, New Delhi             |
| Monappa, Arun                            | - Personnel Management<br>Tata Iron and Steel                              |
| Bhagoliwal, T.N.                         | - Personnel Management & Industrial Relations<br>Sahitya Bhawan, Agra      |
| Decenzo, David A.<br>Robbins, Stephen P. | - Human Resource Management<br>John Wiley & Sons Inc, Singapore            |
| Bhonsle, Y.B                             | - Personnel Management Indian Scene, Ruth Benedet,<br>Deborah Prayer House |
| Madras Management<br>Association         | - Human Resources Development<br>MMA                                       |
| Chaudhuri, K.K.                          | - Personnel Management for Executives<br>Himalaya Publishing House, Mumbai |

## **BUSINESS MANAGEMENT - I**

Semester: II

Paper: XI

Paper Code : SHR E06

Total Teaching Hours: 30

Credits: 05

Objectives:

- To introduce to students the different components of Business management.
- To help students to understand the basics of Production and Material management
- To help students to understand the basics of Marketing and Sales Management.

### UNIT I

Concepts of business organizations, objectives and functions. Forms of Business Organizations.

### UNIT II

Production Management : Meaning, importance and scope of Production Management. Plant and Site location, Plant layout. Production planning and control. Time study and Motion study. Quality control.

### UNIT III

Material Management : Definition , function and importance of Material Management. Integrated material management and its advantages.

### UNIT IV

Marketing Management :Fundamentals of Marketing Management. Role of Marketing, factors affecting the Marketing function. Marketing research.

### UNIT V

Sales Management : Functions of the sales department, Sales Forecasting, Pricing and its objectives and Management of Sales Force.

## Reference

- |  |  |
|--|--|
| Aswathappa                             | -Essentials of business Environment        |
| Batli Boi                              | -Management Accounting                     |
| BhusanY K.,                            | -Business Organisation                     |
| Dale, Earnest,                         | -Management theory and Practice, Singapore |
| Gupta C.B.,                            | -Management theory and Practice            |
| Manmohan and Goyal.,                   | -Principles of Management Accounting       |
| Prakash Jagadesh,                      | -Business Organisation and Management      |
| Sharma S D.,                           | -Operation Research                        |
| Straub, T.Joseph and<br>Attner Raymond | -Introduction to Business                  |
| William C.Fredrick                     | -Business and Society                      |

## LABOUR LEGISLATION AND CASE LAWS

Semester: III

Paper: XIII

Paper Code : SHR 031

Total Teaching Hours: 40

Credits: 03

Objectives:

- To make the students aware about the existing labour administrative set up both at the center and the state level.
- To understand the existing structure and functions of Industrial and labour judicial system in India.
- To enable the students to review the history of labour legislation in India and the development of Industrial Jurisprudence.
- To make a detailed study of the basic provisions of labour enactments.

### UNIT I

Labour Administration and Judicial Administration. History of Labour Legislation – Labour in the Indian Constitution, Industrial Jurisprudence, Judicial set up and administration of Industrial and labour Judiciary, Administrative set up and functions of the Factory Inspectorate, Central and State.

### UNIT II

The Factories Act 1948, The Tamil Nadu Shops and Establishments Act 1947, The Industrial Employment ( Standing Orders ) Act 1946 and relevant case laws.

### UNIT III

The Payment of Wages Act 1936, The Payment of Bonus Act 1965, The Minimum Wages Act 1948, The Industrial Disputes Act 1947, The Trade Union Act 1926 and relevant case laws.

### UNIT IV

The Employees Provident Fund and Miscellaneous Provisions Act 1952, The Payment of Gratuity Act 1972, The Public Provident Funds Act 1968, The Workmen's Compensation Act 1923, and relevant case laws.



## UNIT V

The Employees' State Insurance Act 1948, The Maternity Benefit Act 1961, The Apprentices Act 1961, The Contract Labour (Regulation and Abolition Act 1970 and relevant case laws.

### Reference

- A.M.Sharma, - Industrial Relations Conceptual and Legal Framework- Himalaya Publishing House.
- Tripathi, - Personnel Management and Industrial Relations- Sultan Chand and Sons, 2001.
- S.C.Srivatsava, - Industrial Relations and Labour Laws- Vani Educational Books.
- Dale Yoder and Paul Stau, - Personnel Management and Industrial Relations, 7<sup>th</sup> Edition.Prentice Hall of India Pvt. Ltd., New Delhi, 1986
- N D Kapoor - Elements of Industrial Law Sultan Chand and Sons, 2001
- Taxmann -Labour Laws
- Ajay Garg - Labour Laws- One Should Know

## ORGANISATIONAL BEHAVIOUR

Semester: III

Paper: XIV

Paper Code: SHR 032

Total Teaching Hours: 30

Credits: 03

### Objectives

- To help students build a knowledge base appropriate to understand the human behaviour in an organization.
- To enable the students to perceive the attitudes required for the successful applications of organizational behaviour.
- To present a new perspective for management.

### UNIT I

Organizational Behaviour :evolution and concepts, organization behaviour model, OB challenges– Globalization, information technology, learning organizations and diversity, leadership skills and role of a OB manager.

### UNIT II

The Dynamics of Organizational Behaviour: managing work teams and conflicts. Interactive Conflicts, intra-personal conflict, interpersonal conflict, inter-group behaviour and conflict, organizational conflict, conflict resolution, power and authority. Occupational Stress – meaning, causes, effects, coping strategies for stress.

### UNIT III

A Micro Perspective of organizational Behaviour: Personality and Attitudes – factors influencing attitude. Influence of attitude on behaviour, Job satisfaction, organizational commitment, human factors engineering and its applications, accidents, safety, Motivation – types, motivating performance through job designs and goal settings, quality of work life and behavioural management.

### UNIT IV

A Macro perspective of Organisational Behaviour: Communication, decision making – nature, behavioural decision making, creative and group decision making,

## UNIT V

organizational theory and design – organizational structure, organizational culture, organizational climate, HRD Climate and impact of culture on international organizational behaviour.

### Reference

- Luthans, Fred ( 1995) - Organisational Behaviour  
McGraw Hill Inc., Singapore
- Robbins, Stephen P.(1999) - Organisational Behaviour  
Prentice Hall of India, New Delhi
- Robbins, Stephen P.(1997) - Essentials of Organisational Behaviour  
Prentice Hall of India, New Delhi
- Khanka, S.S. (2000) - Organisational Behaviour  
S Chand & Company, New Delhi
- Ghanekar, Anjali (1998) - Organisational Behaviour  
Everest Publishing House, New Delhi
- Prasad, L.M. (1994) - Organisational Behaviour, Sultan Chand & Sons,  
New Delhi
- Pareekh, Udai (1998) - Organisational Behaviour Process  
Rawat Publications, Jaipur.
- Pareekh, Udai (1993) - Motivating Organisational Roles  
Rawat Publications, Jaipur

## CONCEPTS AND CURRENT TRENDS IN HR

Semester : III

Paper : XV

Paper Code : SHR S03

Total Teaching Hours : 40

Credits: 03

### Objectives

- To keep the students up to date with the current trends in the Business Scenario.
- To create and urge in the students to acquire knowledge about the current Human Resource Practices.
- To help the students develop their presentation Skills.

### UNIT I

Corporate Quality: Total Quality Management, Total Production Maintenance, Six Sigma, Kaizen, 5 S, Just in Time,

### UNIT II

Knowledge Management, Business Process Outsourcing, Business Process Reengineering, HR Bench marking, Employee Stock Option Plan/Programme, B2B, B2C, Human Resource Accounting, Change Management.

### UNIT III

Competency Mapping, Skill Matrix, People Capability Maturity Model, Emotional Intelligence, SWOT Analysis

### UNIT IV

Management Gurus and Business Tycoons – their contribution to the Business world, approaches and achievements.

### UNIT V

Critical analysis of articles in Human Capital, Harvard Business Review, Business Today, Business World, Indian Journal of Training and Development, Labour Law Report, Labour Law Journal, The Economic Times.

## Reference

- Sarkar, D. - Handbook for Total Quality Management  
Infinity Books, New Delhi
- Lessem, R. - Manager's Handbook of Total Quality Learning  
Infinity Books, New Delhi
- Dale, B. & Cooper, G. - Total Quality and the Human Resource  
Infinity Books, New Delhi

## **BUSINESS MANAGEMENT - II**

Semester: III

Paper: XVI

Paper Code : SHR E07

Total Teaching Hours: 30

Credits: 05

Objectives:

- To introduce the students to Financial Management.
- To help students to understand the basics of Brand and Retail Management
- To help students to understand the basics of Supply Chain Management and Software Project Management

### UNIT I

Financial and Accounting Management : Meaning and scope of Management Accounting and Cost Accounting. Basic accounting concepts. Objectives of Budgeting, advantages and limitations and Budget Preparation.

### UNIT II

Brand Management : Basic understanding of brands, concepts and process, significance of a brand, brand mark and trade mark. Different types of brands. Functions of a brand. Branding decisions – influencing factors.

### UNIT III

Retail Management : Meaning and scope of retail management, retail environment – socio economic and technological influence on retailing. Types of retail institutions. Planning process in setting up of retail business. Sales force in retail outlets.

### UNIT IV

Supply Chain Management : Fundamentals of Supply Chain Management. Supplier – Manufacturer – Customer Chain. Drivers of supply chain performance. Structuring supply chain drivers. Supply chain models and modeling systems.

