

PROGRAMME PROJECT REPORT
P.G.DIPLOMA IN PERSONNEL MANAGEMENT
&
INDUSTRIAL RELATIONS



DIRECTORATE OF DISTANCE EDUCATION
ALAGAPPA UNIVERSITY
KARAIKUDI – 630 003

PROGRAMME PROJECT REPORT

P.G. DIPLOMA IN PERSONNEL MANAGEMENT&INDUSTRIAL RELATIONS

a) PROGRAMME MISSION AND OBJECTIVES

Business Studies have fascinated humans for two reasons, namely generating interest and augmenting essentials of running a firm effectively. That is why their study is enchanting and glorifying. The primary objective of this programme is to provide ample exposure to subjects from the fields of business legacy and accountancy, equip the Students for entry level jobs in industry and to contribute to the economic development of the country.

b) RELEVANCE OF THE PROGRAMME WITH HEI'S MISSION AND GOALS:

The Alagappa University is functioning with following Vision and Mission:

Mission: Achieving Excellence in all spheres of Education, with particular emphasis on 'PEARL'- Pedagogy, Extension, Administration, Research and Learning

Vision: Affording High Quality Higher Education to the learners so that they are transformed into intellectually competent human resources that will help in the uplift of the nation to Educational, Social, Technological, Environmental and Economic Magnificence.

Therefore, the introduction of P.G.DIPLOMA IN PERSONNEL MANAGEMENT & INDUSTRIAL RELATIONS programme in the Directorate of Distance Education will contribute substantially in fulfilling the mission of Alagappa University. Such a higher education in subject with appropriate Practical Expose will enrich the human resources for the uplift of the Nation to Educational, Social, Technological, Environmental and Economic Magnificence (ESTEEM).

c) NATURE OF PROSPECTIVE TARGET GROUP OF LEARNERS

- Working Professionals
- Entrepreneurs
- Service Personnel
- Academic Faculty
- Government Officials
- Researchers
- Home makers
- Unemployed Graduates

d) APPROPRIATENESS OF PROGRAMME

To Attain Leadership in spearheading qualitative and responsible academic programs relevant to the society through cost effective off-campus distance mode of education. knowledge and understanding, skills, qualities and other attributes in the following areas:

- The fundamental concepts of Management
- The higher-level taxonomy and diversity of Business Studies.
- How principles of Business can be applied to problems
- Intern ship training in Industry
- Undertake Inter tasks and techniques.
- Inter-disciplinary knowledge like statistics, Mathematics, Computer and E-Banking.
- Using the SPSS package for the analysis data through Computer
- It also improve the Intellectual skills of the students.
- In nutshell, these skills will improve the performance of the students parameters.

E) INSTRUCTIONAL DESIGN
P.G. DIPLOMA IN PERSONNEL MANAGEMENT & INDUSTRIAL RELATIONS

Course Code	Title	CIA Max.	ESE Max.	TOT Max.	C
I Semester					
41911	Principles of Management	25	75	100	4
41912	Organizational Behavior	25	75	100	4
41913	Human Resource Management	25	75	100	4
41914	Labour Legislations-I	25	75	100	4
Total		100	300	400	16
II Semester					
41921	Industrial Relation Management	25	75	100	4
41922	Labour Legislations - II	25	75	100	4
41923	Training and Development	25	75	100	4
41924	Compensation Management	25	75	100	4
Total		100	300	400	16
Grand Total				800	32

Course Code Legend:

4	1	9	Y	Z
----------	----------	----------	----------	----------

419- PGD PMIR Programme
 Y -Semester Number
 Z- Course Number in the Semester

CIA: Continuous Internal Assessment, ESE: End Semester Examination, TOT: Total, C: Credit Points, Max.: Maximum

No. of Credits per Course (Theory) - 4	Total No. of Credits per Semester- 16
	Total Credits for the Programme- 16 X 2 = 32

41911 - PRINCIPLES OF MANAGEMENT

Objectives:

- To introduce the basic concepts of Management functions and principles
- To learn the scientific decision making and modern trend in the management process
- To understand the contemporary practices and issues in management

BLOCK I: BASIC CONCEPTS OF MANAGEMENT

- UNIT 1 Management: Definition – Nature, Scope and Functions – Evolution of Management – Management thought in modern trend – Patterns of the management analysis – Management Vs. Administration - Management and Society: The external Environment, Social Responsibility and Ethics.
- UNIT 2 Management Science and Theories : Contributions of FW Taylor, Henri Fayol, Elton Mayo, Roethlisberger, H.A.Simon and P.F Drucker - Universality of Management - Relevance of management to different types of organization.
- UNIT 3 Planning: Nature and Purpose – Principles and planning premises – Components of planning as Vision, Mission, Objectives, Managing By Objective (MBO) Strategies, Types and Policies -Planning and Decision Making: Planning process.
- UNIT 4 Decision making: Meanings and Types – Decision-making Process under Conditions of Certainty and Uncertainty – Rational Decision Making Strategies, Procedures, Methods, Rules, Projects and Budgets.

