

M.A. HUMAN RESOURCE AND CONFLICT MANAGEMENT

SYLLABUS

(with effect from June 2015)



DEPARTMENT OF GANDHIAN THOUGHT AND PEACE SCIENCE

The Gandhigram Rural Institute – Deemed University

Gandhigram – 624 302 Tamil Nadu

THE GANDHIGRAM RURAL INSTITUTE-DEEMED UNIVERSITY
GANDHIGRAM-624 302
DEPARTMENT OF GANDHIAN THOUGHT AND PEACE SCIENCE

M.A. HUMAN RESOURCE AND CONFLICT MANAGEMENT (HRCM)

COURSE PROFILE AND SCHEME OF EXAMINATIONS

Sem No	Course Code No.	Course Title	No. of Cred	No. of hrs	CFA Mar	ESE Mar	Total Marks
First Semester							
CC	15GTPP0101	Fundamentals of Human Resource Management	4	4	40	60	100
	15GTPP0102	Domains of Human Resource Management	4	4	40	60	100
	15GTPP0103	Introduction to Conflict Management	4	4	40	60	100
	15GTPP0104	Industrial and Community Social Work	4	4	40	60	100
	15GTPP0105	Labour Employment laws, and practices	4	4	40	60	100
	15GTPP0106	Gandhian Way of Management	2	2	20	30	50
CNCC	15ENGP00C1	Communication / soft skill	-	2	50	-	50
	15GTPP01F1	Extension/ Field Visit	-	2	50	-	50
			22	26			
Second Semester							
CC	15GTPP0207	Personnel Management, Training and Development	4	4	40	60	100
	15GTPP0208	Organizational Behaviour	4	4	40	60	100
	15GTPP0209	Skills for Counselling and Guidance	4	4	40	60	100
	15GTPP0210	Labour Welfare and Industrial Relations	4	4	40	60	100
NME		Non Major Elective	4	4	40	60	100
CNCC	15GTPP0001	Gandhi in Everyday Life	-	2	50	-	50
	15GSWP02F2	Extension/ Field Visit	-	2	50	-	50
			20	24			
Third semester							
CC	15APRP0001	Research Methods	4	4	40	60	100
	15 APRP0002	Applied Statistics	4	4	40	60	100
	15GTPP0311	Ethics, Values and Corporate Responsibility	2	2	20	30	50
	15GTPP0312	Alternative Dispute Resolution and Skills for Negotiation and Mediation	4	4	40	60	100
Elective	15GTPP03EX	Major Elective	4	4	40	60	100
MC	15GTPP03MX	Modular Course	2	2	100	-	100
VPP	15EXNP03V1	Village Placement Programme	2	2	50	-	50
CNCC	15GTPP03F3	Extension/ Field Work	-	2	50	-	50
			22	24			
Fourth semester							
CC	15GTPP0413	Management of Organizational Process and Leadership	4	4	40	60	100
	15GTPP0414	Occupational Health, Safety and Social Security	4	4	40	60	100
	15GTPP0415	Skills for Interpersonal Relations and Communications	4	4	40	60	100
	15GTPP0416	Dissertation	6	12	75	75+	200

						50	
MC	15GTPP04MX	Modular Course	2	2	50		50
CNCC	15GTPP04F4	Extension/ Field Work		2	50	-	50
			18	20			

C – Core, E – Major Elective, N – Non Major Elective, M – Modular Course, CNCC – Compulsory non credit course, VPP – Village Placement Programme.

Semester-wise credits: 22+ 20+ 22 + 18 = Total: 82 Semester-wise For Dissertation: 200 (150

External 75+ 75Internal and 50 Viva voce) CNCC, and MC have only Internal Evaluation.

Major Electives 15GTPP03EX

Course code	Title of the Course	No.of Credits	Hours	Marks		
				CFA	ESE	Total
15GTPP03E1	Labour Management and Relations (E)	4	4	40	60	100
15GTPP03E2	NGO Management	4	4	40	60	100
15GTPP03E3	Project Planning and Management	4	4	40	60	100

Modular Course 15GTPP03MX and 15GTPP04MX

(Modular Courses offered by the Department during III & IV semesters)

Course code	Title of the Course	No.of Credits	Hours	Marks		
				CFA	ESE	Total
15GTPP03M1	Management of Work Place Conflicts (M)	2	2	100	-	100
15GTPP03M2	Life Skills for Manager (M)	2	2	50		50
15GTPP04M1	Social Mobilisation for Conflict Resolution	2	2	50		50
15GTPP04M2	Yoga For Holistic Health And Peace	2	2	50		50

First Semester

15GTPP0101 FUNDAMENTALS OF HUMAN RESOURCE MANAGEMENT (Credits 4)

Objectives:

- To enable the students to understand basic concept of Human Resource Management.
- To gain knowledge to apply HR practices in the work place environment.

Specific Objectives of Learning:

- To introduce Human Resource Management as an academic discipline.
- To gain indepth knowledge in Human Resource Planning.
- To master the process of job analysis.
- To acquire skills in Training and Evaluation for development of HR.
- To teach the meaning and methods of Performance Appraisal.

Unit I: **Human Resource Management:** Meaning – Nature – Scope, Objectives – Personnel Management Vs HRM – Importance of HRM – Problems of HRM – HRM as a Profession- Functions of HRM - Classification of HRM.

Unit II: **Human Resource Planning:** Selection and Recruitment- Human Resource Planning – Meaning – Need and Importance – Factors Influencing Recruitment – Recruitment Policy – problems in Recruitment Selection – Factors Affecting Selection Decisions – Selection Policy – Steps in Selection. Placement – Meaning and Principles – Placement Policy – Introduction.

Unit III: **Job Analysis, Description, Evaluation and Design:** Meaning of Job and job analysis – Purpose – Uses – Contents – Steps in Job Analysis – Techniques of Job Analysis- Job Description: – Purpose- Contents – Uses- Limitations – Guidelines for Job Description – Job Specifications-Job Evaluation: – Meaning – Objectives – Procedure – Uses – limitations – Job Evaluation Methods.

Unit IV: **Development of Human Resources:** Meaning of Training – Development and Education - Training - Need and Importance – Objectives – Types – Steps in Training Programme – organization of Training Programmes – Evaluation of Training Programmes - Techniques of Training and Development - Training and Development in India – Need – Training Courses – Training Institutes – Problems – Government Policy.

Unit V: **Performance Appraisal:** Meaning – Need and Importance – Objectives – Problems in Performance Appraisal – Factors Influencing Performance Appraisal –

Responsibility for Appraisal – Techniques of Performance Appraisal – Traditional Techniques – Straight Ranking Method – Paired Comparison Method – Man-to –Man Comparison Method – Grading Method – linear Rating Method – Forced Choice Description Method – Free Essay Method – Critical Incident Method – Group Appraisal Method – Field Review Method - Modern Technique of Performance Appraisal – Appraisal by MBO Assessment Centre Method – Human Assets Accounting Method – Behaviourly – