



SACRED HEART COLLEGE (AUTONOMOUS)

Tirupattur – 635 601, Tamil Nadu, S.India

Resi : (04179) 220103

College : (04179) 220553

Fax : (04179) 226423

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) – COURSE SYLLABUS 2022-2023 Batch Onwards

SEMESTER I							
Code of Subject	Title of the subject	Contact	Credit	E-hrs	CA	SE	Total
MHR101T	Introduction to Social Work Profession	45	3	3	50	50	100
MHR102T	Social Work Practice with Individuals	45	3	3	50	50	100
MHR103T	Social Work Practice with Groups	45	3	3	50	50	100
MHR104T	Social Work Practice with Communities	45	3	3	50	50	100
MHR105T	Human Psychology	30	2	3	50	50	100
MHR106S	Theatre Skills	30	2	R/SD		100	100
MHR107F	Concurrent Field Work-I	-	5	R/V	50	50	100
SEMESTER TOTAL			21				700

SEMESTER II							
Code of Subject	Title of the Subject	Contact	Credit	E-hrs	CA	SE	Total
MHR201T	Labour Legislation and Labour Welfare	60	4	3	50	50	100
MHR202T	Strategic Human Resource Management	60	4	3	50	50	100
MHR203T	Social Work Research & Statistics	60	4	3	50	50	100
MHR204T	HR Analytics	30	2	3	50	50	100
MHR205S	Data Processing & Analysis Skill (SPSS& NVIVO)	30	2	R/SD	50	50	100
MHR206F	Concurrent Field Work-II	-	5	R/V	50	50	100
MHR208J	Research Project I	-	3	R/V	80	20	100
MHR207F	Block Field Work (4 Weeks Duration)	-	4	Required		100	100
MHR209X	Transactional Analysis (Certificate Course)	-	2*	Optional- Successful Completion			
SEMESTER TOTAL			28+2*				800

URL : www.shcpt.edu Email : office@shcpt.edu

principal@shcpt.edu

SEMESTER III							
Code of Subject	Title of the Subject	Contact Hrs	Credit	E-hrs	CA	S	Total
MHR301	Human Resource Development	45	3	3	50	50	100
MHR302	Industrial Relations	45	3	3	50	50	100
MHR303	Organizational Behavior	45	3	3	50	50	100
MHR304A, MHR304B & MHR304C	Corporate Social Responsibility/ Human Resource Management in Service Sector / Training & Development	30	2	3	50	50	100
MHR305S	Skill Matrix & Competency Mapping Skill	30	2	R/SD	50	50	100
MHR306J	Research Project II	-	3	R/V	80	20	100
MHR307F	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							
Code of Subject	Title of the subject	Contact Hrs	Credit	E-hrs	CA	SE	Total
MHR401	Human Rights and Social Legislation	30	2	3	50	50	100
MHR402A, MHR402B & MHR402C	Organizational Development/ Managerial Competencies & Managerial Counselling/ Entrepreneurship Planning & Development	30	2	3	50	50	100
MHR403A, MHR403B & MHR403C	International HRM / Hospital Administration/ Performance Management	30	2	3	50	50	100
MHR404S	Employability Skill	30	2	R/SD	50	50	100
MHR405J	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)	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

SEMESTER I

INTRODUCTION TO SOCIAL WORK PROFESSION

(Main Core)

I MSW

SEMESTER – I

CODE: MHR101T

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:

1. Bhattacharya, Sanjay. 2008. Social Work Psycho- Social and Health Aspects. Deep and Deep publications. New Delhi.
2. 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
6. Godwin Prem Singh J, 2009, Millennium Development Goals, Allied Publishers Pvt. Ltd, Mumbai
7. Hingham, Patricia. 2006. Social Work- Introducing Professional Practice. Sage Publications. New Delhi
8. Jane Williams, 2008, Child Law of Social Work British Library Cataloguing in Publication, New Delhi.
9. 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.