BLOCK II: RECRUITMENT AND SELECTION

- UNIT 5 Organizing: Nature, Importance, Principles, purpose and Scope - Organizing functions of management – Classifications of organization – Principles and theories of organization – Effective Organizing – Organizational Culture and Global Organizing.
- UNIT 6 Organizational Structure – Departmentalization – Span of control – Line and staff functions – Formal and Informal Groups in Organizations - Authority and responsibility - Centralization and decentralization – Delegation of authority – Committees – Informal organization.
- UNIT 7 Staffing: General Principles of Staffing- Importance, techniques, Staff authority and Empowerment in the organization – Selection and Recruitment - Orientation - Career Development - Career stages – Training – Performance Appraisal.
- UNIT 8 Creativity and Innovation – Motivation - Meaning – Importance – Human factors of Motivation – Motivation Theories: Maslow, Herzberg, Mc Gregor (X&Y), Ouchi (Z) ,Vroom, Porter-Lawler, McClelland and Adam – Physiological and psychological aspects of motivation .

BLOCK III: FUNCTIONS OF MANAGEMENT

UNIT 9 Directing : Meaning, Purpose, and Scope in the organization – Leadership: Meaning, Leadership styles, Leadership theories: Trait, Contingency, Situation, Path-Goal, Tactical, Transactional, Transformational and Grid. Leaders: Type, Nature, Significance and Functions, Barriers, Politics and Ethics. Leader Vs. Manager.

UNIT 10 Communications: Meaning – Types – Process – Communication in the decision making – Global Leading - Effective communication in the levels of management. – Uses of Communication to Planning, Organizing, coordinating and controlling.

UNIT 11 Co-ordination: Concept; Meaning, Characteristics, Importance in the organization, Co-ordination process and principles - Techniques of Effective co-ordination in the organization - Understanding and managing the group process.

BLOCK IV: BUSINESS ETHICS WITH NEW PERSPECTIVES IN MANAGEMENT

UNIT 12 Business ethics: Relevance of values in Management; Holistic approach for managers indecision-making; Ethical Management: Role of organizational culture in ethics – Ethics Committee in the organization.

UNIT 13 Controlling: Objectives and Process of control Devices of control – Integrated control – Special control techniques- Contemporary - Perspectives in Device of Controls

UNIT 14 New Perspectives in Management - Strategic alliances – Core competence – Business process reengineering – Total quality management – Six Sigma- Benchmarking- Balanced Score-card.

REFERENCES

1. Stoner, et-al, Management, Prentice Hall, 1989.
2. Koontz and O'Donnell, Management: A Systems Approach, McGraw Hill, 1990
3. Weihrich and Koontz, Management: A Global Perspective, McGraw Hill, 1988
4. Peter F. Drucker, Management, 2008.
5. Gene Burton and Manab Thakur, Management Today: Principles and Practice, Tata McGraw Hill.
6. Ricky W. Griffin, Management, South-Western College Publications, 2010
7. Stephen P. Robbins and Mary Coulter, Management, 9th Edition, 2006.
8. Kaplan and Norton, The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment, HBP, 2000.

41912 - ORGANISATIONAL BEHAVIOUR

Objectives:

- To understand the personality traits and influence on the organization.
- To imbibe the necessary conceptual understanding of behaviour related people
- To learn the modern trends, theories and changes in organizational Behaviour.

BLOCK I: BASICS OF ORGANISATIONAL BEHAVIOUR

- UNIT 1 Organizational Behaviour: History – Meaning Elements – Evolution, Challenges and opportunities – Trends – disciplines – Approaches – Models – Management functions relevance to organizational Behaviour – Global Emergence of OB as a discipline.
- UNIT 2 Personality – Determinants, Structure, Behaviour, Assessment, Individual Behaviour: Personality & Attitudes- Development of personality – Nature and dimensions of attitude – Trait Theory – Organizational fit – Organizational Commitment
- UNIT 3 Emotions – Emotional Intelligence – Implications of Emotional Intelligence on Managers – EI as Managerial tool – EI performance in the organization – Attitudes: Definitions – Meaning – Attitude relationship with behaviour – Types – Consistency
- UNIT 4 Individual Behaviour and process of the organization: Learning, Emotions, Attitudes, Perception, Motivation, Ability, Job satisfaction, Personality, Stress and its Management – Problem solving and Decision making – Interpersonal Communication - Relevance to organizational behaviour.

BLOCK II: ORGANISATIONAL SOURCES AND MANAGEMENT

- UNIT 5 Group Behaviour: Group Dynamics - Theories of Group Formation - Formal and Informal Groups in organization and their interaction - Group norms – Group cohesiveness – Team: Importance and Objectives - Formation of teams – Team Work- Group dynamics – Issues - Their relevance to organizational behaviour.
- UNIT 6 Organizational Power: Organizational Power: Definition, Nature, Characteristics - Types of powers - Sources of Power - Effective use of power – Limitations of Power – Power centre in Organization.
- UNIT 7 Organizational Politics: Definition – Political behaviour in organization - Factors creating political behaviour – Personality and Political Behaviour - Techniques of managing politics in organization – Impact of organizational politics.
- UNIT 8 Organizational Conflict Management: Stress Management: Meaning – Types – Sources and strategies resolve conflict – Consequences – Organizational conflict: Constructive and Destructive conflicts - Conflict Process - Strategies for encouraging constructive conflict - Strategies for resolving destructive conflict.

