



UNIVERSITY OF CALICUT

Abstract

Faculty of Commerce and Management Studies-Master of Human Resource Management (MHRM) under CUCSS -Regulations, scheme and syllabus-approved-implemented-orders issued.

UNIVERSITY OF CALICUT (G & A - IV - E)

U.O.No. 2917/2013/CU

Dated, Calicut University.P.O, 25.07.2013

- Read:-*1. Letter No. G1-60/2012/MA (PM) dated 17.05.2012 from the Principal, Farook College, Calicut.
2. Item No.I-1 of the minutes of the meeting of the Board of Studies in Management Studies held on 20.11.2012.
 3. Item No. 4 (a) of the minutes of the meeting of Board of Studies in Management Studies held on 21.03.2013.
 4. Item No. 5 of the minutes of the meeting of the Faculty of Commerce and Management Studies held on 22.03.2013.
 5. Orders of the Vice Chancellor in file of even No. on 01.06.2013.

ORDER

As per paper read as first above, the Principal, Farook College, Feroke forwarded a copy of the syllabus of Master of Personal Management of the University of Kerala requesting for its approval in the University of Calicut.

As per paper read as second above, the Board of Studies in Management Studies vide item No I-1 of the minutes of its meeting held on 20.11.2012, considered the proposal to begin the Degree MA Personnel Management in detail and resolved to change the nomenclature as Master of Human Resource Management (MHRM) and entrusted the committee headed by Dr. B. Vijayachandran Pillai as Chairman and Dr. K.B Pavithran as member to prepare the scheme and syllabus of the proposed degree and to submit the report in the next meeting.

As per paper read as third above, the Board of Studies in Management Studies held on 21.03.2013 approved the Regulations, scheme and syllabus of Master of Human Resource Management (MHRM) under CUCSS with effect from 2013-14 admission.

Vide paper read as 4th above, the Faculty of Commerce and Management Studies held on 22.03.2013 also approved the Board of Studies approved Regulations, Scheme and Syllabus of Master of Human Resource Management (MHRM) under CUCSS with effect from 2013-14 admission.

Considering exigency, the Vice Chancellor has approved the minutes of the meeting of the Board of Studies and the Faculty read as 3rd and 4th above subject to ratification by the Academic Council.

Sanction is therefore accorded to implement the Regulations, Scheme and Syllabus of Master of Human Resource Management (MHRM) under CUCSS with effect from 2013-14 admission.

Orders are issued accordingly (Regulations, scheme and syllabus uploaded in the University Website)

Shanawaz T.P
Assistant Registrar

To

The Controller of Examinations/ Dean Faculty of Commerce & Management Studies/Head,
DCMS/Principals of affiliated colleges/DR/AR MBA/M.Com

Copy to: PS to VC/PA to PVC/PA to Registrar/EX Section/EG1 Section/Tabulation Section
/PRO/Enquiry/Director, CDC/JR CDC/GAI 'F' Section.

Forwarded / By Order


Section Officer

University of Calicut
Regulations of Master of Human Resource Management (MHRM)
Programme under CCSS Mode 2013

1.0 Title of the programme

This DEGREE shall be called MASTER OF HUMAN RESOURCE MANAGEMENT (MHRM).

2.0 Eligibility for admission

Any student who has passed any degree of the University of Calicut (including degree programmes of SDE, University of Calicut) or that of any other University or institute or institution recognized by the UGC or AICTE. Programmes of other Universities or institutions shall be in 10+ 2+ 3 pattern (or 10+ 2+ 4) under regular stream. In all the cases, the student should have passed the bachelor degree examination with not less than 50 % marks in aggregate including the marks of languages if any (without approximation, that is, 49.9999 % is not eligible since it is less than 50%), is eligible for admission. However, SC/ST, OBC, and other eligible communities shall be given relaxation as per University rules.

3.0 Admission Procedure

The admission to the programme shall be made on the basis of the score in the entrance test called CMAT conducted by the All India Council of Technical Education (AICTE) and the marks obtained by the candidates in the Plus Two examination, group discussion and personal interview put together in the following proportion:

3.1 The rank score shall be arrived at as follows:

Entrance test score	out of 120
Plus Two / PDC marks	out of 30
Group discussion	out of 25
Personal Interview	out of 25
Total	out of 200

The minimum required test score is 30 %.

3.2 The weightage for Plus Two / PDC shall be based on total marks obtained by the students in all parts, (that is, languages and subjects or Part I, Part II and Part III) as follows:

Up to 50% aggregate marks obtained in the plus two examination: No Weight age. For every one percent additional marks obtained for the Plus two/ Higher secondary/ PDC examination over and above 50% marks, one mark weightage will be given subject to a maximum of 30

marks for up to 80 % of marks obtained for the Plus two/ Higher secondary/ PDC examination.

For calculating this academic weightage, marks obtained in the Plus two/ Higher Secondary / PDC up to 0.49% will be rounded to lower full digit marks and 0.5 and above will be rounded to next full digit marks.

3.3 A rank list shall be prepared by the University based on the final rank score computed as above and a counseling session shall be conducted for admission to the MHRM Programme. While preparing the rank list, if there is same index mark for more than one candidate, they will be ranked on the basis of the score of the test. Even after this, there is a tie they will be ranked on the basis of actual marks obtained for Plus Two examination. If tie exists even after with this, the date of birth is to be considered and the elder person is to be given preference in the admission.

3.4 The candidates admitted to MHRM course must produce the qualifying degree mark list / Provisional Certificate / Confidential mark list, latest at the last date of closing PG admission by the University. If he / she fails to produce the same, his or her admission will be cancelled on the next working day. The University will not be liable for the loss caused to the student.

4.0 Medium of Instruction and examination

The medium of instruction and examination shall be English.

5.0 Schedule and Hours of Lecture

5.1 Duration of the programme

The programme shall have four semesters. Each semester shall consist of 6 months. Instruction and University examinations in each course in a semester shall be completed within 90 days in a semester.

5.2 Lecture Hours

Each course shall have 60 lecture hours. Each course have a maximum of 4 credits.

6.0 Attendance

A student shall have a minimum attendance of 75% of the classes of each semester to be eligible for appearing for university examination of that semester. If the student has shortage of attendance in a semester, he or she shall not be allowed to appear for examination of that semester. However, the University may condone shortage up to 10 % of the maximum number of contact hours per semester. If the candidate has shortage more than this limit he/she has to compensate the shortage of attendance of that semester along with the next batch and appear for the university examination of that semester.

7.0 External Examination

7.1 The University shall conduct semester end examinations, carrying 4 credits for each course for each of the courses in the first, second, third and fourth semesters.

7.2 The duration of examination shall be three hours for each course.

7.3 A student shall register for all the courses in a semester to appear for examination in the respective semester for the first time. Part appearance shall not be allowed for first appearance.

8.0 Project Report- Minor

8.1 During the third semester the student shall do a minor project in a business organization under a faculty guide.

8.2 The student shall prepare and submit a project report to the university for the evaluation.

8.3 The report shall be printed and bound (preferably spiral bound) with not less than 50 A4 size pages.

8.4 The student shall prepare at least two copies of the report: one copy for submission to the university and one copy for the student. More copies may be prepared if the organization or the guide or both ask for one copy each.

8.5 The project report should be submitted two weeks before the date of commencement of University examinations in the third semester.

8.6 If the student fails in submitting the project on or before the above date, an application for late submission along with the necessary fee for late submission as fixed by the University shall be forwarded to the Controller of Examinations along with the project report.