10. Bhattachary, Sanjay. 2009. Social Work Administration and Development. New Delhi. Rawat Publication.
11. Chowdhry, D. Paul. 1992. Social Welfare Administration. Atmaram and Sons.
12. Encyclopaedia of Social Work. Vol I & III Also for Units IV & V
13. 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)

I MSW SEMESTER – I CODE: MHR102T

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

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

SOCIAL WORK PRACTICE WITH GROUPS (Social Group Work) (Main Core)

I MSW SEMESTER – I CODE: MHR103T

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; GroupWork 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:

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

SOCIAL WORK PRACTICE WITH COMMUNITIES

(Main Core)

I MSW SEMESTER – I CODE: MHR104T

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:

1. Christopher, A.J., and Thomas William. 2006. Community Organization and Social Action. Himalaya Publications. New Delhi.
2. Cox M. Fred et. al. 2005. Strategies of Community Organization. 4th Edition. Peacock Publishers. New Delhi.
3. Jainendra Kumar Jha, 2002, Social Work And Community Development, Anmol Publications Pvt Ltd, New Delhi
4. Johri Pradeep Kumar. 2005. Social Work and Community Development. Anmol Publications Pvt. Ltd. New Delhi.

5. Kumar Jha Jainendra. 2002. Social Work and Community Development. Anmol Publications Pvt. Ltd. New Delhi.
6. Kumar Somesh. 2008. Methods for Community Participation. Vistar Publications. New Delhi.
7. Ledwith Margaret. 2005. Community Development. A Critical Approach. Rawat Publications. New Delhi.
8. Margaret Ledwith, 2005, Community Development, Rawat Publications, Jaipur.
9. Mukundan N. And M.Hilaria Soundari, 2008, Emerging Dimensions In Selp Help Groups, Dominant Publishers And Distributors, New Delhi.
10. N.Lalitha, 2008, Shg's And Micro Finance, Dominant Publishers And Distributors, New Delhi.
11. Pradeep Kumar Johri, 2005, Social Work For Community Development, Anmol Publications Pvt Ltd, New Delhi.
12. Somesh Kumar, 2008, Methods For Community Participation, Vistaar Publications, New Delhi.
13. Surendra K.Vettivel, 1992, Community Participation Empowering the Poorest Roles of Ngo's, Vetri Publications, New Delhi.

HUMAN PSYCHOLOGY
(Inter Disciplinary Core)

I MSW SEMESTER – I CODE: MHR105T

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

1. Abril Lal Mukherjee, 2015, A Textbook Of Cognitive Psychology, Rajat Publications, New Delhi
2. Anuratha Ngangom, 2012, Research Methodology In Psychology, Maxford Books, New Delhi
3. Daine E Papalia And Sally Wendkos Olds And Ruth Duskin Feldman, 2004, Human Development (Ninth), Tata Mcgraw-Hill, New Delhi
4. David F Marks, Michael Murray, Brian Evans And Emeé Vida Estacio, 2011, Health Psychology (Third), Sage Publications, New Delhi
5. Delhinaiima Khatoon, 2012, General Psychology, Darling Kinderley, South Asia .
6. Elizabeth B Hurlock, 2009, Development Psychology (Fifth), Tata Mcgraw-Hill, New Delhi
7. Elizabeth B. Hurlock, 2005, Child Development, Tata Mc Graw-Hill Publishing Company Ltd, New Delhi
8. John W Santrock, 2011, Life Span Development (Thirteen), Tata Mcgraw-Hill, New Delhi
9. Lewis R Aiken And Gary Groth-Marnat, 2009, Psychological Testing And Assessment, Dorling Kindersley Pvt. Ltd, New Delhi
10. Margarete Parrish, 2012, Social Work Perspectives On Human Behaviour, Rawat Publications, Jaipur
11. Mohan Kumar, 2014, Dictionary Of Psychology, Aitbs Publishers, Delhi
12. Naima Khatoon, 2012, General Psychology, Dorling Kindersley Pvt Ltd, India
13. Philip Banyard, Mark N.O. Davies, Christian Norman And Belinda Winder, 2012, Essential Psychology, Sage Publications, New Delhi
14. 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: MHR106S

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:

1. Badal Sircar, “The Third Theatre”
2. Lizbeth Goodman (Et.) “The Routledge Reader in Politics and Performance” Routledge, London, 2000.
3. Prasanna, “INDIAN METHOD in ACTING” National School of Drama, 1, Bahawan Das Road, New Delhi. 2014.