BLOCK III: ORGANISATIONAL CLIMATE AND CULTURE

UNIT 9 Organizational Dynamics: Organizational Dynamics – Organizational Efficiency, Effectiveness and Excellence: Meaning and Approaches – Factors affecting the organizational Climate.

UNIT 10 Organizational Culture: Meaning, significance – Theories – Organizational Climate – Creation, Maintenance and Change of Organizational Culture – Impact of organizational culture on strategies – Issues in Organizational Culture.

UNIT 11 Inter personal Communication: Essentials, Networks, Communication technologies – Non-Verbal communications Barriers – Strategies to overcome the barriers. Behavioral Communication in organization - Uses to Business

BLOCK IV: CHALLENGES AND ORGANISATIONAL DEVELOPMENT

UNIT 12 Organizational Change: Meaning, Nature and Causes of organizational change Organizational Change –Importance – Stability Vs Change – Proactive Vs. Reaction change – the change process – Resistance to change – Managing change.

UNIT 13 Organizational Behaviour responses to Global and Cultural diversity, challenges at international level, Homogeneity and heterogeneity of National cultures, Differences between countries.

UNIT 14 Organizational Development: Meaning, Nature and scope – Features of OD – OD Interventions- Role of OD – Problems and Process of OD – process OD and Process of Intervention - Challenges to OD- Learning Organizations - Organizational effectiveness Developing Gender sensitive workplace

REFERENCES

- 1.Fred Luthans, Organizational Behaviour, McGraw-Hill/Irwin, 2006.
- 2.Stephen P. Robbins, Organizational Behaviour, Prentice Hall; 2010
- 3.Keith Davis, Organizational Behavior: Human Behavior at Work, McGraw Hill, 2010
- 4.Griffin and Moorhead, Organizational Behavior: Managing People and Organizations, 2006.
- 5.Judith R. Gordon, Organizational Behavior: A Diagnostic, Prentice Hall, 2001.
- 6.K. Aswathappa, Organizational Behaviour, Himalaya Publishing, Mumbai, 2010
- 7.Judith R. Gordon, A Diagnostic Approach to Organizational Behaviour, Allyn & Bacon, 1993.

41913 - HUMAN RESOURCE MANAGEMENT

Objective:

- To understand the concepts and methods and techniques of Human Resource Management
- To know the Human resource management theories and real time practices
- To identify the contemporary issues in human resource management

BLOCK I: BASICS OF HUMAN RESOURCE MANAGEMENT

- UNIT 1: Introduction to Human Resource Management: Concept, Definition, Objectives, Nature and Scope of HRM - Functions of HRM – Evolution of human resource management - Role and structure of Human Resource Function in organizations- Challenges in Human Resource Management
- UNIT 2 Human Resource Management Approaches: Phases of human resource Management- The importance of the human factor – Competitive challenges of HRM – HRM Models – Roles and responsibilities of HR department.
- UNIT 3 Human Resource Planning: Personnel Policy - Characteristics - Role of human resource manager – Human resource policies – Need, Scope and Process – Job analysis – Job description – Job specification- Succession Planning.
- UNIT 4 Recruitment and Selection Process: Employment planning and fore casting Sources of recruitment- internal Vs. External; Domestic Vs. Global sources- Selection process Building employee commitment : Promotion from within - Sources, Developing and Using application forms – IT and recruiting on the internet.

BLOCK II: RECRUITMENT & SELECTION

- UNIT 5 Employee Testing & selection : Selection process, basic testing concepts, types of test, work samples & simulation, selection techniques, interview, common interviewing mistakes, Designing & conducting the effective interview, small business applications, computer aided interview.
- UNIT 6 Training and Development: Orientation & Training: Orienting the employees, the training process, need analysis, Training techniques, special purpose training, Training via the internet. - Need Assessment - Training methods for Operatives and Supervisors
- UNIT 7 Executive Development: Need and Programs - Computer applications in human resource management – Human resource accounting and audit. On-the - job and off-the-job Development techniques using HR to build a responsive organization

UNIT 8 Employee Compensation : Wages and Salary Administration – Bonus – Incentives – Fringe Benefits – Flexi systems - and Employee Benefits, Health and Social Security Measures,

BLOCK III: EMPLOYEES APPRAISALS

UNIT 9 Employee Retention: Need and Problems of Employees – various retention methods– Implication of job change. The control process – Importance – Methods – Employment retention strategies for production and services industry

UNIT 10 Appraising and Improving Performance: Performance Appraisal Programs, Processes and Methods, Job Evaluation, Managing Compensation, Incentives Performance appraisal: Methods - Problem and solutions - MBO approach - The appraisal interviews - Performance appraisal in practice.

UNIT 11 Managing careers: Career planning and development - Managing promotions and transfers - Sweat Equity- Job evaluation systems – Promotion – Demotions – Transfers- Labour Attrition: Causes and Consequences

BLOCK IV: APPRAISAL AND TRAIL UNION

UNIT 12 Employee Welfare, Separation: Welfare and safety – Accident prevention – Employee Grievances and their Redressal – Industrial Relations - Statutory benefits - non-statutory (voluntary) benefits – Insurance benefits - retirement benefits and other welfare measures to build employee commitment

UNIT 13 Industrial relations and collective bargaining: Trade unions – Collective bargaining - future of trade unionism - Discipline administration - grievances handling - managing dismissals and workers Participation in Management- Separation: Need and Methods.

UNIT 14 Human Resource Information System- Personnel Records/ Reports- e-Record on Employees – Personnel research and personnel audit – Objectives – Scope and importance.

REFERENCES

1. Mathis and Jackson, Human Resource Management, South-Western College, 2004.
2. Nkomo, Fottler and McAfee, Human Resource Management, South-Western College, 2007.
3. R. Wayne Mondy, Human Resource Management, Prentice Hall, 2011.
4. Venkataraman & Srivastava, Personnel Management & Human Resources
5. Arun Monappa, Industrial Relations
6. Yodder & Standohar, Personnel Management & Industrial Relations
7. Edwin B. Flippo, Personnel Management, McGraw-Hill, 1984
8. Pigors and Myers, Personnel Administration
9. R.S. Dwivedi, Manpower Management
10. Lynton & Pareek, Training and Development, Vistaar Publications, 1990.

41914 - LABOUR LEGISLATIONS – I

Objective:

- To know the basic concept of labour legislations .
- To gain knowledge about the labour act

BLOCK I: BASICS OF LABOUR LEGISLATIONS - I

UNIT 1 Factories Act, 1948: Provision's relating to health, safety, welfare, working hours, leave etc., of workers approval

UNIT 2 Licensing and registration of factories, manager and occupier – Their obligations under the Act, powers of the authorities under the Act, Penalty provisions.

UNIT 3 Workmen's Compensation Act, 1923: Employer's liability for compensation, amount of compensation method of calculating wages – Review

UNIT 4 distribution of compensation – Remedies of employer against stranger – Returns as to compensation – Commission for workmen's compensation.

BLOCK II: INDUSTRIAL DISPUTE AND UNFAIR PRACTICES ACT

UNIT 5 Industrial Dispute Act, 1947: Industrial dispute – Authorities for settlement of industrial disputes – Reference of industrial disputes

UNIT 6 Procedures – Power and duties of authorities, settlement and strikes – Lock-out – Lay-off – Retrenchment – Transfer and closure

UNIT 7 Unfair labour practices – Miscellaneous provision offences by companies, conditions of service to remain unchanged under certain circumstances, etc.

UNIT 8 Shops and Establishments Act, 1947: Definitions – Salient provisions – Powers of the authorities.

BLOCK III: EMPLOYEES WELFARE INSURANCE ACT

UNIT 9 Employee's State Insurance Act, 1948: Registration of Factories and Establishments, the employee's State Insurance Corporation, Standing Committee and Medical Benefit Council, provisions relating to contributions

UNIT 10 Inspectors – Their functions and disputes and claims – Offences and penalties – Miscellaneous provisions.

UNIT 11 Employees Provident Fund and Miscellaneous Provisions Act, 1952: Employees provident fund and other schemes

BLOCK IV: EXEMPTION RELATING TO THE ACT

UNIT 12 Determination and recovery of money due from employer, appointment of inspectors and their duties

UNIT 13 Provisions relating to transfer of accounts and liability in case of transfer of establishment exemption under the Act –

UNIT 14 Contract Labour Regulations and Abolition Act, 1970 ,Count's power under the act - employer and employee relationship – Problems – pertaining to the employee – solvation at door steps.

REFERENCES :

1. Bare Acts
2. Kapoor N D, Industrial Law

3. Shukla M C, Industrial Law
4. D. R. N. Sinha, Indu Balasinha & Semma Priyadarshini Shekar, Industrial Relation, Trade unions and Labour Legislation, 2004.

41921 - INDUSTRIAL RELATIONS MANAGEMENT

Objective:

- To gain knowledge about the trade unions
- To know the basic concept of industrial relations management

BLOCK I: BASICS OF INDUSTRIAL RELATIONS MANAGEMENT

- UNIT 1 Constitution of India – Salient features – Fundamental rights and directive principles of State policy – Labour movement
- UNIT 2 Concept of labour movement and Union Organization – Trade union movement and various phases of the movement – Trade unions and economic development.
- UNIT 3 Development of Trade Unionism in India – Historical retrospect – Central organization of workers in India – Role of internal trade union
- UNIT 4 Inter and intra union rivalries – Union recognition – International Labour Movement: ICFTU – WFTU – ILO – History

BLOCK II: IR MACHINERY AND LABOUR

- UNIT 5 objective and functions – Convention and recommendations – PCR rights and duties – functions - problems-Voluntary Welfare Measures – Statutory Welfare Measures – Labour – Welfare Funds – Education and Training Schemes
- UNIT 6 Concept of Industrial Relations – Social obligations of industry – Role of government employers and the unions in industrial relations
- UNIT 7 Industrial relations machinery – Joint consultation – Works committee – Negotiation: Types of Negotiations – Conciliations
- UNIT 8 Adjudication, voluntary arbitration – Workers participation in industry – Grievance procedure.

