



SACRED HEART COLLEGE (AUTONOMOUS)

Tirupattur – 635 601, Tamil Nadu, S.India

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Ready for
Every Good Work

A Don Bosco Institution of Higher Education, Founded in 1951 * Affiliated to Thiruvalluvar University, Vellore * Autonomous since 1987

Accredited by NAAC (4th Cycle – under RAF) with CGPA of 3.31 / 4 at ‘A+’ Grade

MSW(HRM) Program Structure (from 2021 – 2022 onwards)

SEMESTER I						
Title of the subject	Contact Hrs	Credit	E-hrs	CA	SE	Total
Introduction to Social Work Profession	45	3	3	50	50	100
Social Work Practice with Individuals	45	3	3	50	50	100
Social Work Practice with Groups	45	3	3	50	50	100
Social Work Practice with Communities	45	3	3	50	50	100
Human Psychology	30	2	3	50	50	100
Theatre Skills	30	2	R/SD		100	100
Concurrent Field Work–I	-	5	R/V	50	50	100
SEMESTER TOTAL		21				700
SEMESTER II						
Labour Legislation and Labour Welfare	60	4	3	50	50	100
Strategic Human Resource Management	60	4	3	50	50	100
Social Work Research & Statistics	60	4	3	50	50	100
HR Analytics	30	2	3	50	50	100
Data Processing & Analysis Skill (SPSS& NVIVO)	30	2	R/SD	50	50	100
Concurrent Field Work-II	-	5	R/V	50	50	100
Research Project I	-	3	R/V	80	20	100
Block Field Work (4 Weeks Duration)	-	4	Required		100	100
<i>Transactional Analysis (Certificate Course)</i>	-	2*	Optional-Successful Completion			
SEMESTER TOTAL		28+2*				800

SEMESTER III						
Title of the subject	Contact Hrs	Credit	E-hrs	CA	SE	Total
Human Resource Development	45	3	3	50	50	100
Industrial Relations	45	3	3	50	50	100
Organizational Behavior	45	3	3	50	50	100
International HRM / Hospital Administration/ Analysis for Managerial Decision Making	30	2	3	50	50	100
Corporate Social Responsibility/ Hotel Front Office Management/ Training & Development	30	2	3	50	50	100
Skill Matrix & Competency Mapping Skill	30	2	R/SD	50	50	100
Research Project II	-	3	R/V	80	20	100
Concurrent Field Work – III	-	5	R/V		100	100
<i>Psychometric & Testing Tools (Certificate Course)</i>	-	2*	Optional-Successful Completion			
SEMESTER TOTAL		23 +2*				800

SEMESTER IV						
Title of the subject	Contact Hrs	Credit	E-hrs	CA	SE	Total
Human Rights and Social Legislation	30	2	3	50	50	100
Human Resource Accounting/ Entrepreneurship Planning & Development/ HR Leadership	30	2	3	50	50	100
Human Resource Management in Service Sector/ Diversity Management/ Financial Management for Managers	30	2	3	50	50	100
Performance Management Skill	30	2	R/SD	50	50	100
Internship Training	-	10	R/V	50	50	100
Block Field Work (4 Weeks Duration)	-	4*	Optional-Successful Completion			
SEMESTER TOTAL		18+4*				500
COURSE TOTAL		90+12*				2800

MC-Main Core, **IDC**-Inter-Disciplinary Core; **ME**-Main Elective,
RP-Research Project; **SK**-Skill Paper; **FWP**-Field Work Practicum;
CC- Certificate Course **SFWP**- Summer Field Work Practicum;
R/V- Report Submission & Viva Voce **R/SD** - Report Submission / Skill Demonstration

Components of Programme	No of courses	No. of courses (x) credits	Total Credits
Main Core (MC)	03	03 x 04	12
	07	07 x 03	21
Inter Disciplinary Core (IDC)	03	03 x 02	06
Main Electives (ME)	04	04 x 02	08
Skill Paper (SK)	04	04 x 02	08
Field Work Practicum (FWP)	03	03 x 05	15
HR Internship Training (IT)	01	01 x 10	10
Summer Field Work Practicum (SFWP) (4 Weeks at the end of I Year)	01	01x04	04
Summer Field Work Practicum (SFWP) (4 weeks at the end of II Year)	01* (Optional)	01X 04	04*
Research Project	02	02 x 03	06
Certificate Courses (CC)	02* (Optional)	02 X 02	04*
TOTAL	31	-	90+12*

CHOICE BASED CREDIT SYSTEM (CBCS) & ADDITIONAL CREDITS

A student has to get 90 credits and pass in all papers to get a Degree in Social Work.

However, there is a scope for students to get additional 12 credits.

Such students can obtain extra 4 credits by undertaking Summer Field Work Practicum at the end of IV Semester, 4 more credits by opting for 2 Certificate Courses (2 credits each) offered by the Dept. of Social Work. They can also avail 4 more credits by taking Certificate Courses offered by other P.G. Departments of Sacred Heart College.

They can also attend Certificate programmes (of minimum 30 hours duration) offered by recognized educational institutions in line with the fields of Social Work. Students have to get prior approval of the department and must produce the certificate to get the extra 2 credits. (However, the optional credits cannot exceed 12)

In the case of electives, the students have three choices from which they can select any one paper. Whereby, in a class of 40 students, if two groups of students choose one elective each then the elective chosen by the majority will be offered.

PEDAGOGY

Theory classes are held on Mondays, Tuesdays and Wednesdays (as per the College Calendar). Field practicum is carried out on Thursdays and Fridays. Most of the classes are conducted with a combination of lectures, presentations and discussions for which students' participation is highly encouraged. Students are given an outline of the course with the bibliography for their preparation at the beginning of each semester. Students are expected to supplement classroom learning by independent reading.

Skill Papers: The department offers four skill papers (one in each semester) to the students and it is mandatory that students pass in these skill papers. The main objective of these papers are to enhance specific skills related to Social Work Practice. **The Skill Papers do not have Semester End Examination.** Internal Assessment carries 100 marks.

Certificate Course: It is an extra credit course (2 credits) and purely optional. The course duration is minimum of 30 hours and will be conducted outside the class hours (mostly on Saturdays & Sundays). The students who want to do a certificate course will pay the fees to the department from which the running cost (Honorarium to Resource Persons and Travel cost) will be met. Students are required to pay Rs. 50/- to the office of the Controller of Examinations as examination fee. **The Certificate Courses do not have Continuous Internal Assessment and Semester End Examination.** The students must have attended minimum 30 hours of the course to get the Certificate and 2 Credits.

Teaching and Learning Methodology: The teaching-learning methodology includes lectures, interactive discussions, assignments, use of visual aids, book reviews, articles/news items in reviews, field based case studies, field visits, guest lecturers, discussion forums through 'Moodle platform' and video conferencing.

Course Design: The department has a unique system of preparing a Course Design which is used as an aid in teaching-learning process. The course design consists of the syllabus with 5 Units and bibliography. For example; under each unit, the student will find details of the books and journals which contain information about the prescribed unit. The teacher also has to specify the hours and actual dates of lecture/discussion he/she intends to use to teach that respective unit. This is prepared by the teacher by involving students and it serves as a source of inspiration for those staff and students who want to be well prepared for the class room teaching-learning experience.

FIELD WORK

Field Work is an integral part of the programme of training in Social Work. It comprises of learning professional social work practices under the guidance of trained field instructors in Government Organizations, Non- Government Organizations and Companies. It enables students to put theory to practice in the field with adequate social work interventions.

In the first year, students are placed in social welfare agencies where he/she is able to practice Social Work with Individuals, Groups and Communities. In the second year, depending on the field of specialization, a student is placed in a community setting or industrial setting or in a youth development setting. Students will be required to maintain/document regular recordings of their fieldwork learning's during the course of their field practicum.

Concurrent Field Work: During the first and second semester, students are expected to work for a minimum of 15 hours per week on Thursdays and Fridays.

Summer Block Field Work: At the end of the I Year, it is mandatory for students to undertake a one month Summer Field Practicum as a requirement for a Master's Degree in Social Work.

Students also get an opportunity to do Summer Field Practicum at the end of the Second year but this is optional. Summer Field Practicums do not have terminal exams. However, it is mandatory for the students to complete 4 weeks of Field work training and submit their respective field work records.

Field Work Requirements

Students are expected to inform their Agency Supervisor and the Field Work Coordinator of the department in prior for their absence on any scheduled fieldwork day. Failure to do so will be strictly dealt with. Any absence from fieldwork for a longer duration, more than one day must be communicated in writing to the Fieldwork Supervisor. Hundred per cent attendance in fieldwork must be achieved to be eligible to appear for the semester end examination. Leave of absence during field work needs to be compensated with permission and adherence to the guidelines of the concerned Field Work Supervisor, Field work Coordinator and HoD.

All students are required to dress appropriately adhering to the given dress code and due respect to the socio-cultural practices of the people whom they work with during their fieldwork tenure. A similar sobriety in dress code is also expected from students within the College premises and hostels.

Field Work Supervision

The Department has assigned a Field Work Coordinator for I MSW and three Field Work Coordinators for II MSW for three specializations - Community Development, Human Resource Management and Youth Development. In addition to the FW Coordinators, a group of 6 to 7 students are allotted to a Field Work Supervisor.

The Field Work Coordinator will be responsible for planning the field work for students and to ensure their supervisory visits to the agency and community. The FW Supervisors visit the agency/ community at least once in a semester to establish rapport and avail valuable feedback on the quality of field work training.

Field Work Conference

The students submit field work report every Monday morning. The I MSW students report will consist of a general report and three separate reports on Casework, Group Work and Community Organization. The II MSW field work reports will be as per the requirement of each specialization. Field Work Supervisors will correct the report and guide the students individually or in groups via Field Work conference.

Laboratory Sessions

The Field Work Coordinator organizes laboratory sessions on three primary methods of Social Work - Casework, Group Work and Community Organization. These sessions mainly focus on providing hands on experience to students on skills and techniques in the aforesaid methods.

The P.G. Department of Counselling Psychology has a Laboratory with advanced Psychometric tools. By agreement, students of MSW are also trained in relevant psychometric

tools. MSW students can also avail an optional certificate programme in Psychometric Testing and Tools.

Rural Camp

These are compulsory requirements to complete the course. No one is exempted from these requirements except for medical reasons. Students absent for medical reasons with prior permission of the Department, must compensate their days of absence as per the terms and conditions of the department. Students failing to comply with the nomenclature will not be allowed to appear for Field work exams.

Code of Conduct during Field Work Placement

Students should be in prescribed dress-code and with ID card during their FieldWork. Students should be punctual and regular on all Field Work days.

A decent behaviour is expected while the students are working and traveling with the students of the other gender for field work/rural camp/study tour.

Copying in pen drive or taking files and documents from the agency without their proper permission is strictly prohibited.

Behaviour should be appropriate in the respective place of field work.

Leave during field work will be granted only for valid reasons with the prior permission of Agency Supervisor and HoD.

Compensation of field work days are compulsory in case of leave taken on medical ground or for any other valid reasons with the prior approval of HoD.

All working days of the agency are working days for students. Holidays of the college are not applicable when a student is placed in an agency / Factory/ Govt. Departments.

Politeness, learning interest, initiative taking, appropriate interpersonal relationship, creativity and good attire are expected and insisted.

Students must get the joining and relieving orders properly signed by the agency supervisor and submit to the department.

FIELD WORK AGENCIES FOR PLACEMENT

Industries:

Aditya Birla Group, Hosur
ALSTOM, Hosur
Asahi India Glass, Chennai
Ashok Leyland, Hosur
AVTEC, Hosur
Chestlind Textiles, Hosur
CK Airtech India, Hosur
Corborandum Universal Ltd, Hosur
Dynaspede, Hosur
ELGI, Coimbatore
Exide Batteries India, Hosur
First Step Baby Wear, Hosur
Fleet Guard Filters Pvt. Ltd, Hosur
Ford India Ltd, Chennai
Hindustan Motors Ltd, Hosur
Hyundai Mobis, Chennai
Hyundai Motor India Ltd, Chennai
ITC Ltd, Hosur
JK Tyres, Chennai
Lucas TVS, Puducherry
KH Shoes, Ranipet
LuK India, Hosur
MBDL, Chennai
Micheline Tyres Tamil Nadu, Chennai
JBM Neel Auto Pvt. Ltd, Hosur & Chennai
Kansai Nerolac Paints, Hosur
Orchid Chemicals, Chennai
Ram Leathers, Ranipet
Sanvick Asia, Hosur
Schwing Stetter (India) Pvt. Ltd, Sriperumbudur
Shahi Exports, Bangalore
Sharda Motors Industries, Chennai
Tenneco, Hosur
TITAN, Hosur
TVS Motor, Chennai
Cognizant, Coimbatore
Rane, Chennai
Bonfiglioli, Chennai

Note: Every year new agencies are added based on the students' requirement and the network built

RESEARCH PROJECT

MSW course aims to enhance the knowledge and skills of social work students in conducting scientific research and contribute to the profession. Students will undertake a Research Project. A member of the faculty will be assigned as a Research guide. The project report must be submitted for examination on the day fixed in the Department Calendar. No project report will be accepted after this date. Plagiarism or malpractice found in the research project work of a student will be dealt with seriously. The concerned student has to undergo a fresh process of the Project work. The students have to adhere to the guidelines given in the Research Guide Booklet given to them.

LIBRARY

The College has a well-equipped library section which serves as a rich resource of updated, relevant material for Social Work students. The library is completely computerized and serves all interested development professionals. The entry of the student is tracked through a Biometric Entry System. The library system is automated through EBLIS (a Library Software) and Online Public Access Catalogue. The circulations of books are being facilitated through barcodes and Identity Cards. The library provides CD-ROMs for self-instruction and a virtual classroom to supplement classroom teaching/learning. The library contains a vivid collection of Books, Journals and Magazines, Periodical back volumes, CDs, Databases, Bibliographic details of Journals Videotapes and Computers.

A cyber library called the 'Cybrary' has been made available for staff and research scholars. It has 40 Computers with Internet browsing, which students can use to browse online journals and resources. The students are given a Card by which they can access 10 hours of browsing free of cost. In addition to browsing, the students have the facility to prepare Manuscripts / Download materials / CD Writing / Printing as per their requirements. There are twenty

workstations working with Linux 9.0. Rs.100/- is charged for the use of computer for 15 hours in one semester.

Library working hours:

Monday-Friday	8.00 a.m to 8.00 p.m
Saturday	8.30 a.m to 5.30 p.m
Sunday	9.00 a.m to 12.30 p.m
During Vacation	8.00 a.m to 4.30 p.m

Library Services

Orientation to fresher
Open access to books and journals
Current periodicals and newspapers in the Periodical section
Periodical back issues in the cabinets
University and Autonomous Question papers
OPAC
Printed Library catalogue
A database for Journal articles listing
A separate wing for CDs, Video tapes, Internet and E-journals
Reading materials from USIS library

Students have to enroll to be members. They can borrow 20 books and 5 videotapes per month. They can get Book Alert, Article and Web Alert, Span magazine, AIRC Newsletter, bibliography and videos.

More information from: (<http://shcpt.edu/index.php/facilities/index/76>)

EXAMINATION

University Requirements for MSW Programme

As per Tiruvalluvar University regulations a candidate who wants to appear for Examination in MSW must have:

Minimum 75% attendance of lecture classes in each course in each semester

Full (100%) attendance for the stipulated hours in field work,

Satisfactory conduct in the College campus and during field work practicum.

Passing Standard

Students are evaluated for 50 Marks through Continuous Internal Assessment (CIA) and for 50 Marks through Semester End Examination (SEM) in each Semester. There is no passing minimum for CIA; however, a student must get 50% of marks of Semester End Examination (50% of 50 = 25) to pass in the semester end exam. Altogether, students must obtain minimum of 50% marks in aggregate in each paper to pass and obtain a MSW degree.

In addition to passing in all the subjects that are mandatory, a student has to get a minimum of 90 credits from the subjects. They cannot count on the 12 additional credits they might get from non-mandatory courses.

CIA Components for Theory Papers (40 Marks)

Written Exam (One CA) - (2hrs) for 2 units (12.5 marks)
Snap Test (No prior Intimation) (10 marks)
Assignment (12.5 marks)
Student's Participation (10 marks)
Library usage (5 Marks)- (Off or Online)

Options for Student's Participation (5 marks)

Short survey/ In depth Interview/ FGDs
Field visit and analytical reporting of the visit
Preparing a photo dossier and analytical comments
Poster presentation on a theme
Making a short documentary
Book Review (Summarizing)
Publishing an article in a national daily or news magazine or journal
Minor Research Project

Question Paper Pattern

For Semester Examination

Time: 3Hrs

Max. Marks: 100

SECTION – A (Knowledge based) (10X2 =20 Marks)
10 Questions will be given and all questions have to be answered. Answers limited to 50 Words Each. Each question carries 2 marks.

SECTION – B (Understanding based) (5X7 =35 Marks)
Five questions will be given with Choice A or Choice B. All 5 questions have to be answered. Answers limited to 300 Words Each. Each question carries 7 marks.

11. a.(or) b.
12. a.(or) b.
13. a.(or) b.
14. a.(or) b.
15. a.(or) b.

SECTION – C (Application Oriented) (3X15 =45 Marks)
Five questions will be given. Three questions have to be answered. Answers limited to 800 Words Each. Each question carries 15 marks.

Questions from 16 to 20

For Continuous Internal Assessment Test

Time : 2 Hrs

Max. Marks: 50 (Weightage – 12.5)

SECTION – A (Knowledge based) (6X2 =12 Marks)
6 Questions will be given and all 6 questions have to be answered. No choice. Answers limited to 50 Words each. Each question carries 2 marks.
Questions 1 to 6

SECTION – B(Understanding based) (3X6 =18 Marks)
Three questions will be given with each question having Choice A or Choice B. All the questions have to be answered with either choice A or Choice B. Answers limited to 300 Words each. Each question carries 6 marks.

6. a.(or) b.
7. a.(or) b.

8. a.(or) b.

SECTION – C(Application Oriented)

(2X10 =20 Marks)

Four questions will be given. Two questions have to be answered. Answers limited to 800 Words Each. Each question carries 10 marks. Questions 9 to 12.

OPPORTUNITIES FOR HOLISTIC FORMATION OF STUDENTS

Association of Social Work

The Association of Social Work is an academic body constituted to provide students with an opportunity to involve in academic and professional activities that promote social work values and creates space for developing social work skills through programs planned and executed by the students. The membership is compulsory for course of two years. Meetings for the SWSA are held at least once a month, which will be organized by the office bearers. Participation of all members is compulsory.

Executive Committee of Social Work Association

President: Faculty member nominated by the Head of the Department for the period of three years.

Vice president: A 2nd MSW student elected by the association.

Secretary: A 2nd MSW student elected by the association.

Joint Secretary: A 1st MSW student elected by the association

Treasurer: A 2nd MSW student elected by the association.

Joint treasurer: A 1st MSW student elected by the association.

Members: All students and staff members of the department

Clubs: Association of Social Work is further divided into different clubs namely, Media Club, Eco Club, Cultural Club, Reading Club, Experiential Sharing Club, Sports Club, Mens Club, Womens Club. Students are divided into different clubs and they plan for different programs which is executed during the course of the year. This is to give exposure to students to develop their leadership skills.

Class Quality Circle (CQC)

The Department has initiated Class Quality Circles. It aims to enhance the quality of learning environment by planning and implementing activities within the circle and within their class room. Mostly the CQCs focus on enhancing academic achievement, library use, knowledge board maintenance, improvement of communication skills and ensuring regularity of class attendance, supporting slow learners, Website & Face book Maintenance. Class teacher is the CQC facilitator. Each circle has a student leader.

Forum of Advanced Learners

It consists of a smaller group of advanced learners in first and second MSW. It enables advanced learners to initiate intellectual discussions, undertake micro level research on local and relevant needs, attend conferences/workshops/seminars, present papers/posters, publish papers and become members in forums for social workers. The members of this forum share their experiences and learning with the department.

Faculty Advisor

The field work supervisor plays the role of Faculty Advisor. Besides being responsible for the students' field work performance, the Faculty Advisor is also responsible for the students' overall academic work and professional development. Any difficulties experienced by the student may be discussed with the Advisor whose function is to assist and guide the student. The students receive individualized attention in the form of guidance and supervision from the teaching faculty.

Alumni Mentoring

The department has initiated this process and it has to take shape. Those students who want to be mentored will give their names to the Department. The Department will get in touch with the Alumni who will be interested to mentor the students. A mentor will have only one student.

Membership Opportunities for Social Work Students

Students are encouraged to become member in the following associations:

NAPSWI

www.napswi.org

National Association of Social Workers

www.socialworkers.org

International Federation of Social Workers

www.ifsw.org

SHRM India - Society for Human Resource Management

<https://www.shrm.org/india>

National Institute of Personnel Management

www.nipm.in/

Indian Society for Training & Development

www.istd.co.in
Rajiv Gandhi National Institute of Youth Development
www.rgniyd.gov.in
National Human Rights Committee of India
www.nhrcasia.com
National HRD Network (NHRDN) (The Student Chapter of NHRD, Hosur is already
functioning in the Department of Social Work)
www.nationalhrd.org

STUDENT FACILITIES

Work Scholarship: The College has introduced 'Work Scholarship Scheme' to financially support deserving students who show greater interest in academics and are willing to work and earn their scholarship. HoD in consultation with the class teacher will identify and suggest students for this scheme to the Secretary of the College.

Subsidized Noon Meal: The College has introduced this scheme wherein deserving students pay only 50% of the lunch they take in the canteen on a working day. The balance is paid by the College Management. It is provided to most deserving students who show greater interest in academics. HoD in consultation with the class teachers will identify and suggest students for this scheme.

Hostel Facilities: College has hostel facilities for boys and girls separately. Students need to formally inform the wardens regarding their absence from the hostel during field work.

Counseling Centre: The College offers counseling services to students through a Counseling Centre served by a trained Counselor.

Job Placement Cell: The College has a Placement Cell which organizes On Campus interviews Under Graduate and Post Graduate students every year. MSW students mostly have Off Campus Placements which are coordinated through the faculty members in charge of the respective specializations.

Smart Class Rooms and Video Conferencing: This facility is available in the college for the use of students and staff members. Advance booking of this facility is essential.

Computer Lab: The Department has a separate Computer Laboratory with 5 Desktops and two Printers for the use of students besides having a Desktop, Two Laptops, Printer and Scanner for the use of staff. Students use the lab to learn Quantitative statistical software, prepare their project reports and for Association and Forum activities. Computer lab is also extensively used for the minor and major research studies carried out by the Department.

Infrastructure & Audio Visual Systems: The Department is well equipped with separate class rooms for I & II MSW students and three specializations of which three are fitted with LCD projectors. All the staff members have separate rooms for their official work and to meet students for field work conference, research guidance and mentoring. The I & II MSW class rooms are spacious enough to accommodate all the students and so are used for Association programmes. The Department has its own Audio Visual systems. It has a Mini-Conference Hall that can accommodate around 200 participants for conferences, workshops and seminars.

UNIQUENESS OF THE COURSE

Foundational Learning

Students are given a thorough knowledge on the basics of Social Work and Human Resource Management papers.

Skill Matrix and Competency Mapping, Performance Management & Performance Appraisal, Data Processing and Theatre Skills are given to students in each semester to develop their HR Skills.

The Department is providing opportunity for the students to get Theory and Field knowledge in the course of two years. Apart from this, the department also provides various training programs covering 30% of every core paper. Such training programs are done through the experts who work in Human Resource Field.

Each core paper is taught with the relevant case studies/ real time projects where the students are given opportunity to discuss about the case and come out

with solutions. It helps them to develop their critical thinking skill. This is to encourage Action Learning among the students.

Parallel Learning

To understand and handle the human beings better, a certificate course on Transactional Analysis is given to all the students. Students can get extra credits if they complete it.

Students are given chance to learn the Psychometric Testing Tools as a certificate course to enhance their training skills, which will also help them to become a freelance trainer. Students get extra credits if they complete it.

SGA- Small Group Activities are initiated among the students during class hours to have a lively classroom atmosphere.

Action Learning

Various types (Manufacturing, Hotel, IT, ITES, Education, Non Governmental Organization, Government Organization, Hospital) of Industries are visited and students are given with exposure to such industries to understand the functions and scope of Human Resource Management.

Students are given chance to plan and organize programs of various types (Seminar, Conference, Workshop, Training Programs, Cultural, etc..).

Students undergo a month of internship training during third semester and two months of internship training in any type of industry during their last semester to understand the work culture and functions of Human Resource Professionals.

During their course of study students are allowed to join various clubs initiated by the Department and are allowed to plan and organize programs related to each club. They get a 360-degree learning experience by doing such activities through various clubs. It helps them become personally, professionally and socially responsible.

RULES & DISCIPLINE

Punctuality & Leave Taking Procedures for Students

Students are expected to attend every class on time. Classes start with “Good Morning Talk every working day at 8.30. Students are expected to be in assembly by 8.25 onwards. Punctuality is given lot of importance in the Department. Attendance is taken during every class and uploaded online the same day. The student is marked absent if she / he is late for the lecture.

Students have the right to take leave but with proper permission and official intimation (applying for leave online). Students taking leave without proper permission have to pay fine towards midday meal scheme or come with the parent or guardian and meet the Head of the Department. In case of long leave, the student along with the parent or guardian, need to meet Principal and get the approval for attending the classes. The students will not be permitted to take leave during field work and Internal Assessment exam days unless it is for an emergency nature.

In case of leave for three days and more due to illness, a medical certificate should be submitted. As 100% attendance is compulsory in case of appearing for Field work Viva-Voce, no absenteeism is encouraged during the course of Field Work Practicum.

DISCIPLINARY RULES

The students of both I MSW and II MSW ought to go through the following guidelines and rules related to their conduct in and out of the campus throughout their stay in this Institution. They are also advised to understand the misconducts and the various behaviors that may lead to serious consequences in their academic life. Clarifications may be sought from the Senior Professors at any point of time.

Wearing of ID Card around the neck is mandatory inside the campus, outside for any work related to department or college.

Campus Language is English. The students are expected and encouraged to converse

only in English with their co-students and the staff during the working hours of the College.

Everyday attendance is compulsory. Leave letter or Leave intimation through SMS should be given to HoD in advance in case the student wants to apply for leave. The leave letters are valid only with the signature of the Parent/ Hostel Warden.

Partial attendance is forbidden. Being present for few classes and being absent for other classes would lead to a serious misconduct.

The students should keep their mobile phones in a 'Switch Off' mode till the end of the class (1.35pm). They are not permitted to use it even during the break time. Sending and receiving messages during the class hours is considered to be a serious misconduct.

Students should not keep their laptops 'On' during class hours without prior permission from the teacher handling that class.

The students are expected to be back to class rooms for the IV hour, by 11.45am after the break. Break time is between 11.25 am to 11.40 am.

Dress Code should be followed as prescribed in the college calendar. Decent, neat and washed clothing is encouraged.

Freedom to relate with students of other gender should be well understood and in no way the students can misuse it. The academic ambience should be kept in mind. Chasing, touching and pulling the dress of a person of other gender is considered to be misconduct.

Any student who is found to be drunk or with the smell of alcohol during the working hours will face serious consequences like dismissal from the college after a centralized enquiry. Smoking just before coming to the college and during the break time is prohibited.

The students should be very attentive in the classes. Disturbing the class teacher by making noise, talking to other students, using mobile phones are totally prohibited.

The students should submit their assignments, Field work records and research chapters on or before the deadlines given. The faculty members have the freedom to reject late submissions.

Attendance to any common program of the department and the college even after 1.35 pm is compulsory.

Any type of business dealings like money lending, buying and selling of any type of products between and among students is prohibited.

Involvement of student in any common responsibilities of the dept. is mandatory. Valid explanation is needed for exception.

Attendance to CA exam is compulsory. As there is only one CA, no retest will be conducted unless for medical reasons.

Stealing, Lying and Speaking ill of others will lead to serious action.

Consumption of Alcohol in hostels would certainly lead to severe action here in the department as it leads to damage to the image of the department itself.

Students who stay outside (neither with parents nor in the college hostel) are expected to behave in such a way that they don't bring disrepute to the department or college by their misconduct even though it is outside the college campus.

FACULTY MEMBERS OF THE DEPARTMENT

Ms. Lisa Elango M.S.W. M.Phil

Assistant Professor /E Mail: lisa@shcpt.edu

Field of Expertise: Human Resources Management, Labour Legislations and Labour Welfare, Industrial Relations, Counselling, and Conducting Women related Programs & Projects.

Rev. Fr. Samson Shanmugam M.S.W, Ph.D.

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Field of Expertise: Youth Development, Project Writing, Research, Counselling.

Mr. Sebastian M.S.W

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Field of Expertise: Industrial Relation and Labour Welfare, Organizational Behaviour, Human Resource Development, Counselling, Organizing Workshops and Conferences.

FACULTY RESOURCE SHARING FROM P.G.& REASERCH DEPARTMENT OFSOCIAL WORK

Fr. Andrews Raja, SDB., M.S.W.

Assistant Professor /Email: andrewsraja@shctpt.edu

Field of Expertise: Community Development-Directing development organization & community college, managing projects, initiating entrepreneurial start – ups and mobilizing government resources

Dr. C.R. Christi Anandan, MSW, MBA., Ph.D

Assistant Professor /Email:

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Field of Expertise: Human Resources Management - Writing project proposals, evaluating projects in the development sector

Dr. K. Arockia Raj, M.S.W, M.Phil., M.B.A., Ph.D

Assistant Professor/Email: arokiaraj@shctpt.edu

Field of Expertise: Youth Development – Undertaking research projects and consultancy assignments in the field of youth development, employability skill training, designing and conducting capacity building programmes and guiding PhD research scholars.

Dr. T. Selvam MSW, M. Phil., Ph.D Assistant

Professor /Email: selvam@shctpt.edu

Field of Expertise: Community Development- Liaison with UGC on College project proposals

Fr. Daniel Ambrose MSW, M. Phil, (Pursuing PhD)

Assistant Professor /Email:

danielambrose@shctpt.edu

Field of Expertise: Youth Development-Directing research projects, student skill development programmes, career guidance programmes, and extension education

Dr. Clayton Michael Fonceca MSW, M.Phil.,PGDJPR, Ph.D

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Field Expertise: Human Resources Management, Qualitative Research and HR Policy

VISITING FACULTY

Dr. P. Sigamani, Professor & Head, Dept. of Social Work, Tiruvarur Central University, Tiruvarur.	Mr. John Robert Senior General Manager BOSCH Pvt Ltd Bangalore
Mr. John Britto HR Manager – Plant Head WakeFit Industries Pvt Ltd	Mr. Jonas Richard CHRIST University Bangalore
Dr. S. Satheesh Kumar, Assistant Professor, Dept. of Social Work, Pondicherry University, Puducherry.	Mr. Jawahar Michael Vice President -HR Sun TV Network, Chennai
Mr.Meganathan Manager- HR Bharat Petroleum Corporation Ltd.(BPCL), Chennai	Mrs. Gowri HR Asst Manager, ATC Pvt Ltd, Hosur.
Dr. Kumaravel, Assistant Professor, Dept. of Social Work (Youth & Community Development), RGNIYD, Sriperumbudur	Rev. Dr. C.P. Anto Principal, North East Institute of Social Science and Research (NEISSR), Dimapur, Nagaland, India.