CIA Components for Theatre Skills (100 Marks)

1. Learning Interest (Theatre skills Workshop evaluation): 20 Marks
2. Attendance: 5 Marks
3. Theatre Skills Record: 25 Marks
4. End Semester: Skill Demonstration (Individual - 30 and Group - 20): 50 Marks

CONCURRENT FIELD WORK – I

(Main Core)

I MSW SEMESTER – I CODE: MHR107F

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:

1. 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.
2. Social Work Camp for a week
3. Skill Laboratory Experience in Social Work Methods
4. 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)

I MSW SEMESTER – II CODE: MHR202T

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 un organized 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

1. Arun Monappa, 2011, Managing Human Resources, Rajiv Beri for Macmillan Publishers India. Ltd, Chennai

2. Aswathappa K, 2011, Human Resource Management ,6 Ed, Tata McGraw Hill Educate IonPvt Ltd
3. Dr.N. Premavathi, 2011, Human Resource Management and Development,1 Ed,Sri.Vishnu Publications, Chennai.
4. Dwivedi R S, 2012, Text Book of Human Resource Management, Vikas Publishing HousePvt Ltd, New Delhi.
5. Gary Dessler, Biju Varkkey, 2012, Human Resource Management (12thEd.), DorlingKinderley India Private Ltd
6. Jayant Mukherjee, 2012, Designing Human Resources Management Systems a Leaders Guide, Sage Publications, New Delhi.
7. Lowell H. Lamberton, Leslie Minor, 2012, Human Relations Strategies for Success, 4th Ed,Tata McGraw-Hill Edition Pvt.Ltd, New Delhi,
8. Michael J Kavanagh, Mohan Thite, Richard D Johnson, 2012, Human ResourceInformation System, SAGE Publications India Pvt.Ltd, New Delhi
9. Murton, Inmmam & Osullivan, 2011, Human Resource Management, Great HodderEducation, London
10. Nickwilton,2012, An Introduction to Human Resource Management, Sage PublicationsIndia Pvt Ltd.
11. Seetharaman S, B. Venkateswara Prasad, 2012, Human Resource Management, Scitech Publications Pvt Ltd- Chennai
12. Sharma V K, 2013, Human Resource Management, Evolution &The Challenges Ahead,Vinod Vasishtha for Viva Books Pvt. Ltd, New Delhi
13. Tanuja Agarwala, 2013, Strategic Human Resource Management, Oxford University Press,New Delhi.
14. V K Sharma, 2013, Human Resource Management, Evolution and challenges Ahead, VivaBooks Pvt.Ltd, New Delhi.

LABOUR WELFARE AND LABOUR LEGISLATIONS
(Main Core)

I MSW SEMESTER – II CODE: MHR201T

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 oflabour- 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

1. Babu Sharath and Rashmi Shetty. 2007, Social Justice and Labour Jurisprudence. SAGE Publication. New Delhi.
2. Bhatia, 2008 Strategic Industrial Relations and Labour Laws, Deep and Deep Publications, New Delhi.
3. Jain J.N. and Ajay Bhola, 2009, Modern Industrial Relations and Labour Laws, Regal Publications, New Delhi.
4. Kapoor, N.D. 1993. Elements of Industrial Law. Sultan Chand & Sons. New Delhi.
5. Kapoor, N.D. 1995. Hand Book of Industrial Law. Sultan Chand & Company. New Delhi.
6. M.R. Sreenivasan, 2006, Industrial Relations and Labour Legislations, Margham Publications, Chennai.
7. Ramaswamy, E.A. & Uma Ramaswamy. 1981. Industry and Labour: An Introduction Oxford University Press. New Delhi.
8. Singh B. D. 2010, Industrial Relations and Labour Laws, Excel Books, New Delhi.
9. Srivastava S. C., 2014, Industrial Relations And Labour Laws, Vikas Publishing House Pvt. Ltd, New Delhi.
10. Tripathi, P.C. 1994. Personnel Management and Industrial Relations. Sultan Chand & Co. New Delhi.
11. Vaidyanathan, S. 1986. Factory Laws Applicable in Tamilnadu. Vols: 1,2,3. Madras Bood Agency. Madras.