BLOCK III: COLLECTIVE BARGAINING PROCESS

- UNIT 9 Process of collective bargaining – Problems and prospects – Bipartisan in agreements – Code of conduct and code of discipline –
- UNIT 10 Wage boards – Reports of wage boards – Management of strikes and lockouts – measures to stop strikes and lock outs Disputes – Impact – Causes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication.
- UNIT 11 Employee safety programme – Types of safety organization – functions – implications – features - Industrial Relations problems in the Public Sector – Growth of Trade Unions – Codes of conduct.

BLOCK IV: WELFARE SAFETY COMMITTEE AND

UNIT 12 Safety committee – Ergonomics – Damage control and system, safety – insurance – grievance redressal.

UNIT 13 Employee communication – House journals – Notice boards suggestion schemes – upward communication, personnel counselling and mental health –

UNIT 14 Educational and social development – modern trends – employee education – NGC .Child Labour – Female Labour – Contract Labour – Construction Labour – Agricultural Labour – Differently abled Labour –BPO & KPO Labour - Social Assistance – Social Security – Implications

REFERENCE

1. Bhagoliwal T N, Personnel Management and Industrial Relations, Agra Publishers, Agra.
2. ArunMonappa, Industrial Relations, Tata McGraw Hill, New Delhi.
3. Michael V P,HRM and Human Relations, Himalaya Book House, Mumbai.
4. *Mamoria C.B. and Sathish Mamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2010.*
5. *Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj. Industrial Relations & Labour Laws.Tata McGraw Hill. 2012*

41922 - LABOUR LEGISLATIONS – II

Objective:

- To know the basic concept of LL and provisions.
- To gain knowledge on payment of gratuity act on 1972

BLOCK I: BASICS OF LABOUR LEGISLATIONS - II

- UNIT 1 Payment of Bonus Act: Computation of available surplus calculation of direct tax payable surplus calculation of direct tax payable by the employer
- UNIT 2 Eligibility for bonus and payment of bonus – deduction from bonus payable – adjustment of customary of interim bonus payable
- UNIT 3 Adjustment of customary or interim bonus linked with production or productivity – set on and set off allocable surplus
- UNIT 4 Set on and set off allocable surplus set on and set off allocable surplus presumption about accuracy of balance sheet and profit and loss account.

BLOCK II: PAYMENT OF GRATUITY AND WAGES ACT

- UNIT 5 Payment of Gratuity Act, 1972: Payment of Gratuity – exemption – nomination – determination and recovery of the amount of gratuity.
- UNIT 6 Payment of Wages Act, 1936: Objects, provisions relating to responsibility for payment of wages
- UNIT 7 Fixation of wage periods, time of payment, deduction and fines
- UNIT 8 Maintenance of records and registers, inspectors appointment of authorities and adjudication of claims.

BLOCK III: MINIMUM WAGE ACT AND FEATURES

- UNIT 9 Minimum Wages Act, 1948: Objects, fixing of minimum rate or wages – procedure for fixing and receiving minimum wages
- UNIT 10 Appointment of advisory board – payment of minimum wages, maintenance of registers and records contracting out

UNIT 11 An Act to provide for fixing minimum rates of wages in certain employments.
Powers of appropriate government offences and penalties.

BLOCK IV: STANDING ORDERS AND LEVEL OUTS

UNIT 12 Industrial Employment(Standing Orders) Act, 1946: Provisions regarding certification and operating of standing orders .

UNIT 13 Duration and modification of standing orders – power of certifying officer – interpretation of standing orders.

UNIT 14 Trade Union Act, 1926: Registration of Trade Unions, rights, and liabilities trade unions – procedure – penalties

REFERENCE

- 1 Bare Acts
- 2 Kapoor N D, Industrial Laws
- 3 Shukla M C, Industrial Laws
- 4 Tax Mann, Labour Laws, 2008.

41923 - TRAINING AND DEVELOPMENT

Objective:

- To know the basic concept of training and development
- To understand the various training method

BLOCK I: BASICS OF TRAINING AND DEVELOPMENT

- UNIT 1 Training: Meaning – Definition – Need – Objectives – Difference among education, training and development - Training, Development and Performance consulting – Design of HRD systems – Development of HRD strategies
- UNIT 2 Levels of Training: Individual, operational and organizational levels – horizontal , vertical , top , bottom& official training.
- UNIT 3 Training Organisation: Need assessment of Training- Organisational structure of training organizations
- UNIT 4 Training in manufacturing and service organizations – GST – Tax slap for state and central - Professional tax. Organisational analysis, task analysis and individual analysis – consolidation..