8.8 However such submission shall not be accepted after the end of University Examinations of the third semester MHRM.

8.9 Project work shall have the following stages

- Project proposal presentation
- Field work and data analysis
- Report writing
- Draft project report presentation
- Final project report submission

8.10 The project is done individually.

8.11 Resubmission of such project reports shall be done within a month from the date of returning them to the students with necessary instruction for redoing or modification.

8.12 The duration for minor project work is two weeks for data collection and field work.

8.13 A certificate showing the duration of the project work shall be obtained from the organization for which the project work was done and it shall be included in the project report.

8.14 Structure of the report (Common for minor and major projects)

Title page

Certificate from the head of the institution

Certificate, in original, from the head of the organization (for having done the project work)

Certificate from faculty guide

Acknowledgements

Declaration

Contents

Chapter I : Introduction (Organization profile, Research problem, objectives of the study, Research methodology etc.)

Chapter II : Review of literature / Theoretical profile

Chapters III and IV: Data Analysis (Can be 3 or more chapters)

Chapter V : Summary, Findings and Recommendations.

Appendix (Questionnaire, specimen copies of forms, other exhibits etc.)

Bibliography (books, journal articles etc. used for the project work).

9.0 Major Project

9.1 The students shall do a major project during their final semester of MHRM under a faculty guide in the area of Human Resource Management.

9.2 The duration of fieldwork for major project is six weeks.

9.4 This project work is to be done individually by the students.

9.5 The student shall prepare and submit a project report, printed and bound (preferably spiral bound) with a minimum of 100 A4 pages of text, to the head of the institution before the last working day of the final semester.

9.6 All other regulations for MHRM minor project are applicable to major project.

10.0 Evaluation of Minor and Major Project Report

10.1 The minor and major project done during the third and fourth semesters shall be evaluated by one examiner appointed by the controller of examinations.

11.0 Minimum credits for Project Report

11.1 The student should get a minimum of 5 credits in minor and 10 credits for major projects for a pass.

11.2 If the student fails to get the minimum, he or she shall resubmit the project report after modifying it on the basis of the recommendations of the examiners. This can be done immediately after publication of results.

12.0 Viva Voce Examination

12.1 At the end of fourth semester, each student shall attend a comprehensive viva voce examination, which has a maximum of 10 credits.

12.2 The Viva Board shall have at least two members. The University shall appoint the examiners.

12.3 The viva voce will be about all the courses of the four- semester programme, including project reports.

12.4 The student should get a minimum of 5 credits for a pass in viva voce.

13.0 Scheme of Instruction and Examination

13.1 Semester One

Course Code	Course Title	Credit	Type
MHRM 1C01	Management Theory and Practice	4	Core
MHRM 1C02	Business Communication	4	Core
MHRM 1C03	Information Technology for Business	4	Core
MHRM 1C04	Quantitative Techniques for Management	4	Core
MHRM 1C05	Human Resource Management	4	Core
	Total in a semester	20	

13.2 Semester Two

Course Code	Course Title	Credit	Type
MHRM 2C06	Organisational Behaviour	4	Core
MHRM 2C07	Organisational Development & Change	4	Core
MHRM 2C08	Human Resource Planning & Development	4	Core
MHRM 2C09	Business Environment	4	Core
MHRM 2C10	Management Information Systems	4	Core
MHRM 2C11	Research Methodology for Social Sciences	4	Core
MHRM 2C12	Indian Ethos & Business Ethics	4	Core
	Total in a semester	28	

13.3 Semester Three

Course Code	Course Title	Credit	Type
MHRM 3C13	Global Human Resource Management	4	Core
MHRM 3C14	Training and Development	4	Core
MHRM 3C15	Strategic Management	4	Core
	Functional Elective 1	4	Elective
	Functional Elective 2	4	Elective
MHRM 3D01	Minor Project	10	Dissertation
	Total in a semester	30	

13.4 Semester Four

Course Code	Course Title	Credit	
MHRM 4C16	Performance Management	4	Core
	Functional Elective 3	4	Elective
	Functional Elective 4	4	Elective
MHRM 4D01	Major Project	20	Dissertation
MHRM 4D02	Comprehensive Viva Voce	10	Dissertation
	Total in a semester	42	
	Grand Total	120	

(Core=64+Elective=16+Dissertation=40=120 credits)

14.0 Time Limit for Completion and Validity of Registration

The registration for MHRM shall be valid for five academic years including the academic year of registration. A student is expected to complete all the MHRM courses within these five years.

15.0 Failed students

15.1 If a student fails in any course or courses, he or she shall reappear in that course or courses in the regular examinations of the respective semester of any of the successive batches of MHRM students.

15.2 If they fail to pass in any course or courses within the five years, then they shall be required to reregister for the course they did not complete by paying the fees fixed by the university and appear for the university examination.

16.0 Change in curriculum and chances to students

16.1 If MHRM curriculum change is implemented in any year, the students who registered under the old scheme shall be allowed to appear in those courses in which they failed, subject to a total of three chances and a time limit of five academic years including the academic year of registration for MHRM.

17.0 Discontinuation and Readmission

17.1 If a student wants to discontinue from MHRM programme, he or she can do it provided the student pays the fee as is required by the general regulations of the University. But readmission may be allowed only if the student has completed at least the first semester with a minimum of 75% attendance and has registered for University examinations in the first semester courses, provided the department, Centre or Institute agrees to readmit him or her to the next semester of the MHRM programme.

18.0 Pass minimum

18.1 Each student shall secure a minimum of 2 credits in university examination for each course for a pass in that course. The final classification of results may be as follows:

Letter grade	Grade point range	Performance level
A	3.5 to 4.0	Excellent
B	2.5 to 3.49	Very good
C	2.2 to 2.49	Good
D	2.0 to 2.19	Average
E	0.5 to 1.99	Poor
F	Below 0.5	Very poor

18.2 A candidate who passed the courses in the first two semesters in regular sitting or supplementary sittings before the completion of the course and any of the third and fourth semester papers by taking one supplementary chance after the completion of the course (one chance for third semester papers and one for fourth semester papers) shall also be given class/grade, based on the percentage of marks obtained by him or her.

19.0 Specialization

19.1 There shall be two categories of specialisation: full specialisation (four courses) and dual specialisation (two courses from two separate areas).

19.2 If the student opts for and passes in a minimum of four courses in any elective area, he or she may be issued mark lists showing the subject of the full specialisation.

19.3 If the student chooses two courses from one specialisation area and two courses from another specialisation area, he or she may be issued mark lists with dual specialisation.

20.0 Specialisation Electives:

20.1 Leadership

MHRM 3E11 Leadership in Organisations (3rd semester)

MHRM 3E12 Personality & Managerial Performance (3rd semester)

MHRM 4E13 Managing Self and Others (4th semester)

MHRM 4E14 Team Building (4th semester)

20.2 Industrial Relations

MHRM 3E21 Industrial Relations & Labour Laws (3rd semester)

MHRM 3E22 Industrial Relations in India (3rd semester)

MHRM 4E23 Conflict Resolution & Negotiations (4th semester)

MHRM 4E24 Compensation & Reward Management (4th semester)

21.0 For all other matters which are not specified in this regulation the common regulation for PG Programme under CCSS will be applicable.

Detailed Syllabus

UNIVERSITY OF CALICUT
MASTER OF HUMAN RESOURCE MANAGEMENT
MHRM 1C 01 MANAGEMENT THEORY AND PRACTICES

Time: 60 hours

Credits 4

Course objectives:

- To understand the process of business management and its functions, and
- To familiarize the students with current management practices.

Module I

Nature and scope of Management; evolution of management- Schools of management thought; F.W.Taylor and Henry Fayol; principles of management; management as a science and an art; management process. Folk management and its application in the modern era Evolution of management thought.

Module II

Functions of management- planning: planning premises; types of plan; planning process; Organization – Theories, types, importance, organization structure- Line and Staff functions - Conflicts; centralization and decentralization; delegation; types, principles, elements, Coordination, Directing – Supervision, Communication.

Module III

Directing – motivation, leadership – Theories; importance – Controlling principles – Dynamics of Groups at work, work group behaviour and productivity; work and motivation Manager vs. leader; leadership and motivation; leadership styles; theories of motivation. MBO: - team creation and Management

Module 1V

Organizational learning and knowledge management Time management.

Module V

Management of Change – importance, objectives and methods – Role of leadership Transformational management.

Books:

1. Koontz, H and Wehrich, H: Management, McGraw Hill Inc, New York, 1995.
2. Drucker, Peter, F: Management: Tasks, Responsibilities and Practices, Allied Publishers, New Delhi 2004.
3. Betman, Thomas S and Snell, Scott A.: Management: Competing in the New Era, Tata McGraw Hill, New Delhi 2003.
4. Dipak Kumar Bhattacharyya, Principles of Management: Text and Cases, Pearson, 2012
5. Stoner et al. Management, Prentice Hall of India, New Delhi, 1996.
6. Stephen P Robbins, and Mary Coulter, Management, Pearson, 2003.

UNIVERSITY OF CALICUT
MASTER OF HUMAN RESOURCE MANAGEMENT
MHRM 1C 02 BUSINESS COMMUNICATION

Time: 60 hrs

4 credits

Course objectives:

- To understand the process of business communication
- To acquire required skills to manage business communication
- To give awareness about and to help develop the personality of the students.

Module I

Business Communication – meaning - need – process – methods – written, verbal, non-verbal, visual, telecommunications; - internal and external , upward and downward, lateral; barriers to communication – physical, psychological, linguistic, mechanical.

Module II

Communication through letters, business letters, layout of letters, kinds of business letters, characteristics of a good letter; application for appointment - resume – references; appointment orders; Business enquiries – offers and quotations; orders- execution of orders – cancellation of orders. Letters of complaint, letters of agency – status enquiries; circulars and circular letters; notices; reports by individuals; reports by committees; annual report; writing of reports.

Module III

Non-verbal communication - Body language – kinesics - proxemics, Para language. Effective listening; Principles of effective listening; factors affecting listening. Interviewing skills: appearing in interviews; conducting interviews.

Module IV

Self development and Communication; development of positive personal attitudes; SWOT analysis, Personality Development; concept of personality, concept of self, perception; Personality types; Transactional analysis – Games and exercises; Business games, Group discussions; mock interviews; seminars; effective listening exercises; report writing.

Module V

Public speaking; preparing and delivering effective public speeches. Physical exercises; Yoga and meditation for personality development

Books:

1. Dan O'Hair et al. Strategic Communications in Business and the Professions, Pearson, 2008.
2. Dalmar Fisher, Communication in Organizations, Jaico Publishing House, Mumbai, 1999.
3. Thill Bovee and Schatzman, Business Communication Today, Pearson, 2004.
4. Chaturvedi P.D. and Mukesh Chaturvedi: Business Communication, Pearson Education New Delhi 2013.
5. Nithin Bhatnagar & Mamta Bhatnagar: Effective Communication and Soft Skills, Pearson Education New Delhi 2013.
6. Balasubramanyam: Business Communications; Vikas Publishing House, Delhi.
7. Kaul: Effective Business Communications, Prentice Hall, New Delhi.
8. Sangheetha Magan: Business Communication, International Book House, New Delhi

UNIVERSITY OF CALICUT
MASTER OF HUMAN RESOURCE MANAGEMENT
MHRM 1C 03 INFORMATION TECHNOLOGY FOR MANAGEMENT

60 Hours

4 credits

Course objectives:

- To learn to use MS Excel and MS Access for decision-making
- To understand the potential of the Internet for e-commerce and the security for e-commerce

Module I

Spreadsheet: Features of spreadsheet-MS Excel – Features of MS Excel; Functions in Excel: Financial functions: NPV, IRR, PMT, IPMT. Statistical functions: AVERAGE, MEAN, MEDIAN, AVEDEV, CORREL, STDEV, RANK. Database functions: DAVERRAGE, DMAX, DMIN, DSUM; Graphics in Excel.

Module II

Business applications of Excel: Managerial decision-making with Excel; Model development with Excel; Financial analysis using Excel: Break-even analysis, budgeting and ratio analysis with Excel; Inventory management with Excel, Investment appraisal with Excel. Goal seek, pivot table and scenario management for decision-making.

Module III

MS Access: features of MS Access; Database design in Access- creating table in design view, creating table with wizard, creating table by entering data; Form design with Access; Query design and running in Access- query in design view; query design with wizard; Report design in MS Access- report design with wizard, report design with design view; Using MS Access for business decisions - .

Module IV

Internet – Features of the Internet; WWW: Email, Telnet, FTP, News groups, search engines, portals, Business applications of the Internet. Website development, Group mails, blogging podcasting and community networks.

Module V

E-commerce: Business models for e-commerce - Security issues in e-commerce, security risks in e-commerce, security tools and risk management, IT Act 2000- digital signature, digital signature certificates, e-governance, electronic records, certifying authorities, network appellate tribunal, penalties.

Books:

1. Efraim Turban, Jae Lee, David King and Michael Chung: Electronic Commerce, Pearson Education Asia, Delhi.
2. Rayport : E-Commerce, Tata McGraw Hill, New Delhi.
3. Ravi Kalkotta and Andrew B. Whinston: Frontiers of Electronic Commerce, Addison-Wesley, New Delhi.
4. Heary Chan, et.al. E-Commerce, John Wiley & Sons, New Delhi
5. Edward C.Willet: MS Office, Wiley Publishing Co, New Delhi.
6. MS Excel 2003.
7. MS Access 2003.

UNIVERSITY OF CALICUT
MASTER OF HUMAN RESOURCE MANAGEMENT
MHRM 1C 04 QUANTITATIVE TECHNIQUES FOR MANAGEMENT

60 Hours

4 credits

Course objectives:

- To understand statistical tools for quantitative analysis
- To understand the process of using statistical tools for validating findings and interpreting statistical results.

Module I

Probability: basic concepts; approaches; theorems- addition, multiplication, conditional and Bayes; business applications of probability.

Module II

Probability distributions: random variable; expected value of random variable; Binomial distribution; Poisson distribution, Normal distribution and Exponential distribution.

Module III

Correlation and regression: Simple, partial and multiple correlation; regression analysis; business application of correlation and regression.

Module IV

Statistical inference: Basic concepts; standard error; central limit theorem; Sampling and types of sampling; large sample tests, small sample tests; tests for means; tests for proportions; tests for paired observations; Non-parametric tests- Chi-square test, sign test, Wilcoxon, Krushkal Wallis test, Waid – Wolfowitz test; analysis of variance.

Module V

SPSS for data analysis: data entry in SPSS; Data analysis tools in SPSS; Calculation of Descriptive statistics, Correlation and Regression; Regression model for forecasting with SPSS

Books:

1. Tulsian, P.C. and Vishal Pandey, Quantitative Techniques, Pearson Education, New Delhi 2004.
2. Aczel, Complete Business Statistics, Tata Mc McGraw Hill, New Delhi.
3. Levine, David M, Timothy C. Krehbiel and Mark L. Berenson, Business Statistics, Pearson Education, New Delhi 2004.
4. Richard L. Levin and David S. Rubin, "Statistics for Management", Prentice Hall of India, New Delhi.
5. N.D. Vora, "Quantitative Techniques in Management", Tata McGraw Hill, New Delhi.
6. S.P. Gupta: Statistical Methods, Sultan Chand & Sons, New Delhi.
7. Hooda, R.P., "Statistics For Business and Economics", Macmillan, New Delhi.
8. GC Beri, Business Statistics, Tata McGraw Hill Co, New Delhi
9. SPSS Manual

UNIVERSITY OF CALICUT
MASTER OF HUMAN RESOURCE MANAGEMENT
MHRM 1C 05 HUMAN RESOURCES MANAGEMENT

Time: 60 hours

4 credits

Module I

Introduction to Human Resource Management—Importance--scope and objectives of HRM. Evolution of the concept of HRM- Approaches to HRM- Personnel management Vs Human Resource Management-HRM and competitive advantage- Traditional Vs Strategic human resource management— HRM and HRD-- Growth of HRM in India.

Module II

Human resource planning, Recruitment and selection—Job analysis—uses of job analysis-process of job analysis-job discretion- job specification methods of job analysis- methods of human resource planning- Conventional Vs strategic planning—job evaluation— Recruitment--constraints and challenges of recruitment-source of recruitment-methods- Indian experience in recruitment.

Module III

Placement, Induction and Internal mobility of human resource. Training of employees—need for training-objectives- approaches --methods-philosophy of training-training environment- areas of training- Training evaluation- Executive development- Concepts- methods and program- promotion and transfer.

Module IV

Performance appraisal and career planning. Need and importance- objectives- process-methods and problems of performance appraisal- performance appraisal practices in India. Concept of career planning –features- methods –uses career development- succession management in Indian context.

Module V

Compensation management and grievance redressal. Compensation planning- objectives- Principles of wage administration-wage systems-state regulations in wage administration- factors influencing wage system-Indian practice in wage administration. Grievance redressal procedure- discipline- approaches- punishment-essentials of a good discipline system. Labour participation in management and workers empowerment.

Books:

1. VSP Rao, Human Resource Management- Text and Cases, Excel Books, 2010
2. Garry Dessler & Biju Varkkey, Human Resource Management, Pearson, 2012
3. RS Dwivedi, A Text book of Human Resource Management, Vikas, 2011
4. Armstrong's Hand book of Human Resource Management, Kogan Page, 2012
5. Pravin Durai, Human Resource Management, Pearson, 2010

UNIVERSITY OF CALICUT
MASTER OF HUMAN RESOURCE MANAGEMENT
MHRM 2C 06 ORGANISATIONAL BEHAVIOUR

Time: 60 hours

4 credits

Module I

Organisational Behaviour – meaning – definition – scope – elements of OB – Different approaches to OB – Contributions of Social Sciences to OB – Human Relations Movement – Behaviouralism.

Module II

Industrial Behaviour – Personality – intelligence- learning – Theories of Learning – Perception – Attitudes – Values – job satisfaction – work stress – fatigue – Monotony – boredom – frustration – Accident process.

Module III

Group behavior and Group Dynamics – meaning – types- Role – status – Authority – power and development – process of group formation – types of groups – group norms – group cohesiveness – decision making in groups – team building.

Module IV

Organisational Conflict – concept – types – methods of solving conflicts – conflict management – Transactional Analysis – ego status – transactions – life positions.

Module V

Organisational Effectiveness – concept – different approaches - achieving organizational effectiveness – organizational climate – factors affecting organizational climate – structure – process – measurement of organizational climate.

Books:

1. Aswathappa. K, Organisational Behaviour, Himalaya Publishing House
2. Robbins, Stephen P et al., Organisational Behaviour, Pearson, 2012
3. Korman, Abraham K., Organisational Behaviour
4. Prasad L.M, Organisational Theory and Behaviour, Sulthan Chand & Sons, 2010
5. MN Mishra, Organisational Behaviour, Vikas, 2012
6. Nirmal Sing, Human Relations an Organisational Behaviour
7. Davis, Keith& Newstorm, Human Behaviour and Work
8. VSP Rao, Organisational Behaviour, Excel Books, 2009

UNIVERSITY OF CALICUT
MASTER OF HUMAN RESOURCE MANAGEMENT
MHRM 2C 07 ORGANISATIONAL DEVELOPMENT AND CHANGE

60 Hours

4 credits

Objective: This course is aimed at providing the students with a frame work of what change and organisation Development is, how it works, its change techniques and what the future of Organisation Development might be.

Module I

Nature of Change: Necessity for Change, factors affecting change, organisational factors affected by change, impact of change on structure, communicative patterns and human relations, Situational analysis and patterns of change, Learning, Training and Development - definitions, objectives and inter-linkages, Basic concepts of Human Resources Development (HRD).

Module II

Change perspectives: Different perspectives related to change; changes as a strategic management tool; change for internal re-organisation; impact of change on Human Resources Planning; Global perspectives related to change; quality consciousness as an emerging catalyst for change; cultural and climatic factors affected by change.

Module III

Organisational transformation: Change cycles; leadership patterns and transformational strategies; resistance to change - cause and counteractive measures; reward system as an effective tool to effect and sustain changes; impact of disciplinary measures on behaviour modification; Business Process Re-engineering (BPR)

Module IV

Organisational Development for planned change : Introduction; definition; historical development and nature of OD; focussed activities - individuals, roles, dyads, groups, inter-groups, as targets of planned change; problem area; conflict, frustration and stress - impact on behaviour and productivity, coping strategies; intra-group and inter group conflicts; major OD intervention strategies and their expected effects.

Module V

Team intervention strategies: Team and groups; Team building interventions; leadership skills for team building; sensitivity training (T-groups); Transactional analysis; communicating skills and group dynamics; developmental activities based on simulations, role-plays and games.

Books:

1. Dipak Kumar Battacharyya, Organisational Change and Development, Oxford University Press, New Delhi, 2013.
2. Thomas G. Cummings and Christopher G Worley, Cengage Learning, 2009
3. Bob Hamlin, Jane Keep and Ken Ash, Organisational Development and Change

UNIVERSITY OF CALICUT
MASTER OF HUMAN RESOURCE MANAGEMENT
MHRM 2C 08 HUMAN RESOURCE PLANNING AND DEVELOPMENT

60 Hours

4 credits

Course objectives:

1. To give the students a deep understanding of process of HR planning, and
2. To familiarize them with the methods for HR development.

Module I

Introduction to HR planning—meaning and definition, objectives of HRP, benefits of HRP, problems of HRP, process of HRP, Hr demand forecasting-techniques-HR supply forecasting-skill inventories-management inventories, wastage analysis. Redundancy strategies, retention strategy, retention plan, macro level man power planning and labour market analysis- work flow mapping, recruitment and succession planning. Macro level manpower planning and labor market analysis; Organizational HR Planning; Stock taking; Workforce flow mapping; Age and grade distribution mapping. Recruitment and succession planning.

Module II

Job analysis, meaning and definition, job description and job specifications, steps in job analysis, process of job analysis, method of collecting job data. Why job analysis, job design—career management and career planning- selection process.