CREDO OF SOCIAL WORKERS

As a Social Worker, I believe that... ..

Every human being is a person. He/she has his/her own inherent dignity and worth.

Every person's freedom, human rights and individuality must be respected.

Every person must be treated with dignity, love and compassion without any discrimination.

Social work is a helping profession. "Social Work" is "helping people to helpthemselves".

Social work aims at fulfillment of felt needs, crisis intervention and problem eradication at all levels of the society.

Social Work profession uses specialized methods like: Case work including all therapeutic interventions for individuals, Group work including all group therapies for groups Community organization & social action for communities and masses & Policy formulation, scientific administration, advocacy & research in all the areas of social work.

Social Work promotes individual responsibility for social needs and problems, and social responsibility for individual's needs and problems.

Social work gives priority care to the vulnerable individuals, groups and communities of the society.

Social work must ensure equal opportunity for life and well being of all, limited only by individual capacities.

Social Work Education and Training prepares social work educators, leaders, actionists, counselors, therapists, guides, enablers, facilitators and liaison officers. In every role the social workers should maintain propriety, integrity, competence, commitment, confidentiality, and dedication to service, scholarship and research.

Social Work is people centered. Social Workers go to the people, live among the people, learn from the people, plan with the people and work with the people. Start from what people know, build on what people have, teach by showing, learn by doing, not a showcase, but a pattern, not odds and ends but a system. Not piece meal, but integrated approach, not to conform, but to transform, not relief, but release.

SEMESTER I

INTRODUCTION TO SOCIAL WORK PROFESSION

(Main Core 1)

I MSW SEMESTER – I CODE:

Learning Outcome: *The students will...*

Gain knowledge about the profession of Social Work

Understand the different fields of Social Work

Get exposed to the historical growth and development of Social Work

UNIT - 1: Social Work: Definition, Objectives and Functions. History of Social Work in India, Evolution of social work in the west. Concept of International Social Work. Concepts related to Social Work: Social Service, Social Welfare, Social Policy, Social Security, Social Defense, Social Transformation, Social Justice, Social Reforms, Social Movements, Social Action, Social Development and Social Empowerment.

UNIT - 2: Theories and Models of Social Work: Systems Theory, Psychodynamic Theory, Social Learning Theory and Conflict Theory. Models of Social Work - Problem Solving Model, Cognitive Behavior Model, Crisis Intervention Model, Integrated social work model, developmental model, empowerment and justice model and radical model.

UNIT - 3: Social Work as Profession: Nature, Philosophy, Values and Principles. Code of ethics for Indian Social Workers towards clients, colleagues, agency and as professionals. Introduction to Social Work methods. Competencies of Professional Social Workers- International & National Associations of social work – Problems of professionalization in India Networks in Social Work.

UNIT – 4: Fields of Social Work: Social Work with Community, Medical and Psychiatric Social Work, Industrial Social Work, Social Work with Family and Children, School Social Work, Correctional Social Work, Social Work with Youth, Working with Marginalized Groups, Geriatric Social Work and Social Work in Peace and Non-violence. Ecology & Environment, Disaster & Crisis management

UNIT – 5: Social Reformers and Social Welfare Administration: Introducing students with the contributions of various reformers (Can talk about the major contributions of Raja Ram Mohan Roy, Sarojini Naidu, EVR Periyar, Gandhiji, Vinobave, Narayana Guru and Jyotirao Govindrao Phule. Mehta Padkar). Contemporary Social Reforms in India. **Social Welfare Administration-** Concept, Features - Non-Government, Non-Profit making and self – governing organizations. Human Service Organizations by Orientation, by Levels of operation and by Focus. Major programmes of Central Social Welfare Board and State Social Welfare Board. Social welfare programs of government of India.

Reference:

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- Chowdhry, Paul. 1992. Introduction to Social Work. Atma Ram and Sons. New Delhi.
3. Dean. H. Hepworth, Ronald, H. Rooney, Glenda Dewberry Ronney, Kimberly Strom-Gottfried, Jo Ann Larsen, 2010, Theory and Skills in Social Work, Cengage Learning India Pvt Ltd, New Delhi
4. Elizabeth A. Seyal, 2010 Professional Social Work, Cengage Learning India Pvt Ltd, Delhi
5. Ghanshyam Shah 2004, Social Movements in India a Review of Literature, Sage Publications, New Delhi
- Godwin Prem Singh J, 2009, Millennium Development Goals, Allied Publishers Pvt. Ltd, Mumbai
- Hingham, Patricia. 2006. Social Work- Introducing Professional Practice. Sage Publications. New Delhi
- Jane Williams, 2008, Child Law of Social Work British Library Cataloguing in Publication, New Delhi.
- Shaikh Azhar Iqbal, 2008, Modern Trends in Social Work, Subline Publication, Jaipur Batra, Nitin. 2004. Administration of social Welfare in India. Jaipur. Raj Publishing House.
- Bhattachary, Sanjay. 2009. Social Work Administration and Development. New Delhi. Rawat Publication.
- Chowdhry, D. Paul. 1992. Social Welfare Administration. Atmaram and Sons.
- Encyclopaedia of Social Work. Vol I & III Also for Units IV & V
- Kohli, A.S & S.R. Sharma. 1998. Encyclopedia of Social Welfare and Administration. New Delhi. Anmol Publication.

SOCIAL WORK PRACTICE WITH INDIVIDUALS (Social Case Work)

(Main Core 2)

I MSW SEMESTER – I CODE:

Learning Outcome: *The students will...*

Gain knowledge about the primary method of social work practice with individuals
Understand the techniques and approaches of social work practice with individuals
Acquire the skill of working with individuals

UNIT 1: Social Case Work- Introduction: Concept & Definition. Historical development of Social Casework. Objectives of working with individuals. Principles of social casework practice- Individualization, Purposeful expression of feelings, controlled emotional involvement, Acceptance, Non-judgmental attitude, Client self-determination and Confidentiality. Components of Casework (Perlman's model)-Person, Problem, Place and Process.

UNIT 2: Case Work Process: Phase 1: Exploration of person in environment, Multidimensional assessment and Planning, Multidimensional intervention. Phase 2: Implementing and Goal attainment. Phase 3: Termination and Evaluation; Follow up. Interview – Home visits, Collateral contacts, Referrals.

UNIT 3: Case Worker - Client Relationship: Characteristics of professional relationship: empathy, non-possessive warmth, genuineness and self-disclosure; Obstacles in client worker relationship: Transference, Counter transference and Resistance.

UNIT 4: Case Work Approaches and Models - Psycho Social approach, Person Centered Approach, Problem Solving Approach and Crisis Intervention Model. Relevance and Eclectic approach. Working with Individuals in different settings: Educational, Family and Child Welfare, Medical and psychiatric, Correctional and Industrial setting.

UNIT 5: Techniques in Practice- Ventilation, emotional support, action oriented support, advocacy, environment modification, modeling, role-playing and confrontation. Tools - Observation, listening, communication, rapport building, questioning, giving feedback. Record keeping – Face sheet, Narrative, Process and Summary recording. Use of Genogram and eco map- Case presentation as tool of professional development.

Reference

- Bhattacharya, Sanjay. 2009. Social Case Work Administration and Development. Rawat Publications. New Delhi.
- Elizabeth A Segal, et.al. 2010. Professional Social Work. Cengage Learning India Pvt.Ltd. India.
- Helen Harris Pearlman, 1968, Social Casework A Problem Solving Process, The University Of Chicago.
- Jainendra Kumar Jha 2002, Social Welfare and Social Work, J.L. Kumar for Anmol Publications Pvt. Ltd. New Delhi.
- Kottles A. Jeffrey, David S., Shepard. 2009. Counseling Theories and Practice. Cengage Learning India Pvt. Ltd. New Delhi.
- Mamta Sehgal, Nirmala Sherjung 1997, Marital Disputes & Counselling Remedial Measures-Vol 3, APH Publishing Corporation-New Delhi.
- Mathew, Grace. 1992. An introduction to Social Case Work. Tata Institute of Social Sciences.
- Mujawar W.R., N.K. Sadar. 2010. Field Work Training in Social Work. Mangalam Publications. New Delhi.
- Perlman Helan Haris. 2011. Social Case Work – Problem Solving Process. Rawat Publications. India.
- Philip Burnard 2009 Counselling Skills Training Book Of Activities, Viva Books- NewDelhi.
- Upadhya, R. K. 2010. Social Case Work A Therapeutic Approach. Rawat Publications. New Delhi.

SOCIAL WORK PRACTICE WITH GROUPS (Social Group Work)

(Main Core 3)

I MSW SEMESTER – I CODE:

Learning Outcome: *The students will...*

Gain knowledge about the primary method of social work practice with groups
Understand the techniques and approaches of social work practice with groups
Acquire the skill of working with groups

UNIT 1: Concepts of Group & Social Group Work: Concept of group and its importance of groups in human life cycle; Group is an Instrument of Change; Definition of social group work; Characteristics of social group work; History and development of social group work.

UNIT 2: Group Process and Dynamics group process, group interaction, Leadership and its development in group process, Communication in group- Verbal and non-verbal communication; Group dynamics: - group bond, sub-groups, group conflict, confrontation, apathy and group control, Importance of relationship, Conflict resolution.

UNIT 3: Social Group Work Method & Group Work Process: Values and distinctive principles of Group Work; Types of groups in social group work practice- open and closed groups, social treatment groups, task oriented groups (forum, committees and work team), developmental groups (Self Help Groups and support groups) and Recreational Groups; Group Work Process: Tuckman (1965), and Rogers (1967) model: Forming, Storming, Norming, Performing and Mourning (Deforming). Roles of Group worker in different stages of group development- in relation to leadership continuum theory of Tannenbaum and Smith

UNIT 4: Use of Programme in Social Group Work & Skills of Group Worker: Concept of programme, Principles of programme planning, Importance of programme in group work practice, Programme planning and implementation for group development- Skills for Social Group work - Social group work practice in different settings- Community, Educational, Family and Child Welfare, Medical and psychiatric, Correctional and Industrial setting.

UNIT 5: Recording in Group Work & Evaluation of Group Work :Importance of recording in group work, Principles of recording, Types of recording- , Techniques of recording – observation, sociogram, interaction diagrams- Bale’s categories of interaction process analysis- Importance of continuous evaluation in group work, Types of evaluation- Methods of evaluation

References:

- Charles Zastrow H, Msw , Ph.D, 2009, Social Work With Groups, Cengage Learning Publication, Australia
- Gerald Corey, Marianne Schneider Corey, Patrick Callanan, Michael J. Michael Russell, 1992,Group Techniques, Brooks, And Cole Publication Company Pacific Hrave, California
- Harlkich Trecker B, 1955, Social Group Work Methods And Principles
- Ken Heap,1985,The Practice Of Social Work With Group George Allen And Union Publication Ltd, London
- Marriane Schneider Corey And Gerald Corey, 1992,Groups Process And Practice, Brooks And Cole Publication Company, California
- Ronald W, Toscland,2005,An Introduction To Group Work Practice, Pearson Publication, London, New York
- Sahu R. K ,2010,Group Dynamics And Team Building, Excel Books, New Delhi
- Siddiqui ,2008,Group Work Theoretical Practices, Rawat Publication, Jaipur
- Steven Rose .R ,1998, Group Work With Children And Adolescents, Sage Publications, New Delhi
- Tom Douglas, 1993, A Theory Of Group Work Practice, Palgrave Macmillan Printing, London.
- Tom Dougles, 1976, Group work Practice, Tavistock Publication Ltd, London.

SOCIAL WORK PRACTICE WITH COMMUNITIES

(Main Core 4)

I MSW SEMESTER – I CODE:

Learning Outcome: Students will

Gain knowledge about the primary method of social work practice with communities

Understand the techniques and approaches of social work practice with communities

Acquire the skill of working with communities

UNIT 1: Community: Concept, Characteristics and Classification- Community organization: Concept, History, Objectives & Principles. Process of community organization - Study and survey, analysis, assessment, discussion, organization, action, reflection, modification, continuation. Similarities and differences between community organization and community development

UNIT 2: Models of community organization: locality Development, social planning, social action, Approaches-specific content, general content and process content- Social Work Approach, Political Activist Approach, Neighborhood/Community Development Approach, System Change Approach and Neighborhood Approach. Skills in community organization: Communication, training, consultation, public relations, resource mobilization, liaisoning. Community Organisation as a Para – Political Process – Networking, Conscientisation, Planning and Organising, Roles and Strategies of Social movements

UNIT 3: Methods of community organization: Awareness creation, planning and organizing, education, networking, participation, leadership, Community action, legislative and non-legislative actions. Application of community organization in rural, urban and tribal settings. Community Organization for Sustainable Development

UNIT 4: Social Action in Community Organization: Concept, Purpose and Techniques, Social Action as a method of social work. Approaches to social action – Paulo Friere, Saul Alinsky, Martin Luther King, Ambedkar

UNIT 5: Strategies and Tactics in Social Action: individual contact, conscientization, negotiation, collaborative pressure, advocacy, legal suasion, public relations, political organization, conflict resolution and violence. Contextual usage of strategies. Roles and Responsibilities of social activists. Social Action for Sustainable Development

Reference:

- Christopher, A.J., and Thomas William. 2006. Community Organization and Social Action. Himalaya Publications. New Delhi.
- Cox M. Fred et. al. 2005. Strategies of Community Organization. 4th Edition. Peacock Publishers. New Delhi.
- Jainendra Kumar Jha, 2002, Social Work And Community Development, Anmol Publications Pvt Ltd, New Delhi
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- N.Lalitha, 2008, Shg's And Micro Finance, Dominant Publishers And Distributors, New Delhi.
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- Surendra K.Vettivel, 1992, Community Participation Empowering the Poorest Roles of Ngo's, Vetri Publications, New Delhi.

HUMAN PSYCHOLOGY

(Inter Disciplinary Core 1)

I MSW SEMESTER – I CODE:

Learning Outcome: *The students will...*

Gain basic knowledge on psychology
Understand the behavior of human beings
Acquire the skill of using psychological testing tools in dealing with individuals

UNIT 1: Psychology: Concept: Science of mind, Science of behavior- Conscious & Subconscious processes and motivation. Developmental stages & Developmental tasks. Areas of Human Development - Social, emotional, cognitive and physical- Relevance of Psychology to Social Work.

UNIT 2: Psychological Processes in Behavior: Theories of Human Development: Freud's Psycho-Sexual theory, Erickson's Psycho-social theory and Cognitive Theory of Jean Piaget. **(Learning Theory)**
Needs and Motives, Emotions, Intelligence, Learning and motivation. Factors Influencing Human Behavior: Heredity and Environment. Personality: types of personality.

UNIT 3: Social Bases of Behavior: Perception - Hallucination, Delusion, Illusion, Attitudes, Prejudices, Biases and Stereotyping. Processes of Adjustment & Mal-adjustment. Coping Mechanisms vs. Defense Mechanism

UNIT 4: Abnormal Psychology: Concepts of normality and abnormality. International Classification of Diseases (ICD): Neurosis & Psychosis.