BLOCK II: ROLES OF MANAGERS

- UNIT 5 Duties and responsibilities of training managers – Challenges – Selection of trainers: Internal and external.
- UNIT 6 Employees Training: Meaning – Need – importance = implications – features – functions- organizational climate for training and development
- UNIT 7 Areas of training: Knowledge, skill, attitude – Methods of training: On the job – Off the job.
- UNIT 8 Executive Development Programmes: Meaning – Need –importance – nature – scope – implications

BLOCK III: APPRAISALS AND AWARDS

- UNIT 9 Methods of evaluation of effectiveness of training - development programmes - Key performance parameter
- UNIT 10 Evaluation of Training: Evaluation of training - meaning – nature – significance - types – implications

UNIT 11 Concept of return on Investment and cost benefit analysis –ROI – IRR – CPA-CBA Linking training needs and objectives of various theories of learning and methods of training

BLOCK IV: CURRENT SCENARIO OF TRAINING AND DEVELOPMENT

UNIT 12 Current practices in assessing training and development – latest scenario of assessing training. Learning cycles – factors for fixing duration – selection of participants – choice of trainers

UNIT 13 Training and Development in India: Government policy on training – budget estimate – allocation - CSR - Conducting the programs – ice breaking and games – relevance of culture of participants

UNIT 14 Training Institutes in India – Management Associations – Development programmes in Public and Private Sector organization- – Cost benefit analysis – Role of trainer and line manager in evaluations – Design of Evaluation – Kirkpatric’s model

REFERENCES

1. Sikula A F, Personnel Administration and Human Resource Development, John Wiley and Sons, New York.
2. Ahmed Abad, Management and Organisational Development, RachanaPrakashan, New Delhi.
3. Memoria C B, Personnel Management, Himalaya Publishing House, Mumbai.
4. Larney M C & William J, Management Training: Cases and Principles, Richad D Irwin, Illinois.
5. RudraBaswaraj, Personnel Administration Practice in India, Vaikunta Lal Mehta Inst. of Co-op. Management, Pune.
6. Human Resources Development – Theory and Practice, Tapomoy Deb Ane Books India, 2008.
7. Human performance consulting, James. S. Pepitone, Guely publishing Company, Houston,2006.

41924 - COMPENSATION MANAGEMENT

Objective:

- To know the basic concept of compensation management
- To gain knowledge on wage theories

BLOCK I: BASICS OF COMPENSATION MANGEMENT

UNIT 1 Introduction to Compensation, Rewards, Wage Levels and Wage Structures; Introduction to Wage -Determination Process and Wage Administration rules; -Pay - Compensation based on macroeconomic - micro economic factors – wage settlement – safety measures

UNIT 2 Introduction to Factors Influencing Wage and Salary -Structure and Principles of Wage and Salaries Administration Wage theories – Evaluation of theories – Components of compensation – implications – problems – prospects

UNIT 3 Introduction to Minimum Wages; Introduction to Basic Kinds of Wage Plans; Introduction to Wage-Differentials & Elements of a Good Wage Plans Wage Fixation Factors: Job factors – Personnel factors – Company factors

UNIT 4 Trade unionism – Price levels – Competition factors – perfect competition – imperfect competition

BLOCL II: PROCESS OF PAY FIXATION

UNIT 5 Pay Fixation Process: Surveying pay and compensation practices – Designing pay structure.

UNIT 6 Incentive Schemes: Monetary and Non-monetary dimensions – Incentive plans – Incentives for direct and indirect categories

UNIT 7 Introduction to Importance of Wage Differentials; Introduction to Executive Compensation and Components of Remuneration Individual/ group incentives – Fringe benefits/ perquisites – Profit sharing

UNIT 8 Introduction to Nature and Objectives of Job Evaluation; Introduction to Principles and Procedure of Job Evaluation Programs; Introduction to Basic Job Evaluation Methods; Employee Stock Option Plan – Non-monetary incentive schemes: Types and relevance.

BLOCK III: KPP AND PERFORMANCE COMPENSATION

UNIT 9 Performance Linked Compensation: Measuring performance – KPP - implications – problems- prospects Introduction to Implementation of Evaluated Job; Introduction to Determinants of Incentives; Introduction to Classification of Rewards; Incentive Payments and its Objectives.

UNIT 10 Introduction to Institutional Mechanisms for Wage Determination Performance parameters – service benefit – merit cum reward –citation – token of gift - promotions

UNIT 11 Performance compensation – Structure – measures – Key performance parameters - Control of employee cost – implications - problems.

BLOCK IV: CURRENT TRENDS IN WAGE INCENTIVES AND COMPENSATION

UNIT 12 Legislations regarding Compensations – Key provisions of Payment of Wages Act, Minimum Wages Act and Payment of Bonus Act.

UNIT 13 Current Trends in Compensation: Executive compensation – International compensation – Challenges and scope. Introduction to Planning Compensation for Executives & knowledge Workers

UNIT 14 Introduction to Wage Incentives in India; Introduction to Types of Wage Incentive Plans- Compensation and satisfaction – Compensation and motivation – Compensation for knowledge personnel.

REFERENCES :

1. Suril G K, Wage, incentives: Theory and Practice.
2. Morris, Principles and Practices of Job Evaluation.
3. Dravid W Belcher, Wage and Salary Administration.
4. Richard Henderson, Compensation Management in a Knowledge Based World.

3. DURATION OF THE PROGRAMME

The course shall consist of one academic year divided into two semesters.

1. Faculty and Support Staff Requirements

This programme requires the following faculty and supporting staffs

Staff Category	Required
Core Faculty *	3
Faculty – Specialization*	2
Clerical Assistant	1

*At least Assistant Professor Level (Either permanent or part time)

2. Instructional Delivery Mechanism

Each semester there will be one contact programme of 64 hours duration in theory. The SLM(Self Learning Material) will be supplied to the students in print form as well as in CD form. The face to face contact sessions of the programme for theory courses will be held at the head quarter/ Learning Center. The conduct of end semester examinations, evaluation and issuance of certificates will be done by office of the Controller of examinations, Alagappa University, Karaikudi.

F) PROCEDURE FOR ADMISSION, CURRICULUM TRANSACTION, AND EVALUATION

Eligibility

A candidate who has passed any Bachelor Degree from a recognized University in the Pattern of 10+2+3 shall be permitted to appear and qualify for the programme.

Curriculum Transactions:

The class room teaching would be through conventional lecture, use of OHP, power point presentation and novel innovative teaching ideas like television and computer aided instruction. Student seminars would be arranged to improve their awareness and communicative skill.

Face to face contact session will be conducted as given in below table.

Course Type	Face to Face Contact Session/semester (in Hours)
4 Theory courses with 4 credits	64
Total	64

Evaluation

The examinations shall be conducted separately for theory and practical's to assess the knowledge acquired during the study. There shall be two systems of examinations viz., internal and external examinations. In the case of theory courses, the internal evaluation shall be conducted as Continuous Internal Assessment via. Student assignments preparation and seminar, etc. The internal assessment shall comprise of maximum 25 marks for each course. The end semester examination shall be of three hours duration to each course at the end of each semester. In the case of Practical courses, the internal will be done through continuous assessment of skill in demonstrating the experiments and record or report preparation. The external evaluation consists of an end semester practical examinations which comprise of 75 marks for each course.

f. 3.2. Distribution of Marks in Continuous Internal Assessments:

The following procedure shall be followed for awarding internal marks for **theory** courses

Component	Marks
Assignments(2) (12.5+12.5)	25
Total	25

Question paper pattern (Theory)

- The question paper carries a maximum of 75 marks.

- The question paper consists of three sections namely Part-A, Part-B and Part-C.
- Part-A consists of 10 questions of 2 marks each ($10 \times 2 = 20$ marks) with no choice. The candidate should answer all questions.
- Part-B consists of 5 either or choice questions. Each question carries 5 marks ($5 \times 5 = 25$ marks).
- Part-C consists of 5 questions. Each question carries 10 marks. The candidate should Answer any three questions ($10 \times 3 = 30$ marks).

Passing Minimum

- For internal Examination, the passing minimum shall be 40% (Forty Percentage) of the maximum marks (25) prescribed for UG and PG Courses.
- For External Examination, the passing minimum shall be 40% (Forty Percentage) of the maximum marks (75) prescribed for UG and PG Courses.
- In the aggregate (External + Internal), the passing minimum shall be 40% for UG and 50% for PG courses.

Marks and Grades:

The following table gives the marks, grade points, letter, grades and classification to indicate the performance of the candidate.

Range of Marks	Grade Points	Letter Grade	Description
90-100	9.0-10.0	O	Outstanding
80-89	8.0-8.9	D+	Excellent
75-79	7.5-7.9	D	Distinction
70-74	7.0-7.4	A+	Very Good
60-69	6.0-6.9	A	Good
50-59	5.0-5.9	B	Average
00-49	0.0	U	Re-appear
ABSENT	0.0	AAA	ABSENT

C_i = Credits earned for the course i in any semester
 G_i = Grade Point obtained for course i in any semester.
 n refers to the semester in which such courses were credited

For a semester;

$$\text{Grade Point Average [GPA]} = \frac{\sum_i C_i G_i}{\sum_i C_i}$$

Grade Point Average = $\frac{\text{Sum of the multiplication of grade points by the credits of the courses}}{\text{Sum of the credits of the courses in a semester}}$

For the entire programme;

$$\text{Cumulative Grade Point Average [CGPA]} = \frac{\sum_n \sum_i C_{ni} G_{ni}}{\sum_n \sum_i C_{ni}}$$

CGPA = $\frac{\text{Sum of the multiplication of grade points by the credits of the entire programme}}{\text{Sum of the credits of the courses for the entire programme}}$

CGPA	Grad	Classification of Final Result
9.5-10.0	O+	First Class- Exemplary*
9.0 and above but below 9.5	O	
8.5 and above but below 9.0	D++	First Class with Distinction*
8.0 and above but below 8.5	D+	
7.5 and above but below 8.0	D	
7.0 and above but below 7.5	A++	First Class
6.5 and above but below 7.0	A+	
6.0 and above but below 6.5	A	
5.5 and above but below 6.0	B+	Second Class
5.0 and above but below 5.5	B	

0.0 and above but below 5.0	U	Re-appear
-----------------------------	---	-----------

*The candidates who have passed in the first appearance and within the prescribed semester of the PG Programme are eligible.