### UNIT V

Software Project Management : Project Life cycle models for software and process models. Project initiation, project planning and tracking and project closure.

## Reference

- Aswathappa -Essentials of business Environment
- Batli Boi -Management Accounting
- BhusanY K., -Business Organisation
- Chunnawala - Brand Management
- Dale, Earnest, -Management theory and Practice, Singapore
- Gilbert - Retail Management
- Gupta C.B., -Management theory and Practice
- Ghattas Sandra - Practical Project Management
- Manmohan and Goyal., -Principles of Management Accounting
- Sahay B S - Supply Chain Management for Global competitiveness
- Straub, T.Joseph and Attner Raymond -Introduction to Business
- Vedamani, Gibson - Retailing Practices
- Moorthy YLR - Brand Mangement – The Indian Context

## INDUSTRIAL RELATIONS AND LABOUR WELFARE

Semester: IV

Paper: XVIII

Paper Code : SHR 034

Total Teaching Hours: 30

Credits: 03

### Objectives

- To help the students learn the basic facts concerning Industrial relations and Labour welfare.
- To sensitize the students to adopt suitable attitudes for the practice of Industrial Relations and Labour Welfare.
- To enable them to realize the need to have suitable skills for the practice of Industrial Relations and Labour Welfare.

### UNIT I

Industrial Relations: Concept, characteristics of a model industrial relations system. India's industrial relations policy, bipartite and tripartite approach; Indian Labour Conference, code of discipline and code of conduct in industry. Role of Standing Orders.

### UNIT II

Industrial Relations at plant and shop floor level: Discipline, domestic enquiry and grievance settlement procedure.

### UNIT III

Collective Bargaining: Meaning, theories, goals, phase, prerequisites, principles, strategies and skills; factors influencing collective bargaining. Workers' Participation in Management (WPM): Meaning and scope of industrial democracy. Industrial conflict: Concepts of industrial peace and Industrial conflict; causes and consequences of industrial conflict; strikes and lockouts; mediation, conciliation, arbitration and adjudication; statutory and non-statutory machinery for prevention and settlement of disputes.

### UNIT IV

Trade Unionism: Origin and growth of trade unions in India. Indian and International Labour Movements. Trade Union theories: aims, objectives, functions, structure and administration of trade unions.



International Labour Organization: History, aims, objectives, structure, functions and achievements; ILO, World Trade Organisation and Indian Labour Force. Impact of Globalization, Liberalization and Privatisation on Indian Industrial Relations.

## UNIT V

Labour Welfare: Concept, philosophy, need objectives principles scope and limitations of labour welfare. Statutory and non-statutory welfare provisions: Health, education, family planning, housing, canteen, crèche, transport, safety, insurance, additional health facilities and better conditions of work.

Scope for Social Work in Industry: Problems concerned with job dissatisfaction, indiscipline, disablement, indebtedness, alcoholism, substance addiction absenteeism, and family problems etc. use of social work services in the treatment of such problems. Counselling, recreation, sports, co-operative and credit society. Social security: concept & scope of social security, social assistance and social insurance. Social security measures in India. Labour Welfare Officer: Need, role, and functions of Labour Welfare Officer.

## Reference

- |                                 |  |
|---------------------------------|--|
| Agnihotri, V.                   | - Industrial Relations I India<br>(Delhi : Atma Ram and Sons)                                      |
| Mamoria, C.B. & Mamoria Satish. | - Industrial Labour, Social Security and<br>Industrial peace in India.<br>(Kitab Mahal, Allahabad) |
| Mamoria, C.B.                   | - Dynamics of Industrial Relations in India<br>(Mumbai. Himalaya)                                  |
| Giri, V.V.                      | - Labour Problems in Indian Industry<br>(Mumbai. Asia Publishing House)                            |
| Vaid, K.N.                      | - Labour Welfare in India<br>(New Delhi. Sri Ram Center for IR)                                    |
| Punekar, S.D. & others          | - Labour Welfare, Trade Unionism and IR<br>(Mumbai. Himalaya)                                      |
| Sarma, A.M.                     | - Aspects of Labour Welfare and Social<br>security (Mumbai. Himalaya)                              |

## **ORGANISATIONAL DEVELOPMENT AND ORGANISATIONAL CHANGE**

Semester: IV

Paper: XIX

Paper Code : SHR 035

Total Teaching Hours: 30

Credits: 03

### Objectives

- To help the students to understand and differentiate the individual, group and organizational development.
- To learn to cope with the changes and developments that takes place in the business.
- To make the students to become a strategic business partners.

### UNIT I

Organisational Development: The concept, definition, theory, historical development, basis for Organizational Development, scope and practice of Organisational Development in India and other developed and developing countries.