Module III

Performance management: Performance planning; Potentials appraisal and career development; Tools for measuring performance.

Module IV

HRD climate; work culture; Quality of work life(QWL) and management of change; TQM and HRD strategies; HRD in strategic organization

Module V

HR Information systems; HR Valuation and accounting; HR Audit; Culture Audit; Career assessment - Models.

Books:

1. Bernardin, John H: Human Resource Management, Tata McGraw Hill, New Delhi 2004.
2. Arthur M, Career Theory Handbook, Prentice Hall Inc, Englewood Cliff, 1991.
3. Belkaoui, A.R. and Belkaoui ,J M, Human Resource Valuation: A Guide to Strategies and Techniques, Quarum Books, Greenwood, 1995.
4. Dale, B, Total Quality and Human Resources: An Executive Guide, Blackwell, Oxford, 1992.
5. Greenhaus, J.H., Career Management, Dryden, New York, 1987.
6. Mabey, C and Salama, G., Strategic Human Resource Management, Blackwell, Oxford, 1995.

UNIVERSITY OF CALICUT
MASTER OF HUMAN RESOURCE MANAGEMENT
MHRM 2C 09 BUSINESS ENVIRONMENT

60 Hours

4 credits

Course objectives:

- To acquaint the students to the emerging trends in business environment which will help the students to develop the ability to analyze the competitive business environment to appraise the environmental pressures on business and
- To understand the government policies and current issues in Indian perspective

Module I

Business – definition, characteristics, objectives, classification, Business environment: Nature, concept and significance of internal environment External environment – nature and significance, elements, environmental analysis.

Module II

Globalization – strategies, World Trade Organization – implications, Public Sector in India- role in economic development, Privatisation, Intellectual Property Rights (IPR) and related issues.

Module III

Nature and progress of economic reforms, Monetary and fiscal policies, Export Import Policies, Competition Act 2002, Foreign Exchange Management Act.

Module IV

Industrial policy of India, reforms since 1990s on issues of industrial policy, Balanced regional development – Micro, small and medium enterprises in India, Multi national companies – benefits and problems.

Module V

Environmental Management – Fundamentals, sustainable development, consumerism in India, Consumer Protection Act, social responsibility of business, impact of technology on business.

Books:

1. Sundaram & Black, International Business Environment, PHI, New Delhi.
2. Francis Cherunilam: “Business Environment”, Himalaya Publishing House, Mumbai.
3. K. Aswathappa: “Legal Environment of Business”, Himalaya Publishing House, Delhi.
3. Adhikary, M.: “Economic Environment of Business”, Sultan Chand & Sons, New Delhi.
4. AC Fernando, Business Environment, Pearson, 2011
5. Shaikh Saleem, Business Environment, Pearson, 2010

UNIVERSITY OF CALICUT
MASTER OF HUMAN RESOURCE MANAGEMENT
MHRM 2C 10 MANAGEMENT INFORMATION SYSTEMS

60 Hours

4 credits

Course objectives:

- To understand the process of information generation and communication in organisations
- To understand the process of IT application development and use in organisations
- To provide a basic understanding about security issues of information resources.

Module I

Evolution of MIS: Concepts; framework for understanding and designing MIS in an organisation; MIS and other related disciplines: MIS and Management Accounting, MIS and Computer Science, MIS and OR, MIS and Organisational Behaviour, MIS and Management. Concept of information; definition, features, types, process of generation and communication; quality and value of information; information overload; techniques for managing overload; summarizing; filtering; inferences and message routing. System concept; definition, types and characteristics of system-control in systems: feedback: positive and negative; negative feedback control system, input, process and output control; law of requisite variety.

Module II

Structure of MIS: Basic structural concepts: formal and informal information systems; public and private information systems; multiple approaches to the structure of MIS: Operational elements (physical components, process, outputs for users), activity subsystems, functional subsystems and decision support – synthesis of multiple approaches into a conceptual structure for MIS.

Module III

Information systems: Transaction Processing Systems, Office Automation Systems, Information Reporting Systems, Decision Support Systems, Executive Support Systems, expert systems and Enterprise Resource Planning Systems.

Module IV

Systems Development and Implementation: System development methodologies; SDLC approach; prototyping approach and user development approach- Systems Analysis; systems Design; Concepts of database and database design; system implementation; management of information system projects; system documentation – information system audit.

Module V

Computer Networks: LAN, WAN; topologies; distributed data processing and client/server computing. Security of information resources; threats to information resources; security systems for risk management – social and ethical issues of information technology.

Books:

1. O'Brien, James A: Management Information Systems, Tata McGraw Hill, New Delhi, 2004.
2. George M.Scott: Management Information Systems, McGraw Hill Book Company, New Delhi.
3. Schultheis, Robert and Summer, Mary: Management Information Systems, Tata McGraw Hill, New Delhi, 2005.
4. Gordon B Davis, et. El: Management Information Systems, Prentice Hall of India, New Delhi.
5. Kenneth C. Laudon and Jane P. Laudon: Management Information Systems – Managing the Digital Firm, Pearson Education, New Delhi 2011 .
6. Effy Oz, Management Information Systems, Vikas Publishing House, New Delhi.
7. Haag, Cummings and Mccubbrey: Management Information Systems for the Information Age, Tata McGraw Hill, New Delhi, 2004
8. Post, Gerald V and Anderson, David L: Management Information Systems, Tata McGraw Hill, New Delhi, 2004.
9. Nirmalya Bagchi, Management Information System, Vikas Publishing House, New Delhi 2010
10. Hitesh Gupta, Management Information System, International Book House, New Delhi, 2011

UNIVERSITY OF CALICUT
MASTER OF HUMAN RESOURCE MANAGEMENT
MHRM 2C 11 RESEARCH METHODOLOGY FOR SOCIAL SCIENCES

60 HOURS

4 credits

Objectives:

- To understand the process of doing research in business and other social sciences
- To acquire required skills to undertake research projects as part of the curriculum
- To enable to acquire required skills to undertake research projects for the business and commerce

Module I

Research— concepts - research methodology - approaches to business and social research - scientific methods - types of research - research designs.

Module II

Formulation and planning of research - selection of problem - setting of objectives - formulation - hypotheses - measurement of variables - research plan - literature review - conducting the research

Module III

Data collection— primary data - methods and techniques of primary data - secondary data - methods and techniques — interviews - surveys - census and sample surveys - Editing, classification and codification of data - using computer packages.

Module IV

Data Analysis - qualitative data analysis - descriptive quantitative data analysis - tests of measurement and quality - using computer packages

Module V

Writing and presenting the report—planning report writing —report format - footnotes and bibliography - presentation - report generation and presentation using computer packages

Books:

1. Mathew David & Carole D. Sutton, Social Research: The Basics, Sage Publications, New Delhi
2. O.R. Krishnaswami, Methodology of Research in Social Sciences, Himalaya Publishing House, Mumbai.
3. Ajai S. Gaur and Sanjaya S. Gaur: Statistical methods for practice and Research, Sage Publishers.
4. Deepak Chawla & Neena Sondhi, Research Methodology, Vikas Publishers, 2011
5. Naval Bajpai, Business Research Methods, Pearson, 2013
6. CR Kothari, Research Methods and Techniques, New Age International, New Delhi

UNIVERSITY OF CALICUT
MASTER OF HUMAN RESOURCE MANAGEMENT
MHRM 2C 12 INDIAN ETHOS AND BUSINESS ETHICS

Time: 60 hrs

4 credits

Objectives:

1. To understand the importance of ethics in business and
2. To acquire knowledge and capability to develop ethical practices for effective management

Module I

Ethics, Culture and values; importance of culture in organizations; Indian Ethos and value systems; Concepts of Dharma; Nishkama karma and purusharthas; Model of Management in the Indian socio-political environment; Work ethos; Indian Heritage in production and consumption.

Module II

Education system of Ancient India - Gandhian approach in management and trusteeship - Gandhiji's doctrine of Satya and Ahimsa - Concept, importance and relevance of trusteeship principle in modern business.

Module III

Business Ethics; relevance of values in Management; Holistic approach for managers in decision-making; secular Vs. spiritual values in Management; Ethical relativism; whistle blowing; stress in corporate management.

Module IV

Ethics Management; Role of organizational culture in ethics; structure of ethics management; Ethics Committee; Ethics Officers and the CEO; Communicating Ethics; Ethical Audit;

Module V

Corporate social responsibility and Corporate Governance; Transparency; International and other Ethical bodies.

Books:

1. Biswanath Ghosh, Ethics in Management and Indian Ethos, Vikas, New Delhi, 2009.
2. B.L. Bajpai, Indian Ethos and Modern Management, New Royal Book Co., Lucknow, 2011.
3. Chakraborty, S.K., Ethics in Management : Vedantic Perspectives, Oxford University Press, New Delhi, 1995.
4. John R Boatright, Ethics and the Conduct of Business, Pearson Education, New Delhi, 2005.
5. S. Balachandran, KCR Raja and BK Nair, Ethics, Indian Ethos and Management, Shroff Publishers, New Delhi, 2012
6. AB Rao, Business Ethics and Professional Values, Excel Books, New Delhi, 2006.
7. Sadri: Business Ethics; concepts and cases, Tata McGraw Hill, New Delhi, 1998

UNIVERSITY OF CALICUT
MASTER OF HUMAN RESOURCE MANAGEMENT
MHRM 3C 13 GLOBAL HUMAN RESOURCE MANAGEMENT

60 Hours

4 credits

Objectives: The objective of the course is to develop a diagnostic and conceptual understanding of the cultural and related behavioural variables in the management of global organizations.

Module I

International organization – approaches to the study of comparative employment policy – convergence theory, Marxist theory, the cultural approach –the institutionalism perspective/functions-Globalization and HRM.

Module II

International HRM models –Poles adaptation of the Harvard model- the Brewster and Bournois model of International HRM –controversy International HRM- Problems of global research – evidence of international HRM-Internationalization of business – types of global business-Impact of inter country differences on HRM.

Module III

International staffing –Policies and practices –Techniques and sources of global recruitment ,selection process-global labour market differences-global compensation –Managerial transfers-Global Management Development- techniques- management qualifications and characteristics, motivation and retention of talent, 360 degree feedback- international adjustments- repatriation.

Module IV

Comparative Labour Relations- International Pressures on National Practices- Multinational Ownership and collective bargaining- women in global business- quality circles- participative management- An overview of HRM in USA, UK, Japan, West Germany and Russia- Innovative management techniques and their influences

Module V

HRM in Global Organizations – Ethics in International business- Western and Eastern Management thoughts in the Indian context.

Books:

1. Dennis R. Briscoe & Randall S. Schuler, International Human Resource Management, Routledge
2. Peter Y Dowling, Marion Festing & Allen D Engle, International Human Resource Management.
3. Willy McCourt and Derek Eldridge, Global Human Resource Management

UNIVERSITY OF CALICUT
MASTER OF HUMAN RESOURCE MANAGEMENT
MHRM 3C 14 MANAGEMENT OF TRAINING AND DEVELOPMENT

60 Hours

4 credits

Objectives: To familiarize the students with the requirements for designing appropriate systems for management of organizational career development, roles identity and with the concepts of the Managerial competency approach and its relevance to career management.

Module I: Training process an overview—training, development and education, structure of training origination—role competencies and positions of training professionals—training as a system, training process models-evolution of training role—strategic training and development process, implications of strategies for training—training environment, models of organizing and training departments.

Module II: Learning and learning styles—David Kolb's learning style model, VAK model, principles of learning, Blooms taxonomy, andragogy and pedagogy, synergogy for team learning—learning theories, reinforcement theory, social learning theory, goal theory, need theory, expectancy theory, adult learning theory, information processing theory, learning and knowledge management- Robert Gagne's The nine events of instruction.

Module III: Training needs analysis, organization analysis, person analysis, task analysis. Need assessment techniques, training design and development—Principles, design process, Types of costs in training program, lesson plans- Training implementation, approaches, seating arrangements, selection and training of trainees, training aids, teaching and facilitation skills.

Module IV: Technical training—training for TQM, attitudinal training, training for management of change, training for productivity, training for creativity and problem solving, training for leadership. Training communication, evaluation process .Donald Kirkpatrick's evaluation model-outcomes used in evaluation training program—Methods of data collection for training evaluation—cost benefit analysis, Future of training and development.

Module V: Management development—objectives of MD—Methods of MD, models of management development. Compulsory case analysis.

Books:

1. Lyntop R. Pareek.U: Training for development.
2. Buckley R and Caple: The theory and practice of Training
3. Peppar, Allan D: Managing the training and development function.
4. John Patrick: Training Research and practice.
5. Janakiram, Training and Development, Wiley India,
6. P. Nick Blanchard et al, Effective Training, Systems, Strategies and Practices, Pearson, 2012
7. Naik G. Pandu, Training and Development, Excel Books, 2011

UNIVERSITY OF CALICUT
MASTER OF HUMAN RESOURCE MANAGEMENT
MHRM 3C 15 STRATEGIC MANAGEMENT

Time: 60 hrs

4 credit

Objectives:

1. To understand the fundamentals of strategic management, and
2. To develop the capability to formulate and implement strategies

Module I

Strategic Management - types of strategy: functional strategy, business strategy, global strategy and corporate strategy – strategic management process; role, functions and skills of board and top management in strategic management.

Module II

Strategy formulation – strategic choices - role of vision and mission statements.

Module III

Choice of Strategic alternative – Environment Analysis, Industry Analysis and Corporate Analysis, General environment scanning; SWOT Analysis; tools and techniques for Strategic Analysis; Value chain analysis; Experience curve; Critical Success Factor Analysis; Core competence; Portfolio analysis; BCG Matrix, GEC Model; 7S Framework; stakeholders' expectations analysis; competitive analysis; Scenario planning.

Module IV

Strategy Implementation - project implementation - procedural implementation - behavioural implementation; managing resistance to change.

Module V

Strategy Evaluation and Control – tools and techniques of evaluation - control techniques and process - 7S Model; DuPont Control model, etc. Michael Porter's approach to strategic management.

Books:

1. William Glueck : Business policy – Strategy formulation and management action
2. Rue : Strategic Management
3. Donal F Harvey : Business policy and Strategic Management.
4. R.M Srivasthava : Management policy and Strategic Management.
5. Ravi M. Kishore : Strategic Management- Text & Cases, Taxmann, 2010
6. Francis Cherunilam : Business Policy & Strategic Management, Himalaya Publishing House
7. Azhar Kasmi : Strategic Management & Business Policy, Tata McGraw Hill Co.
8. Lomash S & Mishra P.K. : Strategic Management, Vikas, 2012.