Maximum duration for completion of the course

The maximum duration for the programme shall not exceed five years after the completion of the minimum duration of the programme.

Commencement of this regulation

These regulations shall come into effect from the academic year 2018-19 for students who are admitted to the first year of the course during the academic year 2018-19.

Fee structure

Sl. No.	Fees Detail	Amount in Rs.
		First Year
1	Admission Processing Fees	300
2	Course Fees	5500
3	ICT Fees	150
	TOTAL	5950

G) REQUIREMENT OF THE LIBRARY RESOURCES:

LIBRARY RESOURCES

The Central Library is one of the important central facilities of Alagappa University. It has text book, reference books, conference proceedings, back volumes, standards, and non-book material such as CD-ROMs and audios. The central Library procured several e-books in different areas. The library also subscribes to about 250 current periodicals. The Directorate of Distance

Education of Alagappa University has adequate number of copies of books related to Management Programme.

COST ESTIMATE OF THE PROGRAMME AND THE PROVISIONS:

Sl. No.	Nature of Expenditure	Amount in Rs. (Approx.)
1	Programme Development	10,00,000/-
2	Programme Delivery	3,00,000/-
3	Programme Maintenance	1,00,000/-

i) QUALITY ASSURANCE MECHANISM AND EXPECTED PROGRAMME OUTCOMES

- The feedback from students on teaching will be collected every semester using standard formats.
- Feedback on the curriculum will also be collected from the experiences of the students which help teachers in fine tuning of deliverables in the classroom.
- It helps in improving the standard of teaching as expected by the students.
- Exit survey feedback on various parameters to improve and quality of the programme and support services like course material, library and infrastructure.
- It helps to Strengthen the contents of the program to meet the requirements of the employment market and keep the curriculum as a treasure of knowledge.
- This programme provides opportunities for students to develop and demonstrate knowledge and understanding, skills, qualities and other attributes.

ALAGAPPA UNIVERSITY

[Accredited with 'A+' Grade by NAAC (CGPA:3.64) in the Third Cycle]

KARAIKUDI

Minutes of the Meeting of the Board of Studies in Management (Distance Education) held at the Directorate of Distance Education, Alagappa University, Karaikudi – 630 003, on 06.09.2017 at 11.00 am.

Members Present

1. Dr. S. Kaliyamoorthy - Chairman
2. Dr.G. Jayabal - Member
3. Dr.R. Perumal - Member
4. Dr.S. Rajmohan - Special Invitee
5. Mr.S. Prabhu - Special Invitee

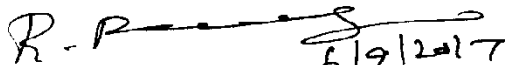
At the outset, the Chairman has extended a warm welcome to all the Members of the Board and briefed the need and purpose of the meeting.

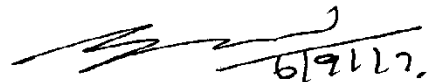
The board has considered and scrutinized the Regulations and Syllabi for the following UG, PG and PG Diploma Programmes in the field of Management to be offered through ODL mode.


S.No.	U.G. Programmes	P.G. Programmes	PG Diploma Programmes
1.	BBA	M.A.(Public Administration)	Hospital Administration
2.	B.A. (Public Administration)	M.A.(Personnel Management & Industrial Relations)	Human Resource Management
3.	BBA(Banking)	M.B.A (General)	Business Management
4.	-	MBA(International Business)	Personnel Management & Industrial Relations
5.	-	MBA(Corporate Secretaryship)	-
6.	-	MBA(Banking & Finance)	-
7.	-	MBA(Project Management)	-
8.	-	MBA(Hospital Management)	-
9.	-	MBA (HumanResourceManagement)	-
10.	-	MBA(Education Management)	-
11.	-	MBA(Retail Management)	-
12.	-	MBA(Technology Management)	-
13.	-	MBA(Logistics Management)	-
14.	-	MBA(Corporate Management)	-
15.	-	MBA(Financial Management)	-
16.	-	MBA(Marketing Management)	-
17.	-	MBA(System Management)	-
18.	-	MBA(Production and OperationManagement)	-
19.	-	MBA (Tourism)	-
20.	-	MBA (Cooperative Management)	-
21.	-	MBA Five Years Integrated	-

The board has unanimously resolved to approve the Regulations and Syllabi of the various above mentioned UG, PG and PG Diploma Programmes proposed to be offered through ODL mode. The approved Regulations and Syllabi of the above mentioned programmes are provided in the Annexure-I

Finally the meeting came to end with a formal vote of thanks.


(R. PERUMAL) 6/9/2017


(G. JAYABAL) 6/9/2017


(S. PRABHU)


(R.S. RAJMOHAN)


(S. KALIYAMOORTHY) 6/9/17