### UNIT II

Organisational Development techniques: Sensitivity training, survey feed back, process consultation, team building and inter group development, cybernetics, Johari Window, transactional analysis, Stephen Covey's seven habits, creating a learning organisation, emerging OD approaches and techniques and case studies.

### UNIT III

Change Management: Types of change, importance of change, resistance to change, models and process of organisational change - focus on people, focus on task (job enrichment, autonomous work group) and focus on organisation, approaches to managing organisational change, coping with changes.

Team: Concept of team, Team effectiveness, significance of team , team building and interactive skills development, team management check list of things to do to achieve good team work.

### UNIT IV

Management Development: Definition, elements of formal and informal management development, model, types, levers for success, causes of failure, Burgoyne's model.

## UNIT V

Mergers and Acquisitions: Definition, motives, types of mergers, rationale for mergers and acquisitions, valuation and payments, profitability, legal frame work – USA, Japan, Brazil, European Unions and India.

HR as a Change Agent: Roles, functions, strategic competencies and HR a strategic business partner.

### Reference

- |   |   |
|---|---|
| Frence, Wemdell and Cecil                             | - Organisational Development, Prentice Hall of India, New Delhi                                       |
| Ramnarayan, S., Rao, T.V. and Singh, Kuldeep. (1998)  | - Organisation Development: Interventions and Strategies, Response Books, New Delhi                   |
| Patching, Keith (1999)                                | - Management and Organisation Development: Beyond Arrows, Boxes and Circles, Macmillan Press, London. |
| Paton, Robert A. & McCalman, James (2000)             | - Change Management, Response Books, Chennai.   |
| Ulrich, Karl, Chaudhry, R.S. & Rana, S. Kishan (2000) | - Managing Corporate Culture, Macmillan India, New Delhi.   |
| Ramu, S. Shiva (1998)                                 | - Cross Border Mergers and Acquisitions, wheeler Publishing, New Delhi.                               |
| Armstrong, Michael (1994)                             | - Improving Organisational Effectiveness, Kogan Page Ltd., London.                                    |
| Mumford, Alan (1993)                                  | - Management Development: Strategies for Action, the Eastern Press, Brittain.                         |

## **TRAINING LABORATORY FOR EMERGING HR PROFESSIONALS**

Semester: IV

Paper: XX

Paper Code : SHR S04

Total Teaching Hours: 40

Credits: 05

Objectives:

- To train students to develop skills in training.
- To enable the students to identify the training needs.
- To develop the capacity to independently conceptualize the training approach, tools and techniques.
- To develop professional competence to deliver the training.

The Training and Development practical during the semester will be structured through:

The Practical skill laboratory on;

- Understanding one's strengths and weaknesses.
- Personality development.
- Management games and their impact on training.
- Preparing training calendar.
- Developing training modules.
- Organize training programme.

Mode of Evaluation

Practical: 100 % Internal Evaluation.

## CORPORATE SOCIAL RESPONSIBILITY

Semester: IV

Paper: XXI

Paper Code : SHR E08

Total Teaching Hours: 30

Credits: 05

### Objectives:

- To Provide the knowledge of corporate social responsibility in the business world
- To make the students to understand the business ethics and corporate social responsibility in global scenario.
- To familiarize the emerging management in CSR and the policies.
- To make them to become a CSR-Social worker

### UNIT I

Corporate social responsibility in Indian context and International:

CSR-Definition, concepts, overview of corporate social responsibility ,concentration areas.

Need to be social responsible.

### UNIT II

Business ethics and corporate social responsibility in global scenario:

CSR-Business ethics, corporate governance across the nations, ethical decision-making in different culture, consumer protection, environment protection, gender issues in multi culturalism , ethics and corruption, ethics and safety.

### UNIT III I

Corporate community participation & Role and skills of Social worker in CSR:

Corporate, NGO, Government, citizen, need for partnership, need assessment, corporate perspective on building successful partnership, tools and techniques.

#### Role and Skills

Advocacy,administration,marketing,mediating,budgeting,organizing,documenting,presenting,public speaking, teaching, supervising, writing.

### UNIT IV

Corporate social responsibility-policies and activities:

ISO-standard on CSR , International standards and norms.

National and International activities.

## UNIT V

Case studies of successful CSR Initiative:

AMM foundation, Bajaj Auto, Byst & CII, Coca-cola India, HMT, Hindustan lever, Infosys, Ranbaxy, super tannery, TATA, The Taj Mahal Hotel, Titan, TVS, MRF, Saint Gobain, Orchid and others.

### Reference

Wayne Visser , Dirk Matten ,  
Manfred Pohl , and Nick Tolhurst .

-The A to Z of Corporate Social Responsibility:  
the Complete Reference of Concepts, Codes  
and organizations.

Philip Kotler and Nancy Lee

-Corporate Social Responsibility: Doing the Most  
Good for Your Company and Your Cause.

\*\*\*\*\*