SOCIAL WORK RESEARCH & STATISTICS

(Main Core)

I MSW SEMESTER – II CODE: MHR203T

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

1. Aditham Bhajanaga Rao. 2006. Research Methodology. Excel books. New Delhi.
2. Allen Rubin and Earl Babbie, 2011, Methodology For Social Work Research, Cengage Learning India Pvt. Ltd, New Delhi.
3. Cargan, Leonard. 2008. Doing Social Research. Jaipur. Rawat Publications.
4. Chadhary CM. 2009. Research methodology. Ashish Paranmi RBSA publishers. Jaipur.
5. Debashis Chakraborty. 2009. Research Methodology. Saurabh Publishing House. New Delhi.
6. Foster, J.J. 1998. Data Analysis Using SPSS for Windows. Sage Publications Ltd. London.
7. 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.
8. Gosh B.N., 2008 Scientific Methods And Social Research, Sterling Publications Pvt. Ltd, New Delhi.
9. Gupta, S. P. 2009. Statistical Methods. New Delhi. Sultan Chand and Sons.
10. Ian Shaw and Nick Gould, 2001, Qualitative Research in Social Work, Sage Publications, London.
11. Kothari, C.R. 2004. Research Methodology – Methods and Techniques. New Delhi. New Age

International Private Limited.

12. Kular Singh. 2007. Quantitative Social Research Methods. Sage Publications India PVT LTD. New Delhi.
13. Michael Bloor, Jane Frankland, Michelle Thomas, Kate Bobson 2001, Focus Groups in Social Research, Sage Publications, New Delhi.
14. Padgett, D.L. 1998. Qualitative Methods in Social Work Research. Sage Publications. California.
15. Susanne Friese, 2012 Qualitative Data Analysis with Atlas, Sage Publications, New Delhi.

HR ANALYTICS
(Inter Disciplinary Core)

I MSW SEMESTER – II CODE: MHR204T

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:

1. Balaji B, 2013, Service Marketing & Management, S.Chand & Company Private Limited, New Delhi.
2. Dasler Gary, 2011, Human Resource Management, Dorling Kindersly (India. Pvt. Ltd.), New Delhi.
3. Goyal R.C., 1994, Hand Book Of Hospital Personnel Management, Prentice Hall Of India Private Limited, New Delhi.
4. Goyal R. L. 1993. Handbook of Hospital Personnel Management. Prentice Hall of India Pvt. Ltd. New Delhi.
5. Hoffman K Douglas and E G John Bateson. 2006. Marketing of Services. Cenage Learning India Pvt. Ltd. New. Delhi.
6. Kandula, Srinivas. 2005. Human Resource Development in Competitive Business

Environment. ICFAI University press. Hyderabad.

7. Natarajan L, 2006, Service Marketing, Margham Publications, Chennai.
8. Negi, Jag Mohan. 1997. Professional Hotel Management. S. Chand and Co. Ltd. New Delhi.
9. Rao, Sanakard M. 1992. Hospital Organisation and Administration. Deep and Deep Publications. New Delhi.
10. Sanghi Sma, 2011, Human Resource Management, Macmillan Publishers, India.
11. 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)

I MSW

II SEMESTER

CODE: MHR205S

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 keyterms – 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:

1. Foster, J.J. 1998. Data Analysis Using SPSS for Windows. Sage Publications Ltd. London.
2. 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.
3. Gupta, S. P. 2009. Statistical Methods. New Delhi. Sultan Chand and Sons.
4. Padgett, D.L. 1998. Qualitative Methods in Social Work Research. Sage Publications. California.
5. Manual- N Vivo 10 for Windows- www.explore.qsrinternational.com/new-york-university

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

1. Assignment: 10 Marks
2. Class Participation: 10 Marks
3. Record note: 20 Marks
4. Practical (Skill Demonstration): 20 Marks
5. End Semester – Viva Voce: 40 Marks

CONCURRENT FIELD WORK – II
(Main Core)

I MSW SEMESTER – II CODE: MHR206F

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		

Corporate Training : 05 Marks

BLOCK FIELD WORK (Required)

I MSW

SEMESTER – II

CODE: MHR207F

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)

I MSW SEMESTER – II CODE: MHR209X

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 ego state -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:

1. Berne, Eric, 1996, Games People Play- The Basic Book of Transactional Analysis. Ballantine Books, New York.
2. Berne, Eric, 1964, Games People Play. Grove Press, New York.

3. Berne, Eric 1961, Transactional Analysis In Psychotherapy, Grove Press, New York
4. Harris A. Thomas, 1969, I' am OK-You are OK.; Harper & Row, New York.
5. James, Muriel & Jongeward, 1976, Born To Win, Addison Wisely Publishing Company,London
6. Steiner M. Claude, 1982, Scripts People Live. Bantam Books, Toronto
7. Steiner M. Claude, 1974, Games Alcoholics Play, Ballantine Books, New York.
8. 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

HUMAN RESOURCE DEVELOPMENT (Main Core)

II MSW

SEMESTER – III CODE: MHR301T

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:

1. Arun Kumar, 2000, International Encyclopaedia of Management Training and Development Anmol Publications Pvt.Ltd, New Delhi
2. Bhatia S K, 2008, Emerging Human Resource Development (HRD), Deep & Deep Publications Pvt.Ltd, New Delhi.
3. Uday Kumar Halder, 2010, Human Resource Development, Oxford University Press, New Delhi.
4. Denisi, Griffin. 2008. Human Resource Management. Houghton Mifflin Company. New York.

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

INDUSTRIAL RELATIONS (Main Core)

II MSW

SEMESTER – III

CODE: MHR302

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 Perspective, 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 ,led Anurag Jain for Excel Books, New Delhi.

ORGANIZATIONAL BEHAVIOUR (Main Core)

II MSW

SEMESTER – III

CODE: MHR303

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

1. Aswathappa K., Organizational Behaviour, Himalaya Publishing House, Mumbai.
2. Avinash K Chitale And Rajendra Prasad Mohanty And Nishith Rajaram Dubey, 2013, Organizational Behaviour, Phi Learning Pvt Ltd, New Delhi.
3. Dipak Kumar Bhattacharyya, 2013, Organizational Behaviour, Oxford University Press, New Delhi.
4. Gareth R Jones, 2007, Organizational Theory Design Change, Dorling, Kindersley Ind Pvt Ltd, New Delhi.
5. Jai B P Sinha, 2008, Culture and Organizational Behaviour, Sage Publications, New Delhi.
6. Khanka S.S, 2013, Organizational Behaviour (Fourth Edition), S.Chand And Company, New Delhi.
7. Margie Parikh and Rajen Gupta, 2012, Organizational Behaviour, Tata Mcgraw Hill Publications, New Delhi.
8. Michael J Kavanagh and Mohan Thite, 2009, Human Resource Information Systems, Sage Publications, New Delhi.
9. Prasad L. M., 2014, Organizational Behaviour, Sultan Chand and Sons, New Delhi.
10. Richard L Daft, 2012, Understanding The Theory And Design Of Organisations,, Cengage Learning India Pvt India, New Delhi.
11. Shuchi Sharma, 2013, Organizational Behaviour, Tata Mcgraw Hill Publications, New Delhi.
12. Stephen P Robbins and Timothy A Judge And Neharika Vohra, 2013, Organizational Behaviour (Fifteenth), Dorling Kindersley Ind Pvt Ltd, New Delhi.
13. Udai Pareek, 2010, Understanding Organizational Behaviour (Second), Oxford University Press, New Delhi.

CORPORATE SOCIAL RESPONSIBILITY

(Main Elective)

II MSW SEMESTER – III CODE: MHR304A

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

1. Akhileshwar Pathak, 2014, Legal Aspects Of Business(Sixth), Mcgraw Hill Publications, New Delhi.
2. Garg K.C. And V.K. Sareen and Mukesh Sharma and R.C.Chawla, 2008, Legal Environment of Business, Kalyani Publications, Chennai.
3. Jeffrey A Mello, 2011, Strategic Management of Human Resource (Third), Cingage Learning Ind Pvt Ltd, New Delhi.
4. John D Daniels and Lee H Radebaugh and Daniel P Sullivan, 2005, International Business (Tenth), Pearson Education Pvt Ltd, New Delhi.
5. John R Baotright, 2003, Ethics and Conduct of Business (Fourth), Dorling Kindersley Ind Pvt Ltd, New Delhi.
6. Mahajan C.P., 2008, Concepts and Solutions of Business Ethics, ABD Publishers, Jaipur.
7. Neelamegam V., 2008, Business Environment, Vrinda Publications, New Delhi.
8. Sankaran S., 2013, Business Environment, Margham Publications, Chennai.
9. Saravanavel P. And S.Sumathi, 2009, Legal Aspects of Business, Himalaya Publishing House, Mumbai.
10. Sharma R.K. And Puneet Goel and Pooja Bhagwan, 2009, Business Ethics And Corporate Governance, Kalyani Publications, Chennai.

HUMAN RESOURCE MANANAGEMENT IN SERVICE SECTOR

(Main Elective)

II MSW

SEMESTER – IV

CODE: MHR304B

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:

1. Balaji B, 2013, Service Marketing & Management, S.Chand & Company Private Limited, New Delhi.
 2. Dasler Gary, 2011, Human Resource Management, Dorling Kindersly (India. Pvt. Ltd.), New Delhi.
 3. Goyal R.C., 1994, Hand Book Of Hospital Personnel Management, Prentice Hall Of India Private Limited, New Delhi.
 4. Goyal R. L. 1993. Handbook of Hospital Personnel Management. Prentice Hall of India Pvt. Ltd. New Delhi.
 5. Hoffman K Douglas and E G John Bateson. 2006. Marketing of Services. Cenage Learning India Pvt. Ltd. New. Delhi.
 6. Kandula, Srinivas. 2005. Human Resource Development in Competitive Business Environment. ICFAI University press. Hyderabad.
 7. Natarajan L, 2006, Service Marketing, Margham Publications, Chennai.
 8. Negi, Jag Mohan. 1997. Professional Hotel Management. S. Chand and Co. Ltd. New Delhi.
 9. Rao, Sanakard M. 1992. Hospital Organisation and Administration. Deep and Deep Publications. New Delhi.
 10. 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)

II MSW

SEMESTER III

CODE: MHR304C

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

1. B. Taylor & G.Lippitt: .Management Development and Training Handbook.
2. William E. Blank, Handbook for Developing Competency Based Training Programmes, Prentice-Hall, New Jersey, 1982.

SKILL MATRIX AND COMPETENCY MAPPING

(Skill Paper)

II MSW

SEMESTER III

CODE: MHR305S

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:

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

CONCURRENT FIELD WORK – III (Core)

II MSW

SEMESTER – III

CODE: MHR307F

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

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:

1. Aish Kumar Das. 2004. Human Rights in India. Sarup and Sons. New Delhi.
2. Chiranjivi J. 2002. Human Rights in India. Oxford University Press. New Delhi.
3. Kohli A.S. 2004. Human Rights and Social Work Issues. Society for Community Organisation. Madurai.
4. Muzafer Assadi, 2010, Human Rights Perspectives and Social Justice, Serials Publications, New Delhi.
5. Quinn Fredrick. 2005. Human Rights in Retreat. Society for Community Organisation. Madurai.
6. Sawant. P.B. 2004. Human Rights. Society for Community Organisation. Madurai.
7. Shantha Kumar. 2004. Human Rights, People's Watch. Madurai.
8. Susan C. Mapp. 2008. Human Rights and Social Justice in a Global World. Oxford University Press. New Delhi.
9. Tapan Biswal, 2007, Human Rights Gender and Environment, Viva Books Pvt Ltd, New Delhi
10. Tapan Biswal. 2006. Human Rights – Gender and Environment. Vira Publications. New Delhi.

INTERNATIONAL HRM (Main Elective)

II MSW SEMESTER – IV CODE: MHR403A

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:

1. "The Agenda: What Every Business Must Do to Dominate the Decade", "Dr.Michael

- Hammer, Hammer and Company, One Cambridge Center, Cambridge, MA, 02142.
2. A Handbook of Human Resource Management Practice, “Michael Armstrong”, Kogan page.
 3. Managing and Measuring Employee Performance - Understanding Practice “Elizabeth HOULDSWORTH, Dilum JIRASINGHE”, Kogan Page.
 4. Accountability in Human Resource Management, “Jack J Phillips”, Gulf Professional Publishing.