UNIVERSITY OF CALICUT
MASTER OF HUMAN RESOURCE MANAGEMENT
MHRM 4C16 PERFORMANCE MANAGEMENT

60 Hours

4 credits

Course objectives:

- To gain an in-depth understanding of organizational and managerial performance, and,
- To gain practical knowledge in setting up team management, target setting and achievement.

Module I

Concepts of organizational performance: Vision and mission: Communicating and living shared view; Competencies and behaviors for effective performance; Establishing the skills, knowledge and attitude required for the organization's future; Recruiting and developing against the agreed competencies; Performance standards and targets; Clarifying, communicating and reviewing organizational goals and targets; Linking group and individual responsibilities to organizational performance.

Module II

Performance management: Meaning and importance of Managerial Performance; Critical success factors analysis for managerial performance; Business System analysis; Management styles and performance; Style of communication; Performance appraisal: Instrument for performance appraisal; Evaluation of managerial performance. Setting performance standards; measurement of performance; Time management;

Module III

Management style: Relationship orientation; Task orientation; Working in teams: Team development; coaching and training; Leadership Skills and Motivation. Setting objectives and targets; Setting smart goals; chasing targets;

Module IV

Indicators of performance for different levels of management; Criteria for evaluating performance of junior level managers, middle level managers and top level managers; Tracking performance; Feedback management for performance improvement.

Module V

Organizational culture and managerial performance: Developing appropriate culture for superior performance; Focusing individual and organizational learning on improved performance; Rewards and performance - Defining appropriate reward systems; Ensuring the link between performance and rewards; Limitations and boundaries of performance related rewards; Using effective methods of reviewing performance and development; Performance based cultures and structures.

Books:

1. White, Alasdair.: Performance Management
2. Robert Bacal, Performance Management, McGraw Hill
3. Harvard Business Essentials, Performance Management
4. Herman Aguinis, Performance Management, Pearson, 2008
5. Cardy, Performance Management: Concepts, Skills and Exercises, PHI Learning, 2011

Elective 1 Leadership
UNIVERSITY OF CALICUT
MASTER OF HUMAN RESOURCE MANAGEMENT
MHRM 3E11 Leadership in Organisations

60 Hours

4 credits

Course objectives:

1. To make more effective in leadership situations and,
- 2 To familiarise them with the complex challenges of leadership.

Module I

Leadership – definition – myths hindering leadership – leadership in different perspectives – leadership in management - effective leadership – leadership development – through experience, education and training – assessing leadership and measuring its effects.

Module II

Leader – power and influence – leadership and values – leadership and traits – intelligence – emotional intelligence and leadership – leadership behavior.

Module III

Leadership Skills – learning from experience – communication – listening – assertiveness – stress management – building technical competence, effective relationship, credibility.

Module IV

Motivation, satisfaction and performance - definitions – understanding follower motivation, and satisfaction, Groups, teams and their leadership – leadership skills of feedback, punishment, delegating – Work and High Performance Teams – coaching - empowerment.

Module V

Focus on the situation – characteristics of the situation – contingency theory of leadership – leadership and change – leadership skills of setting goals, conducting meetings, managing conflicts, negotiation, problem solving, improving creativity – team building at the top.

Books:

1. Richard L Hughes et al., Leadership: Enhancing the Lessons of Experience, Tata McGraw Hill, 2008
2. Van Wart and Paul Suino, Leadership in Public Organisations, PHI Learning
3. R.K. Sahu and Pragya Bharti, Strategic Leadership, Excel Books, 2009
4. Peter G. Northouse, Leadership: Theory and Practice, Sage, 2007
5. Gary A. Yukl, Leadership in Organisations, Pearson, 2010
6. Richard L. Daft, Leadership, Cengage Learning, 2012

Elective 1 Leadership
UNIVERSITY OF CALICUT
MASTER OF HUMAN RESOURCE MANAGEMENT
MHRM 3E12 Personality and Managerial Performance

60 Hours

4 credits

Objective

To give an overview of personality and its influence in managerial performance.

Module I

Concept and Definition of personality: Introduction to major theories of personality (psycho-analytical theory; need based theories; self theory) Stages in the development of human personality disorders and introduction to abnormal behaviour.

Module II

Perception of self and others; influences in perception; inter-personal affinities and relationships. Development of emotions: Theories of emotional behaviour: adaptive and disruptive emotions – influences on behaviour.

Module III

Personality related measurements: Testing of intelligence, ability, attitudes and aptitude. Use of Testing Instruments, questionnaires and direct interview; Designing and application of measuring instruments in the organizational context.

Module IV

Frustration, conflict and anxiety – different approaches to handling stress and causative factors for stress: Influence of stress, physical and mental process; Stress management.

Module V

Counselling – Emergence and Growth, Counselling process, strategies and interventions – Change in Behaviour through Counselling- Problems in Counselling, Application in organisational settings.

Books

1. David Jechow Duncan, The Relation of Personality to Managerial Performance,
2. Robert R Spillane and John Martin, Personality and Performance

Elective 1 Leadership
UNIVERSITY OF CALICUT
MASTER OF HUMAN RESOURCE MANAGEMENT
MHRM 4E13 MANAGING SELF AND OTHERS

60 Hours

4 credits

Course objectives:

- To gain an understanding of self and its various dimensions and
- understand the interpersonal dynamics and its impact on organizations.

Module I

Concepts of Self Ego and ego states – skills – introduction to Transactional Analysis – use of Psychometrics – projective / situational tests – tools and techniques.

Module II

Group as a medium for learning – Group cohesiveness – interpersonal communication – interpersonal awareness – interpersonal feedback – interpersonal trust – Johari Window – Group decision making – group synergy – team building – sensitivity training – Rational – Emotive Therapy – Assertiveness training.

Module III

Counselling – Approaches to counseling - counseling process - beginning, developing and terminating a counseling relationship and follow up – Assessing client's problems – selecting counseling strategies and interventions – Application of counseling to organizational situations with a focus on performance counseling.

Module IV

HRD Intervention – HRD approaches for coping with organizational changes.

Module V

Cross cultural differences and management implications – cross cultural leadership and decision making – Cross cultural communication and negotiation.

Books:

1. Maclennen, Nigel, Counselling for Managers, Grover, Aldshot, 1996.
2. Cormer, L.S and Hackney H, The Professional Counsellor's Process Guide to Helping, Prentice Hall Inc., Englewood Cliffs, New Jersey, 1987.
3. Bennis, W,G, Essay in Interpersonal Dynamics, Dorsey Press, USA, 1979.
4. McShane, StevenI and Von Glinow, Mary Ann, Organisational Behaviour, Tata McGraw Hill, New Delhi, 2005.
5. Moore M.D et al, Inside Organizations: Understanding the Humaan Dimensions, Sage, London, 1988.
6. Adler, N.J. International Dimensions of Organisational Behaviour, Kent Publishing, Boston, 1991.
7. Hofstede, G. Culture's Consequences: International Differences in Work related Values, Sage, London, 1984.

Elective 1 Leadership
UNIVERSITY OF CALICUT
MASTER OF HUMAN RESOURCE MANAGEMENT
MHRM 4E14 Team Building

60 Hours

4 credits

Course objectives:

- To gain an understanding of group dynamics of groups and team building in organizations.

Module I

Why Groups? - Group Dynamics – groups; identity and inclusion – formation – cohesion and development – structure - influence- power – leadership – performance – decision making – teams - effective organizational support for teams – from Groups to Teams – how do high performance teams function?

Module II

Effective Team Members – effective team leadership - navigating stage1 – surviving stage 2 – reorganizing at stage 3 – sustaining high performance.