UNIT 5: Intervention methods: Psychological Counseling and Psychological Testing: IQ / Achievement Test and Attitude Test- Basic concept of Psychometrics and Testing. Transactional Analysis

References

- Abril Lal Mukherjee, 2015, A Textbook Of Cognitive Psychology, Rajat Publications, New Delhi
- Anuratha Ngangom, 2012, Research Methodology In Psychology, Maxford Books, New Delhi
- Daine E Papalia And Sally Wendkos Olds And Ruth Duskin Feldman, 2004, Human Development (Ninth), Tata Mcgraw-Hill, New Delhi
- David F Marks, Michael Murray, Brian Evans And Emeé Vida Estacio, 2011, Health Psychology (Third), Sage Publications, New Delhi
- Delhinaima Khatoon, 2012, General Psychology, Darling Kinderley, South Asia .
- Elizabeth B Hurlock, 2009, Development Psychology (Fifth), Tata Mcgraw-Hill, New Delhi
- Elizabeth B. Hurlock, 2005, Child Development, Tata Mc Graw-Hill Publishing Company Ltd, New Delhi
- John W Santrock, 2011, Life Span Development (Thirteen), Tata Mcgraw-Hill, New Delhi
- Lewis R Aiken And Gary Groth-Marnat, 2009, Psychological Testing And Assessment, Dorling Kindersley Pvt. Ltd, New Delhi
- Margarete Parrish, 2012, Social Work Perspectives On Human Behaviour, Rawat Publications, Jaipur
- Mohan Kumar, 2014, Dictionary Of Psychology, Aitbs Publishers, Delhi
- Naima Khatoon, 2012, General Psychology, Dorling Kindersley Pvt Ltd, India
- Philip Banyard, Mark N.O. Davies, Christian Norman And Belinda Winder, 2012, Essential Psychology, Sage Publications, New Delhi
- Singh H.D., 2007, Handbook Of Basic Human Physiology, S.Chand And Company Ltd, New Delhi

THEATRE SKILLS

(Skill Paper)

MSW –I SEMESTER –I CODE:

Learning Outcome: The Students will

Gain better understanding theatre fundamentals

Have Personality development through theatre

Have the ability to Create Alternative thoughts and Alternative Aesthetics.

Unit 1: Introduction of Acting: Yoga - Performance skills (Basic) - Physical preparation (Body Language, Body Movement, sign, Expression through body). Body Flexibility through theatre games. - Folk dance and folk instruments.

Unit 2: Mind And Body: See, hear, believe, react, observe and concentrate - Study of the self, the self and others, and self and society - Individuality, Self-Identity, Ideology, Political Awareness - aware of the body, how to use the body, imagination - enter space - Memory.

Unit 3: Voice culture and Rhythm: Introduction to voice and speech - Building voice: Projection and Resonance - Building voice - Vibration and Articulation - Building Voice: All aspects - Building Speech: Exercises and using Elements of speech - Building Speech: Using Dramatic Texts, Story Telling - concentrate on rhythm.

Unit 4: Trust & Modulation and Diction: Trust, Co-ordination, Adaptation, Adjustment, Help - Reading script - Pronunciation, Modulation and Diction. **Space and Time-** Understanding space - Entering Space – Examine - Understanding time.

Unit 5: Imagination and Improvisation- Physical Actions. Given Circumstances. Scoring an Action. Transitions. Breaking down an Action. Creating Reality. Use of Mime. **Emotions and Expressions:** Emotion and Expression - Emotion Control. Theater Forms

References:

Badal Sircar, "The Third Theatre"

Lizbeth Goodman (Et.) "The Routledge Reader in Politics and Performance" Routledge, London, 2000.

Prasanna, "INDIAN METHOD in ACTING" National School of Drama, 1, Bahawan DasRoad, New Delhi. 2014.

CIA Components for Theatre Skills (100 Marks)

Learning Interest (Theatre skills Workshop evaluation): 20 Marks

Attendance: 5 Marks

Theatre Skills Record: 25 Marks

End Semester: Skill Demonstration (Individual - 30 and Group - 20): 50 Marks

CONCURRENT FIELD WORK – I

(Main Core)

I MSW SEMESTER – I CODE:

Learning Outcome: Students will

Get exposed to various settings of social work
Undergo a group living experience and understand the living conditions of people
Acquire the skill in street theatre and folk lore

Field Work Components:

Observational Visits -The first year students during the first semester go for observational visits to various settings: Medical & Psychiatric, Rural Community Setting, Slum Visits, Industrial Setting, Correctional Setting and Tribal Setting.
Social Work Camp for a week
Skill Laboratory Experience in Social Work Methods
Corporate Trainings related to skill development in Human Resource Management

The students spend two days in a week and expected to spend a minimum of 15 hours per week in the field for practice based learning.

Every week the students write a report of their activities and submit to the concerned field work supervisor on Mondays. The supervisor conducts individual and group conference regularly.

The CA marks are awarded by the supervisor out of 40 marks for the quality, regularity, initiatives, leadership, participation and team worker.

At the end of the semester Viva Voce is conducted by an external examiner and marks are awarded out of 60.

Internal – Field Work (50 Marks)

Regularity in submission	: 10 Marks
Initiative Taken during the Field Work	: 10 Marks
Rural Camp –Participation and Contribution	: 10 Marks
Corporate Training- Participation & Contribution	: 10 Marks
Record Quality	: 10 Marks

Viva Voce (50 Marks)

Observation Visits	: 15 Marks
Rural Camp	: 10 Marks
Corporate Training	: 15 Marks
Presentation & Communication	: 10 Marks

SEMESTER – II

STRATEGIC HUMAN RESOURCE MANAGEMENT

(Main Core 5)

I MSW SEMESTER – II CODE:

Learning Outcome: *The students will...*

Gain knowledge about the management of human resources
Understand the programmes and activities of management of human resources
Acquire the skills of working with organized and unorganized human resources

UNIT 1: Human Resource Management: Concept and importance as part of general management – Personnel Management Vs Human Resource Management - objectives and Functions of HRM - Evolution of HRM

UNIT 2: Human Resource Planning, Selection and Placement: Concept and process of Human Resource planning – Recruitment and selection. Sources of manpower supply: On-Campus, Off-Campus, Referrals, Consultancies, internal Mobility, Employee outsourcing. Selection Process: Application Blank, Written Test, Group Discussion, Indicators of a good Curriculum Vitae, Interviewing techniques and skills, Types of Interviews, Offer Letters, Reference Checks, Medical Check-ups; Job analysis: Job specification and descriptions, Job classification, Job enrichment and Job evaluation.

UNIT 3: Learning and Development: Induction and Placement; HRD- Concept, Importance of training; Training Needs Analysis, Types of Training. Employee engagement.

UNIT 4: Performance & Compensation Management: Concept of Wage and Salary, Wage Theories, Types of wages, Wage Board, Wage Components, wage differentials, wage regulators, Incentive Schemes, Fringe Benefits, Employee benefit plans, Rewards and Recognitions. Goal Setting and Performance Appraisal

UNIT 5: Employee Retention and Separation: Concept of Attrition and Retention. Retention Strategies. Promotions, Grievance Redressal Procedures, Transfers. Causes of Job Hopping. Leave Management: Types of Leave. Disciplinary procedures: Concept of Charge Sheet, Domestic enquiry and Separation: Discharge, Dismissal, Resignation, Retirement, VRS, Exit Interview; Retirement –Pre retirement Counseling and Benefits. **Current Trends in HRM:** Concept of HR Analytics and HRIS, e-HR, e-Recruitment- Changing role of human resource manager. International Human Resource Management- Concept

References

- Arun Monappa, 2011, Managing Human Resources, Rajiv Beri for Macmillan Publishers India. Ltd, Chennai
- Aswathappa K, 2011, Human Resource Management ,6 Ed, Tata McGraw Hill Education Pvt Ltd
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- Sharma V K, 2013, Human Resource Management, Evolution &The Challenges Ahead, Vinod Vasishtha for Viva Books Pvt. Ltd, New Delhi
- Tanuja Agarwala, 2013, Strategic Human Resource Management, Oxford University Press, New Delhi.
- V K Sharma, 2013, Human Resource Management, Evolution and challenges Ahead, Viva Books Pvt.Ltd, New Delhi.

LABOUR WELFARE AND LABOUR LEGISLATIONS

(Main Core 6)

I MSW SEMESTER – II CODE:

Learning Outcome: *The students will...*

Gain knowledge about labour legislations and labour welfare

Understand the legal provisions of labour welfare

Acquire the skills of working with corporate sector

UNIT 1: Introduction: Industrialization –Concept and Impact of Industrialization in India. Labour: Concept, Characteristics and Problems of Indian Labour. Organized and unorganized Labour. Labour Welfare: Concept, need, objectives, principles and theories. Administration of labour- Central and State level . Labour welfare officer: Qualification, Need, roles and functions. Objectives and Functions of ILO.

UNIT 2: Labour Legislations pertaining to Conditions of Employment: Concept and History of labour Legislations in India. Legislations for labour welfare in different types of industries: The Factories Act of 1948, The Mines Act, 1952 , Plantation Labour Act, 1951, Tamil Nadu Shops and Establishment Act, 1947. Sexual Harassment of women at work place (Prevention, Prohibition & Redressal) Act, 2013.

UNIT 3: Industrial Relations Legislation: Trade Union Act, 1926, Industrial Disputes Act, 1947, Employment Legislations: Industrial Employment (Standing Orders) Act, 1946, Contract Labour (Regulation and Abolition) Act, 1970. Tamil Nadu Industrial Establishment (National Festival and Holidays Act, 1958).

UNIT 4: Wage Legislations: Payment of wages Act, 1936, Minimum wages Act, 1948, Payment of Bonus Act, 1965, Equal Remuneration Act, 1976.

UNIT 5: Social Security Legislations : Employees State Insurance Act, 1948, Employees Provident Fund Act, 1952, Payment of Gratuity Act, 1972, Maternity benefit Act, 1961, Employees Compensation Act, 1923. TN Labour Welfare Fund Act, 1972, (Relevant Case Studies to be discussed in the class).

Reference

- Babu Sharath and Rashmi Shetty. 2007, Social Justice and Labour Jurisprudence. SAGE Publication. New Delhi.
- Bhatia, 2008 Strategic Industrial Relations and Labour Laws, Deep and Deep Publications, New Delhi.
- Jain J.N. and Ajay Bhola, 2009, Modern Industrial Relations and Labour Laws, Regal Publications, New Delhi.
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SOCIAL WORK RESEARCH & STATISTICS

(Main Core 7)

I MSW SEMESTER – II CODE:

Learning Outcome: *The students will...*

Gain knowledge about research methodology & statistical applications

Understand the usages of computer packages in research

Acquire the skill of adopting the methodology and the application of statistics

UNIT 1: Concept and Process: Social Science Research- Scientific attitude, characteristics. Social Work research- Research Process- Importance of theory, conceptualization and operationalization in Research. Variables –Independent and dependent. Preparing Research Project Proposal.

UNIT 2: Research Design & Methods: Design: Exploratory, Descriptive, Diagnostic and Experimental. Hypothesis: nature and types, assumptions and Testing of hypothesis. Type-I & Type-II errors in Hypothesis. Sampling: meaning, types - probability and non-probability. Tools: Meaning and types questionnaire, interview schedule and standardized tools. Testing of Reliability and validity.

UNIT 3: Measurement and Analysis of Data: Meaning and types of data-primary and secondary. Scale: Meaning and types: Likert, and Semantic differential. Levels of measurement: Nominal, Ordinal, Interval and Ratio.

UNIT 4: Descriptive Statistics: Measures of Central Tendency: Mean, Median, Mode. Measures of Dispersion: Range, Standard deviation and Coefficient of variation for ungrouped data and grouped data and class intervals.

UNIT 5: Inferential Statistics: Chi Square Test, T-test, ANOVA, Karl Pearsons' Correlation, Correlation Matrix, Simple linear Regression and Multiple Linear Regression. One sample test of difference/One sample hypothesis test, Confidence Interval, Contingency Tables.

Reference

- Aditham Bhajanaga Rao. 2006. Research Methodology. Excel books. New Delhi.
- Allen Rubin and Earl Babbie, 2011, Methodology For Social Work Research, Cengage Learning India Pvt. Ltd, New Delhi.
- Cargan, Leonard. 2008. Doing Social Research. Jaipur. Rawat Publications.
- Chadhary CM. 2009. Research methodology. Ashish Paranmi RBSA publishers. Jaipur.
- Debashis Chakraborty. 2009. Research Methodology. Saurabh Publishing House. New Delhi.
- Foster, J.J. 1998. Data Analysis Using SPSS for Windows. Sage Publications Ltd. London.
- Gaur, Ajai S and Sanjaya S Saur. 2009. Statistical Methods for Practice and Research. A guide to Data Analysis using SPSS. Sage Publications. New Delhi.
- Gosh B.N., 2008 Scientific Methods And Social Research, Sterling Publications Pvt.Ltd, New Delhi.
- Gupta, S. P. 2009. Statistical Methods. New Delhi. Sultan Chand and Sons.
- Ian Shaw and Nick Gould, 2001, Qualitative Research in Social Work, Sage Publications, London.
- Kothari, C.R. 2004. Research Methodology – Methods and Techniques. New Delhi. New Age International Private Limited.
- Kultar Singh. 2007. Quantitative Social Research Methods. Sage Publications India PVT LTD. New Delhi.
- Michael Bloor, Jane Frankland, Michelle Thomas, Kate Bobson 2001, Focus Groups in Social Research, Sage Publications, New Delhi.
- Padgett, D.L. 1998. Qualitative Methods in Social Work Research. Sage Publications. California.
- Susanne Friese, 2012 Qualitative Data Analysis with Atlas, Sage Publications, New Delhi.

HR ANALYTICS

(Inter Disciplinary Core 2)

I MSW SEMESTER – II CODE:

Learning Outcome: *The students will...*

Gain knowledge about collecting, structuring, analyzing and reporting on HR.
Understand the functions and operations of analytics software
Acquire the skills of communication intelligence

UNIT I: Introduction to HR Analytics: Introduction, People Analytics, Workforce Analytics. HR analytics & the organizational structure. Types of Data. HR Analytics & HRBP.

UNIT II: HR Analytics Models & Tools: Understanding terminologies, Analysis vs Analytics. Big Data. Evidence based HR. Sentiment & trend analysis. Cost modeling. HR data warehousing. Data integration. Maturity Model, Capacity Model, Other Model. Dealing with data, Decision tree, running analytics. (Heroes of Taj)

UNIT III: HR Analytics- Structure & Journey: Methodology in HR Analytics- choosing the right approach. Data analysis outcome. Analyst Journey. Types and levels of data used to fuel effective analytics. Data & metrics- Driving evidence based human capital decisions. Human capital analyst for mining organizational data. People metrics- communicating the right way.

UNIT IV: Talent Acquisition Analytics: Understanding Approach- Recruitment and Talent Acquisition. TAA trends. Analytics for efficiency, analysis for effectiveness. Analytics for impact, implementing TA Analytics. Data Mining, Metrics, segmentation and impact. TA- Questions to ask, TA- Metrics to track. AI and talent acquisition analytics.

UNIT V: Work Load Analytics: Introduction, Organization Planning & Strategy, Aligning HR with Organizational Planning, HRP & Resource Planning, Manpower Planning, Optimization of workforce, Lead Time Analysis, Process Optimization, Full Time Equivalent, Reducing Manpower Turnover, Staggered Shift Approach, Utilization time, Realization Time. (Note: Other Analytics like Talent Development Analytics, Succession Planning, Employee Engagement Analytics, Compensation Analytics, Data & Metrics will be given as an orientation)

References:

- Balaji B, 2013, Service Marketing & Management, S.Chand & Company Private Limited, New Delhi.
- Dasler Gary, 2011, Human Resource Management, Dorling Kindersly (India. Pvt. Ltd.), New Delhi.
- Goyal R.C., 1994, Hand Book Of Hospital Personnel Management, Prentice Hall Of India Private Limited, New Delhi.
- Goyal R. L. 1993. Handbook of Hospital Personnel Management. Prentice Hall of India Pvt. Ltd. New Delhi.
- Hoffman K Douglas and E G John Bateson. 2006. Marketing of Services. Cenage Learning India Pvt. Ltd. New. Delhi.
- Kandula, Srinivas. 2005. Human Resource Development in Competitive Business Environment. ICFAI University press. Hyderabad.
- Natarajan L, 2006, Service Marketing, Margham Publications, Chennai.
- Negi, Jag Mohan. 1997. Professional Hotel Management. S. Chand and Co. Ltd. New Delhi.
- Rao, Sanakard M. 1992. Hospital Organisation and Administration. Deep and Deep Publications. New Delhi.
- Sanghi Sma, 2011, Human Resource Management, Macmillan Publishers, India.
- Valarie Zeithaml A. Mary Jobitner, Dwayne Gremler D. Ajay Pandit, 2012, Service Marketing, Tata Mcgraw Hill Education Private Limited, New Delhi.

DATA PROCESSING & ANALYSIS SKILL (SPSS & NVivo)

(Skill Paper 2)

I MSW

II SEMESTER

CODE:

Learning Outcome: *The students will...*

Gain knowledge on SPSS and NVivo

Gain Skills and Methods to use the statistical software.

Gain experience in using SPSS & NVivo in data processing and analysis.

Unit I: Basic steps of Data Analysis: editing, coding, code book preparation. Creating data file, syntax file and output file. Defining data: Variable name, Variable label, Values, value labels.

Unit II: Editing data file - adding cases, adding variables, saving files, retrieving data files, rectifying missing values and system error. Recoding of data, computing of data.

UNIT III: Data Analysis: Single frequency, bivariate analysis, use of charts and diagrams. Editing of table and charts, exporting tables and charts in word document. Testing of hypothesis: Chi-square test, T-test, ANOVA, Correlation matrix, Regression and Factor Analysis.

UNIT IV: NVivo in Qualitative Research: Methodologies supported by NVivo - NVivo key terms – Creating a new project- Bringing material into NVivo: Interviews, articles and other documents, Survey results and other datasets, Audio and video. Creating transcripts, getting materials transcribed - Photos and other images, Web pages, social media and mobile devices.

UNIT V: Coding and making nodes: Memos, annotations and links- Exploring people, places and other cases- Summarizing data in framework matrices- Displaying data in charts, models and graphs, tree maps and cluster analysis diagrams - Creating reports and extracts.

Reference:

Foster, J.J. 1998. Data Analysis Using SPSS for Windows. Sage Publications Ltd. London.

Gaur, Ajai S and Sanjaya S Saur. 2009. Statistical Methods for Practice and Research. A guide to Data Analysis using SPSS. Sage Publications. New Delhi.

Gupta, S. P. 2009. Statistical Methods. New Delhi. Sultan Chand and Sons.

Padgett, D.L. 1998. Qualitative Methods in Social Work Research. Sage Publications. California.

Manual- N Vivo 10 for Windows- www.explore.qsrinternational.com/new-york-university

Data Processing & Analysis Skill - (SPSS & NVivo) (100 Marks)

Assignment: 10 Marks

Class Participation: 10 Marks

Record note:20 Marks
Practical (Skill Demonstration): 20 Marks
End Semester – Viva Voce: 40 Marks

RESEARCH PROJECT –I

(Main Core)

I MSW SEMESTER – II CODE:

Learning Outcome: *The students will...*

- Gains knowledge and skills in developing a research proposal for undertaking a research(quantitative and qualitative).
- Acquire knowledge on problem formulation and review of literature.
- Gain knowledge on designing the methodology and prepare tools for data collection.

Each student is assigned with a research supervisor. The students have to get the guidance and carry out the following steps and complete the research project.

- Selection of Topic, Defining terms, Finalization of Objectives of Study.
- Feasibility Study, Pilot Visit to the study field.
- Detailed Research Proposal
- Introductory Chapter
- Review of Literature and Bibliography
- Finalization of Research tool

The supervisor internally evaluates the work of the student out of 40 marks for the above components, considering the quality, punctuality and regularity of consultation and learning interest.

Internal (80 Marks)

Regularity in Submitting Reports	: 20 Marks
Consultation Received from the Supervisor	: 20 Marks
Progress Shown	: 20 Marks
Quality of Reports (Library and other resources used and Language Clarity)	: 20 Marks

The student submits the approved chapters as a spiral volume. Viva Voce is conducted by an external examiner along with the concerned Supervisor. Marks are awarded out of 80.

The VIVA components/marks: 20 Marks (Viva will be for 100 and converted to 20 marks)

Research Project Proposal	: 20 Marks
Chapter I	: 20 Marks
Chapter II - Literature Review	: 20
MarksTools	: 20
Marks	
Presentation and Communication	: 20 Marks

CONCURRENT FIELD WORK – II

(Main Core)

I MSW SEMESTER – II CODE:

Learning Outcome: *The students will...*

- Practice the primary methods of Social Work in different settings

Understand the applicability of the methods and techniques of Social Work in the fields of social work

Enhance their skills of Social Work practice

The first year students during the second semester go for Practice Based Social Work for two days in a week and expected to spend a minimum of 15 hours per week in the field where they are placed.

Students will be given with practical laboratory sessions on Case Work, Group Work, Community Organization and Seminar Presentation.

The first year students are placed in villages or hospitals or schools or NGOs or government offices or counseling centers or welfare organizations or service organization for their Practice Based Social Work.

During the placement they have to practice all the primary methods of social work. One has to help minimum of 3 clients using casework method, and form one group and practice group work method following all the stages of group work practice with at least 10 sessions and must take an issue and do it as a Group Project following the principles of community organization and social action.

Every week the students write a report of their activities and submit to the concerned field work supervisor. The supervisor conducts individual and group conference regularly. The CA marks are awarded by the supervisor out of 50 marks for the quality, regularity, initiatives, leadership, participation and team worker. At the end of the semester Viva Voce is conducted by an external examiner and marks are awarded out of 50 marks.

Internal (50 Marks)

Regularity in Submission : 15

Marks Initiative Taken during the Field Work : 15

Marks Team Work : 10
Marks
Record Quality : 10 Marks

Viva Voce (50 Marks)

Case Work Practice : 10 Marks
Group Work Practice : 10
Marks Community Organization Practice :
10 Marks Presentation & Communication :
05 Marks Lab Sessions : 05
Marks
Group Seminar Presentation : 05 Marks

BLOCK FIELD WORK (Required)

I MSW SEMESTER – II CODE:

Learning Outcome: *The students will...*

Gain experience in a social work field by being in an open or closed setting
Understand the techniques and approaches adopted by the organization
Apply the knowledge gained, in the field of social work

During the summer holidays the first year students go for one month field placement training preferably in their respective field of specialization. The students are placed in villages or hospitals or schools or NGOs or government offices or counseling centers or welfare organizations or service organization or industries during the summer holidays according to their field of specialization.

During the placement the students are expected to learn about the vision, mission, philosophy, administration, strategies, program, activities, and achievements and also involve the activities of the organization to whatever extent possible.

Students should get daily activity sheets signed by the concerned persons in the organizations. They have to write daily records of their learning and submit to the department once they complete their field placement. Successful completion is certified by the department and communicated to the Controller of Examination.

This is **Course Completion Requirement and 4 credits are attached**. Students will be evaluated based on the Agency Supervisor Feed Back and by the Department Staff for the report submitted by the students after completion of Field Work.

TRANSACTIONAL ANALYSIS

(Certificate Course-1)

I MSW SEMESTER – II CODE:

Learning Outcome: *The students will...*

Gain knowledge about the concepts related to transaction analysis

Understand the self and others

Acquire the skills of communication and problem solving

UNIT I: An overview of T.A.: Introduction to Structural analysis – Development of Ego states. The Parent ego state, Incomplete Parent ego state, Reparenting. The Child ego state, Shifts between Natural & Adapted Child ego states. Activating Child Ego State. The Adult egostate -Activating and strengthening the Adult ego state.

UNIT II: Introduction to Analyzing Transactions –Complementary transactions, Crossed transactions and ulterior transactions.

UNIT III: The human hunger for Strokes - Stroking hunger, Positive Stroking, Discounting and Negative Stroking. The hunger for Structured Time - Withdrawal, Rituals, Pastimes, Games, Activities and Intimacy.

UNIT IV: Stamp collecting – Psychological Trading of Stamps. Redemption of Stamps. Psychological Game Playing--The Yes-but' game, The Uproar game, The 'Lets you and HimFight' game, The 'See what you made me' game. Giving up games.

UNIT V: The Drama of Life Scripts- Injunctions and Counter Injunctions- Scripts with curse

-Counter scripts. Rewriting scripts through Awareness, Spontaneity and Intimacy.

References:

Berne, Eric, 1996, Games People Play- The Basic Book of Transactional Analysis.

Ballantine Books, New York.

Berne, Eric, 1964, Games People Play. Grove Press, New York.

Berne, Eric 1961, Transactional Analysis In Psychotherapy, Grove Press, New York
 Harris A. Thomas, 1969, I' am OK-You are OK.; Harper & Row, New York.
 James, Muriel & Jongeward, 1976, Born To Win, Addison Wisely Publishing Company, London
 Steiner M. Claude, 1982, Scripts People Live. Bantam Books, Toronto
 Steiner M. Claude, 1974, Games Alcoholics Play, Ballantine Books, New York.
 Widdowson, Mark. 2010, Transactional Analysis -100 Key Points and Techniques, Routledge, New York.

Note: it is an extra credit course (Optional). Course Fee and duration will be fixed by the department in consultation with the resource persons. Students need to pay Rs. 50 to the office

of Controller of Examinations. The course will be conducted for minimum of 30 hours outside the regular time table. No CIA or Semester end exams will be conducted. Certificates will be issued by the Department for those who have completed the course.

SEMESTER III						
Title of the subject	Contact Hrs	Credit	E-hrs	CA	SE	Total
Human Resource Development	45	3	3	50	50	100
Industrial Relations	45	3	3	50	50	100
Organizational Behavior	45	3	3	50	50	100
Corporate Social Responsibility/ Human Resource Management in Service Sector / Training & Development	30	2	3	50	50	100
Skill Matrix & Competency Mapping Skill	30	2	R/SD	50	50	100
Research Project II	-	3	R/V	80	20	100
Concurrent Field Work – III	-	5	R/V		100	100
<i>Psychometric & Testing Tools (Certificate Course)</i>	-	2*	Optional-Successful Completion			
SEMESTER TOTAL		21 +2*				700

SEMESTER IV						
Title of the subject	Contact Hrs	Credit	E-hrs	CA	SE	Total
Human Rights and Social Legislation	30	2	3	50	50	100
Organizational Development/ Managerial Competencies & Managerial Counselling/ Entrepreneurship Planning & Development	30	2	3	50	50	100
International HRM / Hospital Administration/ Performance Management	30	2	3	50	50	100
Employability Skill	30	2	R/SD	50	50	100
Internship Training	-	12	R/V	50	50	100
Block Field Work (4 Weeks Duration)	-	4*	Optional-Successful Completion			
SEMESTER TOTAL		20+4*				500
COURSE TOTAL		90+12*				2700

MC-Main Core, **IDC**-Inter-Disciplinary Core; **ME**-Main Elective,
RP-Research Project; **SK**-Skill Paper; **FWP**-Field Work Practicum;
CC- Certificate Course **SFWP**- Summer Field Work Practicum;
R/V- Report Submission & Viva Voce **R/SD** - Report Submission / Skill Demonstration

Components of Programme	No of courses	No. of courses (x) credits	Total Credits
Main Core (MC)	03	03 x 04	12
	07	07 x 03	21
Inter Disciplinary Core (IDC)	03	03 x 02	06
Main Electives (ME)	03	03 x 02	06
Skill Paper (SK)	04	04 x 02	08
Field Work Practicum (FWP)	03	03 x 05	15
HR Internship Training (IT)	01	01 x 12	12
Summer Field Work Practicum (SFWP) (4 Weeks at the end of I Year)	01	01x04	04
Summer Field Work Practicum (SFWP) (4 weeks at the end of II Year)	01* (Optional)	01X 04	04*
Research Project	02	02 x 03	06
Certificate Courses (CC)	02* (Optional)	02 X 02	04*

TOTAL	30	-	90+12*
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SEMESTER - III

HUMAN RESOURCE DEVELOPMENT (Main Core-?) (45 Hours Only)

II MSW

SEMESTER – III CODE:

Learning Outcome: *The students will...*

Gain knowledge about human resource development

Understand the approaches and activities of human resource development

Acquire the skills of developing human resources in different sectors

UNIT 1: HRD: Concept, Objectives, Approaches & Principles – Systems & strategies in HRD – HRD Interventions: Organizational Goal setting process - Key Result Areas (KRA) and Key Performance Indicators (KPI) - Performance Measurement Systems – Feedback sessions - Coaching, Mentoring, Career planning, Career development, Reward system.

UNIT 2: Approaches to Measuring Human Resources: Competitive Benchmarking, HR Accounting, HR Auditing, HR Effectiveness Index, HR Key Indicators, HR Management by Objectives.

UNIT 3: Talent Development: Concept and importance - Training Need Analysis at Individual and Organizational level: Designing and conducting Training programs - Types of Training: On the Job and Off the Job Training- Coaching Apprentices, Job Rotation.

UNIT 4: Training & Development: Methods - programmed instruction, role play, structured and unstructured role plays, in-basket exercise, simulation, case study and sensitivity training. Evaluation of Training Program. Kirk Patricks model- The Cost/Benefit Analysis of training- Using the results to improve training and development function. Improving training utility by following up Training Action Plans.

UNIT 5: Employee Empowerment: Concept, Definition & Objectives of employee empowerment – Prerequisites – Types & benefits – Strategies - Ways to employee empowerment – Employee Counselling. Role of Counselors in Organizations. Developing Positive Employee Relationship – Balance Score Card.

References:

Arun Kumar, 2000, International Encyclopaedia of Management Training and Development
Anmol Publications Pvt.Ltd, New Delhi

Bhatia S K, 2008, Emerging Human Resource Development (HRD), Deep & Deep Publications
Pvt.Ltd, New Delhi.

Uday Kumar Halder, 2010, Human Resource Development, Oxford University Press, New Delhi.

Denisi, Griffin, 2008, Human Resource Management, Houghton Mifflin Company, New York.

Rishipal, 2011, Training and Development Methods, S. Chand Competition, New Delhi
Khanka S. S., 2003, Human Resource Management, S, Chand & Company Ltd, New Delhi.
Jon M. Werner, Randy L. Desimone, 2009, Human Resource Development, Cengage Learning, New Delhi.
Nair L G, Latha Nair,1999, Personal Management and Industrial Relations, S. Chand & Company Ltd, New Delhi.
Rao T V, 2009, Human Resource Development, SAGE Publications, New Delhi.
Raymond A Noe, Amitabh Deo Kodwani, 2012, Employee Training and Development, Tata McGraw-Hill Edition, New Delhi.
Tapomoy Deb, 2006, Human Resource Development (Theory and Practice), Ane Books India, New Delhi.
Vinod N Patel, Girish K Rana, 2007, Personal Management, Oxford Book Company, Jaipur.

INDUSTRIAL RELATIONS (Main Core-?) (45 Hours)

II MSW

SEMESTER – III

CODE:

Learning Outcome: The students will...

- Gain knowledge about trade unions
- Understand the functions and activities of trade unions
- Acquire the skill of working with the workers and unions

UNIT 1: Industrial Relations: Concept, Characteristics and Approaches -State and Industrial Relations – Code of Conduct and Code of Discipline in Industry

UNIT 2: Collective Bargaining: Concept – Theories – Goals – Principles – Prerequisites – Stages of Collective Bargaining – Bargaining Strategies – The factors influencing Collective bargaining – Skills of an effective bargaining agent. Inter and Intra union rivalry, Concept of Conciliation, Arbitration and Adjudication.

UNIT 3: Workers Participation in Management: Concept – Aims and objectives – Scope – Levels of Participation – Conditions essential for working of the Scheme of workers' participation in Management

UNIT 4: Trade Unions and Employers Organization: Origin and Growth of trade union movement in India – Theories – Functions – Administration of Unions – Leadership – Membership and Finance – Close shop, Open Shop and Check off system – Employers' organization: Objectives and functions of various employers' organization, membership and finance. Issues and Challenges of Trade unions in India. Emerging Trends in Union – management relations: Impact of Globalization and Liberalization. New Paradigms of Industrial Relations in India.

UNIT 5: International Labour Organization: History – Mission and Objectives – Structure: International Labour Office , General Body and International Labour Conference –Functions of ILO . Concept of Tripartism in ILO in India: India-Decent Work Country Program (2013-17).

Reference

1. Ajay bhola, J.N Jain. 2009. Modern Industrial Relations and Labour Laws. Regol Publications.
2. Anuradha Sharma, Aradhana Khandekar,2009, Strategic Human Resource Management an Indian Pespective, 2 Ed, Sage Publications Ltd, New Delhi.
3. BD Singh. 2010. Industrial Relations and Labour Laws. Excel Books Publications.

4. Bhatia S.K. 2008. Industrial Relations and Labour Laws. 2008. Deep and Deep Publications.
5. Hiriyappa B, 2008, Strategic Management, New Age International P. Ltd, Publishers New Delhi
6. Jain J.N. 2009. Modern industrial Relations and Labour Laws. Regal Publications. New Delhi.
7. Jeffery A Mello, 2011, Strategic Human Resource Management, Cengage Learning India Pvt.Ltd, New Delhi
8. Mamkootam Kuriakose. 1982. Trade Unions. Myth and reality. Oxford University press. New Delhi.
9. Mamoria, C. B. and Mamoria Satish. 1984. Industrial Labour. Social Security and Industrial peace in India. Kitab mahal. Allahabad.
10. Michael Armstrong ,2011, Strategic Human Resource Management (4th Ed), Kogan Page India Pvt Ltd, New Delhi
11. Punekar, S. D. et. al. 1981. Labour welfare. Trade Unions and Industrial Relations. Himalaya publishing house. Bombay.
12. Tapomoy Deb ,2009, Managing Human Resources in Industrial Relations ,1ed Anurag Jain for Excel Books, New Delhi.

ORGANIZATIONAL BEHAVIOUR (Main Core ?) (45 Hours Only)

II MSW SEMESTER – III CODE:

Learning Outcome: *The students will...*

Gain knowledge about organizational behaviour

Understand the functions and activities of organizational behavior

Acquire the skills of working with organized sectors and human resources

UNIT 1 : Organizational behaviour: Brief History, Definition, Contributions of the Behavioral Sciences -Human Behavior at Work - Theories of Motivation – Motivating Humans – Systems Theory, EQ at Work - Stress and anxiety management, Frustration, Conflict. Job Satisfaction, Job Rotation, Job Clarification, Employee Morale, Job Monotony and Role Conflict.

UNIT 2: Team-work and Team building, Change Management, Leadership: Theories, Styles and power structure, Decision-Making - Employee Participation and Organizational Commitment.

UNIT 3: Organizational Development: Concept, Definition, theories and practice: OD and OB, OD Intervention techniques: Sensitivity Training, Quality Circles, Survey Feedback, Management of change. Concept of Organizational Culture and Organisational Climate.

UNIT 4: Current Trends in OB Practices: Just-in-time (JIT), 5S Model, HR Connect, Six Sigma and Lean Six Sigma, Total Productivity Management (TPM), Total Quality Management (TQM), Small Group Activities (SGA), Kaizen Groups, International Standard Organization (ISO), Survey of Emotional Intelligence (SEI), Suggestion Scheme and Quality of Work life (QWL). Work-life Balance.

UNIT 5: Relevance of OB in Social Work - Challenges involved in application and practice of OB. Behavioral changes in individuals and teams. – Case study presentations.

References

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- Aswathappa K., Organizational Behaviour, Himalaya Publishing House, Mumbai.
Avinash K Chitale And Rajendra Prasad Mohanty And Nishith Rajaram Dubey, 2013, Organizational Behaviour, Phi Learning Pvt Ltd, New Delhi.
Dipak Kumar Bhattacharyya, 2013, Organizational Behaviour, Oxford University Press, New Delhi.

Gareth R Jones, 2007, Organizational Theory Design Change, Dorling, Kindersley Ind Pvt Ltd, New Delhi.

Jai B P Sinha, 2008, Culture and Organizational Behaviour, Sage Publications, New Delhi.

Khanka S.S, 2013, Organizational Behaviour (Fourth Edition), S.Chand And Company, New Delhi.

Margie Parikh and Rajen Gupta, 2012, Organizational Behaviour, Tata Mcgraw Hill Publications, New Delhi.

Michael J Kavanagh and Mohan Thite, 2009, Human Resource Information Systems, Sage Publications, New Delhi.

Prasad L. M., 2014, Organizational Behaviour, Sultan Chand and Sons, New Delhi.

Richard L Daft, 2012, Understanding The Theory And Design Of Organisations,, Cengage Learning India Pvt India, New Delhi.

Shuchi Sharma, 2013, Organizational Behaviour, Tata Mcgraw Hill Publications, New Delhi.

Stephen P Robbins and Timothy A Judge And Neharika Vohra, 2013, Organizational Behaviour (Fifteenth), Dorling Kindersley Ind Pvt Ltd, New Delhi.

Udai Pareek, 2010, Understanding Organizational Behaviour (Second), Oxford University Press, New Delhi.

CORPORATE SOCIAL RESPONSIBILITY

(Main Elective ?) (30 Hours Only)

II MSW SEMESTER – III CODE:

Learning Outcome: *The students will...*

Gain knowledge about Corporate Social Responsibility
Understand the functions and activities of Social Audit
Acquire the skills of promoting and working in CSR programmes

UNIT I: Corporate Social Responsibility – Concept, and significance – Evolution of CSR – The Triple Bottom Line Approach - CSR Issues: Environmental, Social, Labor related, Ethical and Governance.

UNIT 2: Organizational environment - Meaning - Types - Organizational Life Cycle - Impact of technology - impact of cultural values on managerial effectiveness - Social responsibilities of business.

UNIT 3: Role of ‘Standards and Codes’ in CSR: ISO – 14001(Environmental Management System), Occupational Health and Safety Management Systems (OHSAS) – 18001, Global Compact-UN, Stakeholder Engagement Standard -AA – 1000 (Stakeholder Engagement Standard).

UNIT 4: NGO and CSR – Indian Companies Act 2013 from CSR perspective- Program for the neighborhood: Health, Education, Employment, Social Entrepreneurship and Environment. Communication: Annual Reports and Sustainability Reports.

UNIT 5: CSR- Success Stories in Indian Context – Infosys, TISS, TISCO, USHA. ASSOCHAM Reports in CSR. CSR Awards.

Reference

- Akhileshwar Pathak, 2014, Legal Aspects Of Business(Sixth), Mcgraw Hill Publications, New Delhi.
- Garg K.C. And V.K. Sareen and Mukesh Sharma and R.C.Chawla, 2008, Legal Environment of Business, Kalyani Publications, Chennai.
- Jeffrey A Mello, 2011, Strategic Management of Human Resource (Third), Cengage Learning Ind Pvt Ltd, New Delhi.
- John D Daniels and Lee H Radebaugh and Daniel P Sullivan, 2005, International Business (Tenth), Pearson Education Pvt Ltd, New Delhi.
- John R Baotright, 2003, Ethics and Conduct of Business (Fourth), Dorling Kindersley Ind Pvt Ltd, New Delhi.
- Mahajan C.P., 2008, Concepts and Solutions of Business Ethics, ABD Publishers, Jaipur.

Neelamegam V., 2008, Business Environment, Vrinda Publications, New Delhi.
Sankaran S., 2013, Business Environment, Margham Publications, Chennai.
Saravanavel P. And S.Sumathi, 2009, Legal Aspects of Business, Himalaya Publishing House, Mumbai.
Sharma R.K. And Puneet Goel and Pooja Bhagwan, 2009, Business Ethics And Corporate Governance, Kalyani Publications, Chennai.

HUMAN RESOURCE MANAGEMENT IN SERVICE SECTOR

(Main Elective ?) (30 Hours Only)

II MSW

SEMESTER – IV

CODE:

Objectives: *The students will...*

Gain knowledge about the human resource Management in service sector

Understand the functions and activities of human resource practices

Acquire the skills of working in service sector

UNIT I: Service Industries: Concept of Service, Types of Service, Service Management, Evolving Environment of Services, Service as a System, Attitudes towards Service Sector, Growth of the Service Industries. Nature of Service sector; Characteristics of Services. Similarities and Differences in Manufacturing and Service Industries - Customer Relationship Management (CRM).

UNIT II: HR Policies and Certification: National and Global HR Policies: Drawing a recruitment Policy, Training Policy – Certification in Service Sector – ISO – SA 8000 – Business Process Reengineering (BPR) - Challenges of service managers; Service Quality and performance.

UNIT III: Human Resource Management in Service Organizations: Concept, Functions, Organizing HRM Functions in Service Sector. Nature of work for the Frontline workers and backend Support Services. Performance management system: Balanced Scorecard Approach – Core Competency – Fun at Workplace - Compensation Management.

UNIT IV: HRM in Hospitals: Health Services, Statuary fulfillment, Challenges in Hospital Management, Impact of HR practice in Hospitals. HRM in Hospitality Industries: Front Office - Facility Management in Hotels - HRM in Insurance and Banking.

UNIT V: HRM in IT Sector: Software Industry, BPOs, KPOs and ITES - Talent management. HRM in Education Management: Educational Systems, Practice and marketing innovative practices. HRM in Reward Management, Working Conditions, Legal Provisions, Unionization, Distribution of Male and Female Workers, Gender Bias – Strategic Human Resource Management - Challenges of HR Managers in Service Industries

References:

- Balaji B, 2013, Service Marketing & Management, S.Chand & Company Private Limited, New Delhi.
- Dasler Gary, 2011, Human Resource Management, Dorling Kindersly (India. Pvt. Ltd.), New Delhi.
- Goyal R.C., 1994, Hand Book Of Hospital Personnel Management, Prentice Hall Of India Private Limited, New Delhi.
- Goyal R. L. 1993. Handbook of Hospital Personnel Management. Prentice Hall of India Pvt. Ltd. New Delhi.
- Hoffman K Douglas and E G John Bateson. 2006. Marketing of Services. Cenage Learning India Pvt. Ltd. New. Delhi.
- Kandula, Srinivas. 2005. Human Resource Development in Competitive Business Environment. ICFAI University press. Hyderabad.
- Natarajan L, 2006, Service Marketing, Margham Publications, Chennai.
- Negi, Jag Mohan. 1997. Professional Hotel Management. S. Chand and Co. Ltd. New Delhi.
- Rao, Sanakard M. 1992. Hospital Organisation and Administration. Deep and Deep Publications. New Delhi.
- Sanghi Sma, 2011, Human Resource Management, Macmillan Publishers, India.
- Valarie Zeithaml A. Mary Jobitner, Dwayne Gremler D. Ajay Pandit, 2012, Service Marketing, Tata Mcgraw Hill Education Private Limited, New Delhi.

TRAINING & DEVELOPMENT (Main Elective-?)

Learning Objectives

To enhance the learning abilities

To understand training needs

To know about the development strategies

UNIT-I: Learning objectives - domains of learning - methods of learning - importance of teaching techniques - instruction technology - instructor behaviour - attention versus involvement.

UNIT-II: Need for training and development - role of development offices- administrators, consultants, designers and instructors - determining training needs- potential macro needs - usefulness of training - development of competency - based training programs.

UNIT-III: Methods of training - on the job training - off the job training - choosing optimum method - the lecture - field trips - panel discussion - behaviour modeling - interactive demonstrations - brain storming - case studies - action mazes, incident process, jigsaws, in-baskets, team tasks buzz-groups and syndicates, agenda setting, buzz groups.

UNIT-IV: Role plays, reverse role plays, doubling role plays, rotation role plays, finding metaphors, simulations, business games, clinics, critical incidents, fish bowls, T- groups, hot role plays, data gathering, grouping methods, transactional analysis, expectation analysis.

UNIT-V: Need for development - differences between training and development Management development - concepts, assumptions, process and methods- organization of management programs - evaluation of training and development program - employee appraisal methods. Competency Mapping, Bench Marking - India.

References

B. Taylor & G.Lippitt: .Management Development and Training Handbook.

William E. Blank, Handbook for Developing Competency Based Training Programmes, Prentice-Hall, New Jersey, 1982.

SKILL MATRIX AND COMPETENCY MAPPING

(Skill Paper -?) (30 Hrs Only)

II MSW

SEMESTER III

CODE:

Learning Outcome: The Student will....

- Gain the concept and essential features of job description.
- Gain knowledge on skill matrix and skill gap analysis
- Understand the concept and factors for competency mapping
- Acquire the skills for preparing job description and conduct management games.

Unit-1: Job Description: Concept; Essential Elements of Job Description; Concept of Task-Statement; Uses of Job Description; Roles and Responsibilities; Essential and Non-Essential Functions of a Job.

Unit-2: Skill Matrix: Concept of Skill Matrix; Skill Matrix Grid; Identifying and Addressing Skill Gaps; Machine Utility and Employee Capability. Concept of 'Skill Based Matrix'.

Unit -3:Competency Mapping: Concept; Characteristics; Classification of Competencies; Need for Competency Mapping; Competency Mapping for Management Staff; KSA factors and Competency Mapping; Factors Affecting Competency Mapping.

Unit-4: Process of Competency Mapping: Competency Identification; Tools for Identifying Competencies; Criticality of Competencies; Levels of Competence.

Unit – 5: Practical Assignment – Writing Job Descriptions and Identifying Competencies Required for 4 to 5 different roles. Management Games for Managers and Executives (Play and Learn)

References:

- Adhikary M., 2008, Emerging Human Resource Development, Deep & Deep Publications, New Delhi.
- Denisi & Griffin, 2008, Human Resource Management, Houghton Mifflin Company, New York.
- Jon M.Werner & Randy L.Desimone, 2012, Human Resource Development, Cengage Learning India Pvt.Ltd, New Delhi.
- Rao P. L., 2010, International Human Resource, Excel Books, New Delhi.
- Rao T.V., 2008, HRD Score Card 2500 Based On Hrd Audit, Sage Publications, New Delhi
- Rao V.S.P., 2011, Human Resource Management (3rd Edition), Excel Books , New Delhi
- Wayne F.Cascio & Ranjeet Nambudiri, 2013, Managing Human Resources (8th Edition), Mcgraw Hill Education Pvt.Ltd, New Delhi

RESEARCH PROJECT –II (Core)

II MSW

SEMESTER – III

CODE:

Learning Outcome: *The students will...*

Gain knowledge in designing and implementing a research methodology.

Gain skills in applying research software to process and analyze the data.

Acquire skills to interpret data and derive results and discussions

Understand the process of preparing a research project.

Acquire the skills of undertaking a research project

Each student is assigned with a research supervisor. The students have to get the guidance and carryout the following steps and complete the research project.

Finalization of Methodology Chapter.

Analysis and Interpretation of Data using SPSS

Main Findings and Suggestions

Summary and Conclusion

The supervisor internally evaluates the work of the student out of 80 marks for above components also considering the quality, punctuality and regularity of consultation and learning interest.

The student submits the bound copy of the Research Project on or before the deadline fixed by the Department. Viva Voce is conducted by an external examiner along with the concerned Research Supervisor. The entire Research work will be taken for the final assessment and the marks are awarded out of 20. Plagiarism Check Report has to be attached at the end of the report. Originality Certificate has to be kept in the report.

The VIVA components/marks: 20 Marks (Viva will be for 100 and converted to 20 marks)

Methodology	: 20 Marks
Chapter IV	: 20 Marks
Chapter V	: 20 Marks
Chapter VI	: 20 Marks
Presentation and Communication	: 20 Marks

CONCURRENT FIELD WORK – III (Core)
II MSW SEMESTER – III CODE:

Learning Outcome: *The students will...*

Gain experience by applying the theoretical knowledge in the field
Understand the functions and activities of field placement organization
Acquire of the skills of applying the class learning into practice

During the third semester field work, the students are placed in different industries and they undergo the field training under the close supervision of the agency personnel.

The students get a hand on experience of the day –to- day functioning of the agency. They assist the agency in their routine functions of the organization and participate in all the professional activities. It provides them an opportunity to link theory with practice.

The students are encouraged to undertake mini research studies, analyze data and present their findings. The students also undertake any assignments given to them by the agency; they may also undertake any research for the organization.

The Concurrent Field Work consists of Two Blocks (Total of 26 to 28 days). At the completion of each block the students are required to submit the record for valuation and guidance. The CA marks are awarded by the supervisor out of 50 marks for the quality, regularity, initiatives, leadership, participation and team work.

At the end of the semester Viva Voce is conducted by an external examiner and marks are awarded out of 50.

Internal Components (50 Marks):

Presentation of Field Work Experience	: 10 Marks
Record Quality	: 15 Marks
Initiatives Taken and Progress Shown	: 15 Marks
Subject Areas Covered	: 10 Marks

Viva Voce Components (50 Marks)

Knowledge Gained	: 15 Marks
Skills Acquired	: 10 Marks
Responsibilities and Initiative Taken	: 15 Marks
Presentation and Communication	: 10 Marks

SEMESTER IV

HUMAN RIGHTS AND SOCIAL LEGISLATIONS (IDC ?)
II MSW SEMESTER – IV CODE:

Learning Outcome: *The students will...*

Gain knowledge about human rights and social legislations

Understand the different social legislations

Acquire the skills of applying the human rights and social legislation

UNIT 1: Human Rights: Concept, Scope - Universal Declaration of Human Rights - International Covenant on Economic, Social and Cultural Rights - International Covenant on Civil and Political Rights. Human Rights in the Constitution of India. Roles and Powers of National Human Rights Commissions. Responsibilities of State Human Rights Commissioner - Social Work profession and Human Rights.

UNIT 2: Contemporary Issues: Rights of Children, Women, Dalits, Refugees, and Victims of HIV/AIDS and Capital Punishment. Tools used for Social Defense: Law, Welfare Schemes, Advocacy, Networking, Campaigning and Social Action. NGOs and Human Rights: Amnesty International (AI), People's Union for Civil Liberties and People's Watch.

UNIT 3: Social Legislation: Meaning and Scope. Indian Penal Code, Family Courts, Lok Adalats, The Legal Aid, Public Interest Litigation and Right To Information Act (2005). Right to Education (RTE).

UNIT 4: The Special Marriage Act 1955, Adoption and Maintenance Act 1986, Juvenile Justice act 1986, Child Labor Prohibition and Regulation Act 1986, Bonded Labor Abolition Act 1976. The Maintenance and Welfare of Parents and Senior Citizens Act 2007.

UNIT 5: Protection of Civil Rights Act 1955. Prevention of Immoral Traffic Act 1986 Protection of Consumer Act. 1986. Transplant of Human Organ Act 1994, Tamil Nadu Prohibition of Eve Teasing Act 1988, Tamil Nadu Prohibition of Ragging Act 1997.

Reference:

Aish Kumar Das. 2004. Human Rights in India. Sarup and Sons. New Delhi.

Chiranjivi J. 2002. Human Rights in India. Oxford University Press. New Delhi.

Kohli A.S. 2004. Human Rights and Social Work Issues. Society for Community Organisation. Madurai.

Muzafer Assadi, 2010, Human Rights Perspectives and Social Justice, Serials Publications, New Delhi.

Quinn Fredrick. 2005. Human Rights in Retreat. Society for Community Organisation. Madurai.

Sawant. P.B. 2004. Human Rights. Society for Community Organisation. Madurai.

Shantha Kumar. 2004. Human Rights, People's Watch. Madurai.

Susan C. Mapp. 2008. Human Rights and Social Justice in a Global World. Oxford University Press. New Delhi.

Tapan Biswal, 2007, Human Rights Gender and Environment, Viva Books Pvt Ltd, New Delhi

Tapan Biswal. 2006. Human Rights – Gender and Environment. Vira Publications. New Delhi.

INTERNATIONAL HRM (Main Elective-?) (30 Hours Only)
II MSW SEMESTER – IV CODE:

Learning Outcome: *The students will...*

Gain basic knowledge on International HRM practices

Understand planning and staffing internationally

To maintain cross country performance and alliance

UNIT I: Introduction to IHRM Definition, The drivers of internationalization of business. The different setting of International Human Resource Management. Development of IHRM. Difference between IHRM and Domestic HRM. Models of IHRM-Matching model, Harvard Model, Contextual Model, 5P Model European Model.

UNIT II: SHRM: Evolution of MNE's, Business strategies, IHRM Strategies, SIHRM. Barriers in effective global HRM. Socio-cultural context, Organizational dynamics and IHRM: Role of culture in International HRM, Country and Regional Cultures, Country Culture versus MNE Culture. Culture and employee management issues/ impact of Country culture on IHRM. Managing alliances and joint ventures - IHRM and International Alliances, IHRM and International Joint Ventures.

UNIT III: International Workforce planning and staffing: International labour market International Recruitment function; head-hunters, cross-national advertising, e-recruitment; International staffing choice, different approaches to multinational staffing decisions, Types of international assignments, Selection criteria and techniques, use of selection tests, interviews for international selection, international staffing issues, Successful expatriation, role of an expatriate, female expatriation, repatriation, re-entry and career issues.

UNIT IV: Developing Global Mindset: Global Leadership, Cross cultural context and international assignees, Current scenario in international training and development, training & development of international staff, types of expatriate training, sensitivity training, Career Development, repatriate training, developing international staff and multinational teams, knowledge transfer in multinational companies.

UNIT V: Performance Management: Performance Management and MNE, Constraints in goal attainment, performance management cycle, Performance Management of International Assignees, third and host country employees, issues and challenges in international performance management, country specific performance management practices.

Practical:

Study the Socio-Political-Economic System in U.S, U.K, Japan and India and prepare a comparative analysis.

Visit an MNE organization and study the HR shared services operations performed.

Solve a case study to understand the challenges faced by organizations in evaluating the performance of international assignees.

References:

“The Agenda: What Every Business Must Do to Dominate the Decade”, “Dr. Michael Hammer, Hammer and Company, One Cambridge Center, Cambridge, MA, 02142.

A Handbook of Human Resource Management Practice, “Michael Armstrong”, Kogan page.

Managing and Measuring Employee Performance - Understanding Practice “Elizabeth

HOULDSWORTH, Dilum JIRASINGHE", Kogan Page.
Accountability in Human Resource Management, "Jack J Phillips", Gulf Professional Publishing.

PERFORMANCE MANAGEMENT (Main Elective ?) (30 Hrs Only)

II MSW

Semester IV

Code:

Objectives

To help the students to learn basic facts about performance management and performance plan.

To increase the knowledge on the importance of feedback in improving performance.

To provide an understanding of the role of employee's performance appraisals.

Unit-I: Concept of Performance Management and Developing Performance Plan:

Definition and basic concept of performance and performance management; Setting relevant and realistic goals with employees; Development and contents of a performance plan for group/team and individuals; Strategies in developing performance plan. Models and theories of performance management; Balance Score Card.

Unit-II: Feedback and Performance

Developing system to source feedback (Positive, Negative and Just Right); Classification of Feedback (Qualitative and Quantitative); Evaluating and Using Feedback for improving employees performance.

Unit-III: Employees Performance Appraisals(Performance Reviews) Guidelines for conducting Performance Appraisals and Reviews; Conducting Employee 360 Degree Performance Reviews: Trends in Performance Appraisal

Unit-IV: Reward Management: Methods and techniques in rewarding employees performance; Reward Management; Standard format for performance appraisal; Software Applications for performance appraisal.; Linking performance with Compensation.

UNIT V: Performance Problems: Employees Performance Problems/Issues; Factors leading to employees performance problems; Mentoring, Coaching and Training non-performers; Improving employee commitment.

References:

- Andrian Murton, Margaret Inman & Nuala Osullivan (2011), Human Resource Management, Great Britain, London.
- Appannaiah Reddy Anitha (2004), Personal and Human Resource Management, Himalaya Publication House, New Delhi.
- David A Decenzo, Stephen P Robbins (2010), Human Resource Management (10th edition), John Wiley and Sons Inc, U K
- JayantMukheryee (2012), Designing Human Resource Management System a Leaders Guide, Sage Publications Pvt, Ltd, New Delhi.
- Jeffrey A. Nello (2001), Strategy Human Resource Management, Cengage Learning India Pvt.Ltd, New Delhi.
- Jeffrey A. Nello (2011), Strategic Human Resource Management (3rd edition), Cengage Learning India Pvt.Ltd, New Delhi.
- Lowell H Lambeston, Leslie minor (2012), Human Relations Strategies for Success (4th Edition), Tata McGraw-Hill Education Pvt.Ltd, New Delhi.
- Michael Armstrong (2011), Strategic Human Resource Management (4th Edition), Kohan Page India Pvt.Ltd, New Delhi
- Mohan Thite (2008), Managing People in the new Economy, Sage Publications Pvt.Ltd, New Delhi.
- Nick Wilton (2012), An Introduction to Human Resource Management, Sage Publications, Pvt.Ltd, New Delhi
- Randoll, S. Schuler (1984), Personal and Human Resource Management (2nd Education), West Publication Company, New York.
- Raymond Noe, Hollenback, Garhar and Wright (2012), Fundamentals of Human Resource Management (3rd edition), Tata McGraw Hills Education Pvt.Ltd, New Delhi.
- Richard I, Henderson (1984), Performance Appraisal (2nd edition), Prentice-Hall, Inc, New Jersey
- Robert L Mathis, John H Jackson, 2003, Human Resource Management (10th edition), Cengage Learning India Pvt.Ltd, New Delhi
- Seetharaman S & B. Venkateswara Prasad (2012), Human Resource Management, SciTech Publications Pvt. Ltd, Chennai

HOSPITAL ADMINISTRATION (Main Elective-?) (30 Hours Only)
II MSW SEMESTER – IV CODE:

Learning Outcome: *The students will...*

Gain basic knowledge on Hospital Administration

Understand the functions of Hospital

Acquire the skill for administering Hospitals.

UNIT-I: Overview of Health Care Sector: Overview of Health Care Sector in India – Primary care – Secondary care – Tertiary care – General & special Hospitals - Understanding the Hospital Management: Routine Admission/Discharge Procedures/Discharge Summary - Hospital Utilisation Statistics: Average Length of Stay (ALS), Bed Occupancy Rate and Turn Over Interval – Role of Medical, Nursing Staff, Paramedical and Supporting Staff.

UNIT-II: Functional Hospital Organization: Hospital code of ethics, medical ethics, standards for hospitals, - Hospital functions - Front Office: Duties & Responsibilities - Health Records: Daily Reports / Returns: Hospital Census, Matron's Report, Medical Officer's Report, Casualty Report, Medico-Legal Cases, Report from ICU / ICCU, Security Report, Maintenance Department Report and OT List. - Patient's Complaints - Medical Certificates.

UNIT –III Hospital Administration: Hospital Committees: Role, Composition, Frequency of Meetings, Minutes of the Meetings, Follow-up Actions. - Duties & Responsibilities of the Hospital Administrator/CEO - Role of Medical Superintendent, Resident Medical Officer, Night duty Executive; Public and guest relation: information regarding patients, medical information, attendants' management.

UNIT-IV: HRM in Hospitals: Nature and Scope of HRM – Meaning and Definition – Functions – Objectives – Organization of HRM Department - Policy Evolution of Personnel - Duty Roster of various categories of Staff - Administration of Patient Related Schemes: Medical Insurance (Cashless Benefit), Central Government Health Scheme (CGHS), Ex-Servicemen Contributory Health Scheme (ECHS), Third Party Administrator (TPA), Employee's State Insurance (ESI) - Hospital Waste Management - Methods of Infection Control - Standard Operating Procedures (SOPs) - Availability of Materials: Critical Items, Stock Level, Procurement Methods.

UNIT V: Challenges in Hospital Administration: Disaster Management: Fire Fighting. Dealing with Crisis Situation, Mob violence, Bomb threat, Terrorist strike, Mass casualties, Political agitation, Prisoners - Hospital Security: Staff, Patients, New born babies, Female staff/Patients, Stores. - Application of Hospital Information System (HIS) & Management Information System (MIS) - Accreditation – Tele health - Health Tourism - Health Insurance and Managed Care.

References

- Dave P.K., Shakti Gupta, NK Parmar, Sunil Kant, **Emergency Medical Service and Disaster Management - A Holistic Approach**, Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi.
- Goel S.L. & R. Kumar, Hospital Administration and Management, Deep & Deep Publications, New Delhi.
- Hem Chandra , **Hospital Equipment Management**, Bharat Book Centre, Lucknow
- Katakam A., GD Kunders, S Gopinath, **Hospitals Planning, Design and Management**, Tata McGraw-Hill Publishing Company Limited, New Delhi.
- Nalini V.Deve, 1991, Hospital Management, Deep & Deep Publications, New Delhi.
- R.C.Goyal, 1993, Hand Book of Hospital Personnel Management, Prentice- Hall of India Pvt. Ltd, New Delhi.
- Sakharkar B.M., **Principles of Hospital Administration and Planning**. Jaypee Brothers Medical Publisher (P) Ltd., New Delhi.
- Sankara Rao M., 1992, Hospital Organization and Administration, Deep & Deep Publications, New Delhi.
- Shankti Gupta** , Professional Publishing.
- 2011, Hospital and Health Care Administration - Appraisal and Referral Treatise** , Jaypee Brothers Medical Publishers (P) Ltd., New Delhi
- Spencer J.A., 1967, Management in Hospitals, Faber and Faber, New Delhi.
- Syed Amin, Tabish, **Hospital and Health Services Administration - Principles and Practice**, Oxford University Press, New Delhi.
- Yashpal Sharma , **Handbook on Hospital Administration**, Durga Printers, Jammu.

Learning Outcome: *The students will...*

Gain knowledge about competencies required for a manager

Understand the functions and activities to be a manager

Acquire the skill of working with the employees and counseling them

UNIT 1: Understanding Managerial Competencies: Career Development in a Changing Environment, Career Development: Theoretical Foundations, Concept of Career Anchor, Becoming a Professional, Breaking-in Process, People, Relationships and Politics

UNIT 2: Developing Managerial Competencies: Concepts of Competence, Competency Approach to Development, Assessment Centre Approach to Competence Building, Career Paths, Career Transition and Plateauing, Succession Planning and Fast-Tracking, Dual-Ladder for Career Development, Mentoring for Employee Development, Career Development and Business Strategy, Special Issues in Career Development

UNIT 3: Managing Diversity: Understanding the issues and challenges involved in managing a diverse workforce, Gaining deeper insights about individual biases towards diversity management, Enhancing skills for effective diversity management, Appreciating contemporary development in the field, Power Dynamics and Cross Cultural Management.

UNIT 4: Self Development of Managers as Counsellors: Barefoot Counselling, Assertiveness and Interpersonal Skills for Counsellors, Counselling Relationship, Psychoanalytic Foundation, Transactional Analysis, Gestalt Therapy, Rational Emotive Therapy, Person Centred Approach. Non verbal clues.

UNIT 5: Counseling Intervention in Organizations: Empathy, Listening & responding, Effective feedback, Performance Counseling, Counseling in Problem Situations, Interpersonal Conflicts, Midlife Blues, Integration and Action Plan.

References

- Arun Monappa, 2011, Managing Human Resources, Rajiv Beri for Macmillan Publishers India. Ltd, Chennai
- Aswathappa K, 2011, Human Resource Management ,6 Ed, Tata McGraw Hill Education Pvt Ltd
- Dr.N. Premavathi, 2011, Human Resource Management and Development,1 Ed, Sri.Vishnu Publications, Chennai.
- Dwivedi R S, 2012, Text Book of Human Resource Management, Vikas Publishing House Pvt Ltd, New Delhi.
- Gary Dessler, Biju Varkkey, 2012, Human Resource Management (12thEd.), Dorling Kinderley India Private Ltd
- Jayant Mukherjee, 2012, Designing Human Resources Management Systems a Leaders Guide, Sage Publications, New Delhi.
- Lowell H. Lamberton, Leslie Minor, 2012, Human Relations Strategies for Success, 4th Ed, Tata McGraw-Hill Education Pvt.Ltd, New Delhi.

- Bhattacharya, Sanjay. 2009. Social Case Work Administration and Development. Rawat Publications. New Delhi.
- Elizabeth A Segal, et.al. 2010. Professional Social Work. Cengage Learning India Pvt. Ltd. India.
- Helen Harris Pearlman, 1968, Social Casework A Problem Solving Process, The University Of Chicago.
- Jainendra Kumar Jha 2002, Social Welfare and Social Work, J.L. Kumar for Anmol Publications Pvt. Ltd. New Delhi.
- Kottles A. Jeffrey, David S., Shepard. 2009. Counseling Theories and Practice. Cengage Learning India Pvt. Ltd. New Delhi.
- Mamta Sehgal, Nirmala Sherjung 1997, Marital Disputes & Counselling Remedial Measures-Vol 3, APH Publishing Corporation-New Delhi.

ORGANIZATIONAL DEVELOPMENT

(Main Elective ?) (30 Hours Only)

II MSW

SEMESTER – IV

CODE:

Learning Outcome: The students will

be able to understand & Study the Organization in terms of types, Characteristics, Needs, Motives, Organization Behaviour, Organization Communication, Organization development.

Understand Individual Behaviour in Organization and to analyse the factors affecting organizational effectiveness.

be able to distinguish between functional and non functional organization.

UNIT I: Introduction to Organizations Concept and Characteristics of organizations, Organizational Behaviour - Context and concept - levels of organizations - formal and informal organizations, Theories of organizations Nature of organizational theory - classical theories - features of Bureaucracy - administrative theory and Scientific management - Neo-classical theories - the human relations movement - modern theory.

UNIT II: Behavioral Changes to be adapted: Systems approach to study organization needs and motives - Attitude, values and ethical behaviour - alienation and work - work motivation - communication and interpersonal behaviour- organization communication - leadership behaviour - decision making, problem solving techniques - organizational climate - change proneness and resistance to change, Organizational change, Organizational structure - Process in organizing - Dimension of Motivation Climate.

UNIT III: Departmentation - Span of Management - Delegation of authority - Centralization and decentralization - line and staff organization - functional organization - divisionalisation - Project organization - Matrix organization - free form organization - top management structure.

UNIT IV: Fundamentals of Human Relations and organizational behaviour, Groups and teams - Organisational culture and performance. Individual behaviour in organization. Dynamics of Organization behaviour - leadership conflict situations and inter group behavior- Organisational Development - Factors effecting organization effectiveness. Creativity, leadership, motivation and organization development.

UNIT V: Practical: Analysis of organization in terms of process - attitudes and values, motivation, leadership. Simulation exercises on problem-solving - Study of organizational climate in different organizations. Study of organizational structure of development departments, Study of departmentalization, span of control delegation of authority, decisions making patterns, Study of individual and group behaviour at work in an organization. Conflicts and their management in an organization. Comparative study of functional and non-functional organisations and drawing factors for organizational effectiveness.

References:

- Ancona, Kochaw, Scully, Van Maanen, Westney 1999. Organizational Behaviour and Processes. South Western College Publ., New York.
- Anmol Publ. Luthans F. 2001. Organizational Behaviour. McGraw Hill.
- Deka GC. 1999. Organizational Behaviour - A Conceptual Application Approach. Kanishka Publ.
- Dwivedi RS. 2006. Human Relations and Organization Behaviour- A Global Perspective. 5th Ed. Macmillan.
- Kumar A. 2000. Organizational Behaviour Theory and Practice.
- Newstrom JW & Davis K. 1997. Human Behaviour at Work. Tata McGraw Hill.
- Robbins SP. 2007. Organizational Behaviour. Prentice Hall.
- Shaun T & Jackson T. 2003. The Essence of Organizational Behaviour. Practice Hall of India.
- Stephen RR. 1999. Organizational Behaviour. 5th Ed. Practice Hall of India.

ENTREPRENEURSHIP PLANNING & DEVELOPMENT
(Main Elective ?) (30 Hours Only)

II MSW

SEMESTER – IV

CODE:

Learning Outcome: The students will

understanding of the concepts of “entrepreneur”, “entrepreneurship” and development in all forms and shapes
have deeper understanding of the technological entrepreneurship versus traditional entrepreneurship
exploration of an entrepreneurial environment impacted by the social, economic, and cultural conditions

UNIT-I

Entrepreneurial; Concept, Types and functions of entrepreneurs Entrepreneurial Development India - Role of Entrepreneurs in Economic Development Entrepreneurial Development Program - Phases of Entrepreneurial Development program - influence of environmental factors - Training and Development of Entrepreneurs.

UNIT-II

Business Ideas; Project identification and formulation - Classification of project - feasibility studies - Project appraisal methods - product design, Network analysis - Financial analysis.

UNIT-III

Financing Entrepreneurs - Institutional Finance to Entrepreneurs - Role of IRC, IDBI, ICIC, IRCI, SIDB, LIC, SFC, TIIC and Commercial banks in financing entrepreneurs.

UNIT-IV

Promoting enterprises - SSI Role and growth of SSI - Role and growth of SSI - Regulations governing SSI - Incentives and concessions for SSI units - Sickness in SSI - causes SSI - Role and growth of SSI - Regulations governing SSI - Incentives and concessions for SSI units - Sickness in SSI - causes and remedies.

UNIT-V

Institutions and development of entrepreneurs - Role of DIC, SISI, SIDCO, NSIC, MAYA, KVIC, TCO'S, ITCOT and Entrepreneurial Guidance Bureau - Incentives and subsidies to entrepreneurs - Problems and prospects entrepreneurs - Developing women and Rural Entrepreneurs - Entrepreneurial Motivation.

References

Text Book: Gupta C.B. and Srinnivasan N.P. - Entrepreneurial Development

Alex Nicholls, (2006), Social Entrepreneurship: New Models of Sustainable Social Change, New York: Oxford University Press.

David Bornstein, (2007). How to Change the World: Social Entrepreneurs and the Power of New Ideas, New York: Oxford University Press.

Fred Setterberg, Kary Schulman (1985), Beyond Profit: Complete Guide to Managing the Non Profit Organizations, New York: Harper & Row.
Gregory Dees, Jed Emerson, Peter Economy (2002), Enterprising Non Profits –A Toolkit for Social Entrepreneurs, New York: John Wiley and Sons.
Peter Drucker (1990), Managing the Non Profits Organizations: Practices and Principles, New York: HarperCollins.

Reference Books

1. Vasanth Desai - Organisational and Management of Small Industries
2. Saravanavel P - Entrepreneurship Development
3. Tandon B.C. - Environment and Entrepreneurship
4. Rao B.V and Undaipareek - Developing Entrepreneurship

Preparing Skill Portfolio
Activity on Exploring careers

References:

- Asha Kaul, 2005, The Effective Art Of Time Management, ICFAI University Press, Hyderabad
- Charles J Stewart And William B Cash Jr, 2010, Interviewing Tata Mcgraw Hill Companies, New Delhi.
- Diana Bonet Romero, 2011, The Business Of Listening(Fourth), Viva Books Pvt Ltd, New Delhi
- Donald Shandler, 2011, Motivating The Millennial Knowledge Worker, Viva Books Pvt Ltd, New Delhi.
- Gopaldaswamy Ramesh And MahadevanRamesh, 2010, The Ace Of Soft Skills, Dorling Kindersley, New Delhi.
- Hari Mohan Prasad AndRajnish Mohan, 2012, How To Prepare For Group Discussion And Interview, Tata Mcgraw Hill Companies, New Delhi.
- Herb Kindler,2011, Conflict Management(Fourth), Viva Books Pvt LtdmNew Delhi.
- Gangal J.K., 2012, Competitive English, Nirja Publishers, New Delhi.
- MagasudhaRavinuthala, 2005, The O.P.Singh, 2012, Art Of Effective Communication In Group Discussion And Interview, S.Chand And Company Ltd, New Delhi.
- Mark Thomas, 2008, Gurus On Leadership, Viva Books Pvt Ltd, Hariyana.
- Singh O.P., 2012, Art Of Effective Communication In Group Discussion And Interview, S.Chand And Company Ltd, New Delhi.
- Patrick L Townsend And Joan Gebhardt, 2004, Recognition,Gratitude And Celebration, Crisp Publications, New Delhi.
- Sharma R.K, 2007, How To Speak And Write Correctly, Swastik Publishers, New Delhi
- Rakesh K Mittal, 2006, The Power Of Positive Management, Sterling Publications, New Delhi.
- Robert Maddux And Barb Wingfield, 2011,Team Building(Fifth), Viva Books Pvt Ltd, New Delhi.

INTERNSHIP TRAINING (Core)

II MSW

SEMESTER – IV

CODE:

Learning Outcome: *The students will...*

Gain experience by applying the theoretical knowledge in the field
Understand the functions and activities of field placement organization
Acquire of the skills of applying the class learning into practice

In the Fourth semester field work, the students are placed in Industries and they undergo the field placement training under the close supervision of the agency personnel.

The students get hands on experience of the day –to- day functioning of the agency. They assist the agency in their routine functions of the organization and participate in all the professional activities. It provides them an opportunity to link theory with practice.

The students are encouraged to make mini research studies, analyse data and present their findings. The students also undertake any assignments given to them by the agency; they may also undertake any research for the organization.

The Internship Training consists of Two months (Total of 42 to 46 days). At the completion of the training the students are required to submit the record for valuation and guidance.

The CA marks are awarded by the supervisor out of 50 marks for the quality, regularity, initiatives, leadership, participation and team work.

At the end of the semester Viva Voce is conducted by an external examiner and marks are awarded out of 50

Internal Components (50 Marks)

Presentation of Field Work Experience	: 10 Marks
Record Quality	: 10 Marks
Initiatives Taken and Progress Shown	: 15 Marks
Subject Areas Covered	: 15 Marks

Viva Voce Components (50 Marks)

Knowledge Gained	: 10 Marks
Skills Acquired	: 15 Marks
Responsibilities and Initiative Taken	: 15 Marks
Presentation and Communication	: 10 Marks

II MSW

BLOCK FIELD WORK - II
SEMESTER – IV

(Optional)
CODE:

Learning Outcome: *The students will...*

Gain experience in a social work field by being in an open or closed setting
Understand the techniques and approaches adopted by the organization
Apply the knowledge gained, in the field of social work

During the summer holidays the second year students go for one month field placement training preferably in their respective field of specialization. The students are placed in different industries or service organization during the summer holidays.

During the placement the students are expected to learn about the vision, mission, philosophy, administration, strategies, program, activities, and achievements and also involve with the activities of the organization to whatever extent possible.

Students should get daily activity sheets signed by the concerned persons in the organizations. They have to write daily records of their learning and submit to the department once they complete their field placement. Successful completion is certified by the department and communicated to the Controller of Examination.

This is optional for students to undertake and 4 credits are attached.

Skill Development Papers

Managerial Skills (Skill Development Paper)

(Skill Development Paper offered by the department for Sacred Heart College students. Anyone from any department can opt for this skill paper from the skill bank and if they complete it as per course requirements, they will be awarded with extra credits)

Learning Outcome: *The students will...*

be well versed with the managerial skills

strengthen their managerial skills, like decision-making skills, team development, conflict management and time management.

develop critical thinking skills and the ability to use a process for decision making.

Unit I: Managing Self and Others: Importance of Knowing Oneself - Process of Knowing Oneself - SWOT Analysis - Stages in Interpersonal Relationship - Relationship Building

Unit II: Managing Time: The 80:20 rule - Time Management Matrix - Scheduling - Grouping of Activities - Overcoming Procrastination - Time Circle Planner

Unit III: Decision Making: Decision Making Process - Steps in Effective Decision Making - Effective Decision Making in Teams - Decision Making Styles

Unit IV: Team Building and Leadership: Skills Needed for Teamwork - Characteristics of an Effective Team - Leadership Traits - Leadership Styles

Unit V: Conflict Resolution and Stress Management: Sources Conflict - Functional vs. Dysfunctional Conflict - Managing Conflicts - Importance of Work-Life Balance - Achieving Work-Life Balance.

References:

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2. Harvard Business Review Manager's Handbook: The 17 Skills Leaders Need to Stand Out (HBR Handbooks), Harvard Business Review Press, 2017.
3. McGrath E. H., Basic Managerial Skills for All, PHI, 2011.

Human Resource Management Concepts (Skill Development Paper)

(Skill Development Paper offered by the department for Sacred Heart College students. Anyone from any department can opt for this skill paper from the skill bank and if they complete it as per course requirements, they will be awarded with extra credits)

Learning Outcome: *The students will...*

develop their knowledge on Management Concepts.

create and urge the students to acquire knowledge about the verticals in Human Resource Practices.

be up to date with the Trends in the Business Scenario.

UNIT I: Corporate Quality: Total Quality Management, Total Production Maintenance, Six Sigma, Kaizen, 7 S, Just in Time

UNIT II: Corporate Assessments: Competency Mapping, Skill Matrix, HR Benchmarking, ISO Standards, SWOT Analysis, LEAN methodologies, Development Centers, Assessment Centers, Human Resource Accounting, Human Resource Audit

UNIT III: Corporate Process and Plans: Knowledge Management, Business Process Outsourcing/Services, Knowledge Process Outsourcing, People Capability Maturity Model, Emotional Intelligence, Employee Stock Option Plan/Programme, B2B, B2C,

UNIT IV: Verticals in Human Resources Management: Meaning and Concepts and Practical applicability of Employee Engagement, Performance Management System, HR Analytics and Resource Management, Enterprise Resource Management, Employer Branding.

UNIT V: Management Gurus -Peter Ferdinand Drucker, Joseph Moses Juran, William Edwards Deming, Warren Gamaliel Bennis and their contribution. Business Tycoons - Ratan Tata, Azim Hashim Premji, N. R. Narayana Murthy, Sudha Murthy and their achievements. Critical analysis of articles on Management and Business.

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- 3.Gita Piramal, (1997). Business Maharajas, New Delhi: Penguin Books Pvt Ltd
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