PERFORMANCE MANAGEMENT (Main Elective)

II MSW

Semester IV

Code: MHR403C

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:

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

HOSPITAL ADMINISTRATION (Main Elective)

II MSW SEMESTER – IV CODE: MHR403B

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

1. 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.
2. Goel S.L. & R. Kumar, Hospital Administration and Management, Deep & Deep Publications, New Delhi.
3. Hem Chandra , **Hospital Equipment Management**, Bharat Book Centre, Lucknow
4. Katakam A., GD Kunders, S Gopinath, **Hospitals Planning, Design and Management**, Tata McGraw-Hill Publishing Company Limited, New Delhi.
5. Nalini V.Deve, 1991, Hospital Management, Deep & Deep Publications, New Delhi.
6. R.C.Goyal, 1993, Hand Book of Hospital Personnel Management, Prentice- Hall of India Pvt. Ltd, New Delhi.
7. Sakharkar B.M., **Principles of Hospital Administration and Planning**. Jaypee Brothers Medical Publisher (P) Ltd., New Delhi.
8. Sankara Rao M., 1992, Hospital Organization and Administration, Deep & Deep Publications, New Delhi.
5. **Shankti Gupta** , Professional Publishing.
9. **2011, Hospital and Health Care Administration - Appraisal and Referral Treatise** , Jaypee Brothers Medical Publishers (P) Ltd., New Delhi
10. Spencer J.A., 1967, Management in Hospitals, Faber and Faber, New Delhi.
11. Syed Amin, Tabish, **Hospital and Health Services Administration - Principles and Practice**, Oxford University Press, New Delhi.
12. 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

1. Arun Monappa, 2011, Managing Human Resources, Rajiv Beri for Macmillan Publishers India. Ltd, Chennai
2. Aswathappa K, 2011, Human Resource Management ,6 Ed, Tata McGraw Hill Education Pvt Ltd
3. Dr.N. Premavathi, 2011, Human Resource Management and Development,1 Ed, Sri.Vishnu Publications, Chennai.
4. Dwivedi R S, 2012, Text Book of Human Resource Management, Vikas Publishing House Pvt Ltd, New Delhi.
5. Gary Dessler, Biju Varkkey, 2012, Human Resource Management (12thEd.), Dorling Kinderley India Private Ltd
6. Jayant Mukherjee, 2012, Designing Human Resources Management Systems a Leaders Guide, Sage Publications, New Delhi.
7. Lowell H. Lamberton, Leslie Minor, 2012, Human Relations Strategies for Success, 4th Ed, Tata McGraw-Hill Education Pvt.Ltd, New Delhi.
8. Bhattacharya, Sanjay. 2009. Social Case Work Administration and Development. Rawat Publications. New Delhi.
9. Elizabeth A Segal, et.al. 2010. Professional Social Work. Cengage Learning India Pvt. Ltd. India.

10. Helen Harris Pearlman, 1968, Social Casework A Problem Solving Process, The University Of Chicago.
11. Jainendra Kumar Jha 2002, Social Welfare and Social Work, J.L. Kumar for Anmol Publications Pvt. Ltd. New Delhi.
12. Kottles A. Jeffrey, David S., Shepard. 2009. Counseling Theories and Practice. Cengage Learning India Pvt. Ltd. New Delhi.
13. Mamta Sehgal, Nirmala Sherjung 1997, Marital Disputes & Counselling Remedial Measures-Vol 3, APH Publishing Corporation-New Delhi.

ORGANIZATIONAL DEVELOPMENT

(Main Elective)

II MSW

SEMESTER – IV

CODE: MHR402A

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:

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

ENTREPRENEURSHIP PLANNING & DEVELOPMENT

(Main Elective)

II MSW

SEMESTER – IV

CODE: MHR402C

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, THIC 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

1. Alex Nicholls, (2006), Social Entrepreneurship: New Models of Sustainable Social Change, New York: Oxford University Press.
2. David Bornstein, (2007). How to Change the World: Social Entrepreneurs and the Power of New Ideas, New York: Oxford University Press.
3. Fred Setterberg, Kary Schulman (1985), Beyond Profit: Complete Guide to Managing the Non Profit Organizations, New York: Harper & Row.
4. Gregory Dees, Jed Emerson, Peter Economy (2002), Enterprising Non Profits –A Toolkit for Social Entrepreneurs, New York: John Wiley and Sons.
5. 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

EMPLOYABILITY SKILL (Skill Paper)

II MSW

SEMESTER IV

CODE: MHR404S

Learning Objectives: The students will gain..