Module III

Team Building Skills – interpersonal skills for Teams – from managing Teams to leading Teams –empowering Teams.

Module IV

Dynamics of Conflict – conflict management.

Module V

CEO and Top Management – leveraging through Teams – rewarding Teams and members – Team Leaders guide kit – Team Building Tool Kit

Books:

1. Donelson R. Forsyth, Understanding Group Dynamics, Cengage Learning, 2012
2. R.K. Sahu, Group Dynamics and Team Building, Excel Books, 2010
3. Susan A Wheelan, Creating Effective Teams, Sage, 2009
4. Natalie Gold, Teamwork, Ane Books,
5. Arthur H. Bell & Dayle M. Smith, Learning Team Skills, Pearson, 2010

Elective 2 Industrial Relations
UNIVERSITY OF CALICUT
MASTER OF HUMAN RESOURCE MANAGEMENT
MHRM 3E21 Industrial Relations & Labour Laws

60 Hours

4 credits

Objective:

This subject introduces the trade unions and the industrial relations climate along with the relevant labour legislations that are needed for a human resource manager.

Module I

Background to Industrial Relations – evolution of industrial relations in India - Trade Union & conflict settlement laws - background objects of registration, withdrawal of registration, amalgamation, dissolution of unions, rights and liabilities of trade unions.

Module II

Regulations of service conditions and disciplinary matters, Industrial Employment Standing Orders Act (1946), including modifications.

Module III

Subsistence allowance - disciplinary proceedings and domestic enquiry, prevention and settlement of industrial conflicts - authorities under the Act, general principles of labour adjudication - settlement and award, non employment matters-strike and lockout, lay off and retrenchment, VRS, prohibition against change of service condition, pending proceedings.

Module IV

Social Security Legislations - ESI Act (1948), Payment of Gratuity Act (1972), Employees' Provident Fund Deposit Linked Income Fund (1942), Maternity Benefit Act (1961), Workman's Compensation Act. Economic and Welfare Legislations - Minimum Wages Act (1948), Payment of Wages Act (1936), Payment of Bonus Act (1965), Factories' Act (1948), Shops and Commercial Establishment Act.

Module V

Case Laws

Books

1. PRN Sinha, Industrial Relations, Trade Unions and Labour Legislation, Pearson, 2004
2. BD Singh, Industrial Relations, Excel Books, 2008
3. Monappa, Industrial Relations, McGraw Hill
4. Mark Bray, Industrial Relations, McGraw Hill
5. L. Mishra, Case Laws in Industrial Relations, Excel Books, 2006
6. SC Srivastava, Industrial Relations & Labour Laws, Vikas, 2012
7. AM Sarma, Himalaya Publishing House, 2011

Elective 2 Industrial Relations
UNIVERSITY OF CALICUT
MASTER OF HUMAN RESOURCE MANAGEMENT
MHRM 3E22 Industrial Relations in India

60 Hours

4 credits

Objective:

This subject introduces the history and practices of trade unions and the related issues in India.

Module I

Trade Unionism – definition - structure and governance of trade unions.

Module II

History of Trade Union Movement in Great Britain – in India at the beginning of 20th century – during 1900-1909 – evolution process – events during 1910- 1949.

Module III

Working class struggle during World War II – events during 1950 - 1959 – Industrial Development: from Courts to Codes – events during 1960-1969 – National Commission on Labour – difficult decade – events during 1970-1979 – political turmoil –internal emergency - events during 1980-1989

Module IV

New Economic Policies – events during 1990-1999 – maturity of trade unions – events in 2000- 2009 - First decade of New Millennium – Profile of Industrial Relations in Century-old Indian Industries - Constitutions of important Trade Unions of India

Module V

International dimensions of Industrial Relations – Interesting IR cases in the last three decades

Books

1. PL Rao and PRK Raju, Industrial Relations in India, Excel Books, 2010
2. BD Singh, Industrial Relations, Excel Books, 2008
3. PRN Sinha et al, Industrial Relations, Trade Unions and Labour Legislation, Pearson, 2004
4. PN Singh and Neeraj Kumar, Employee Relations Management, Pearson, 2011.

Elective 2 Industrial Relations
UNIVERSITY OF CALICUT
MASTER OF HUMAN RESOURCE MANAGEMENT
MHRM 4E23 Conflict Resolution and Negotiations

60 Hours

4 credits

This course is designed to introduce students to conflict resolution and negotiation and tactics that can be effectively used in an organizational setting.

Module I

Role of conflict in organizations – concept and importance of conflict – organization as network of relations and conflicts – nature of conflict – sources of conflict – process and dynamics of conflict – classification of conflict

Module II

Conflict and organizational culture - negotiation strategies and conflict resolution, superior/subordinate interactions and conflict resolution - ethics in conflict resolution

Module III

Negotiations: Nature, outcomes – Distributive negotiations – Strategy, tactics and planning of negotiations – negotiating processes – third party intervention – litigation – conciliation – arbitration – role of power in negotiation – role of communication – role of influencing style Integrative bargaining- Targets and aspirations- Contingent contracts – Trust and relationships – post negotiation evaluation

Module IV

Cross cultural dimension of negotiation – international negotiation – ethics in negotiation – negotiating with prospective employer.

Module V

Team negotiation - Negotiation in leadership and public relations – simulations - in basket exercises - case studies

Books:

1. B.D. Singh, Managing Conflict and Negotiation, Excel Books, 2008
2. Barbara A Budjac and Corvette, Conflict Management: A practical Guide to Developing Negotiation Strategies, Pearson, 2007
3. Stone, How to resolve Conflicts at Work, PHI Learning, 2011
4. Rout & Omiko, Corporate Conflict Management; Concepts & Skills, PHI Learning,
5. PRN Sinha, Industrial Relations, Trade Unions and Labour Legislation, Pearson, 2004

Elective 2 Industrial Relations
UNIVERSITY OF CALICUT
MASTER OF HUMAN RESOURCE MANAGEMENT
MHRM 4E24 Compensation and Reward Management

60 Hours

4 credits

This course is designed to introduce students to the systems, methods and procedures involved in establishing and administering compensation and reward within an organization.

Module I

Compensation and reward – concept of compensation and reward – compensation management – compensation systems - three P compensation - emerging trends – theories – micro and macro perspectives

Module II

Pay structure - traditional and emerging pay structures – incentive pay – person- focused pay –designing compensation systems - employee benefits – Performance linked compensation and variable compensation - discretionary benefits – employer-sponsored retirement plans and health insurance programmes - Legally required benefits.

Module III

Compensation Designing – job analysis –job description – job evaluation – designing components of compensation structure - managerial pay including CEO's Compensation – compensating executives – compensating the flexible workforce

Module IV

Expatriate compensation – Tax planning - Compensation issues around the world – compensating expatriates

Module V

Compensation Management – managing, motivation and incentives – implementing and improving compensation – wage and salary fixation machinery – legislations to control compensation – tools of compensation management.

Books:

1. BD. Singh, Compensation and Reward Management, Excel Books, 2007
2. Richard I Henderson, Compensation Management in a Knowledge-Based World, Pearson, 2007
3. Joe Martocchio, Strategic Compensation: A Human Resource Management Approach, Pearson, 2011
4. ER Sony Shyam Singh, Compensation Management, Excel Books, 2007
5. Tapomoy Deb, Compensation Management, Excel Books, 2008
6. Mousemi S. Bhattacharya & Nilanjan Senguptha, Compensation Management, Excel Books, 2008