- Knowledge Dimension of Employability Skills and Career Planning Skill
 - Resume Writing & Interview Skills
1. **Planning, Organizing Skill and Team Work Skill**

UNIT I: Knowledge Dimension of Employability Skills: Workplace health and safety- types of workplace injury- hazards and safety signs- Appropriate workplace behaviour and conduct - Anti-discrimination- Harassment/Sexual harassment

UNIT II: Career Planning Skill - Good understanding of careers in the industry and job opportunities and roles available within it - Career Analysis Survey - Skills and qualifications required for a range of occupations relating to M.S.W – Career Exploration activities

Skill Practice

1. Completing Career Planning Survey
2. Self-Analysis of skills required for a specific occupation of choice
3. Undergoing a Psychometric Testing on Career aspiration and submitting a report

UNIT III: Resume Writing& Interview Skills: Components of an effective resume- Preparing for an interview

Skill Practice

1. Preparing two different CVs for two different jobs in different settings of MSW
2. Attending a Group Discussion
3. Attending a Mock Interview for any one CV prepared

UNIT IV: Team Work Skill – Participation in group activities- Listening to other’s ideas with an open mind-Negotiating time lines, roles and responsibilities on a project- Maintaining productive and harmonious working relationship with colleagues.

Skill Practice

1. Organizing a group activity in the college as a team and writing a report on how time deadlines, roles and responsibilities of different team members were negotiated
2. SWOT Analysis on Sustaining Relationship with classmates
3. Demonstrating workplace telephone conversation

UNIT V: Planning & Organizing Skill: Identifying priorities and reorganizing schedules – Identifying time wasters that are blocks to task completion- identifying tasks to be delegated to subordinates or shared with equals - Adapting to job rotations within or outside the department

Skill Practice

1. Preparing Competency Matrix for two different jobs related to MSW setting
2. Preparing Skill Portfolio
3. Activity on Exploring careers

References:

1. Asha Kaul, 2005, The Effective Art Of Time Management, ICFAI University Press, Hyderabad
2. Charles J Stewart And William B Cash Jr, 2010, Interviewing Tata Mcgraw Hill Companies, New Delhi.
3. Diana Bonet Romero, 2011, The Business Of Listening(Fourth), Viva Books Pvt Ltd, New Delhi
4. Donald Shandler, 2011, Motivating The Millennial Knowledge Worker, Viva Books Pvt Ltd, New Delhi.
5. Gopaldaswamy Ramesh And MahadevanRamesh, 2010, The Ace Of Soft Skills, Dorling Kindersley, New Delhi.
6. Hari Mohan Prasad AndRajnish Mohan, 2012, How To Prepare For Group Discussion And Interview, Tata Mcgraw Hill Companies, New Delhi.
7. Herb Kindler,2011, Conflict Management(Fourth), Viva Books Pvt LtdmNew Delhi.
8. Gangal J.K., 2012, Competitive English, Nirja Publishers, New Delhi.
9. MagasudhaRavinuthala, 2005, The O.P.Singh, 2012, Art Of Effective Communication In Group Discussion And Interview, S.Chand And Company Ltd, New Delhi.
10. Mark Thomas, 2008, Gurus On Leadership, Viva Books Pvt Ltd, Hariyana.
11. Singh O.P., 2012, Art Of Effective Communication In Group Discussion And Interview, S.Chand And Company Ltd, New Delhi.

12. Patrick L Townsend And Joan Gebhardt, 2004, Recognition,Gratitude And Celebration, Crisp Publications, New Delhi.
13. Sharma R.K, 2007, How To Speak And Write Correctly, Swastik Publishers, New Delhi
14. Rakesh K Mittal, 2006, The Power Of Positive Management, Sterling Publications, New Delhi.
15. Robert Maddux And Barb Wingfield, 2011,Team Building(Fifth), Viva Books Pvt Ltd, New Delhi.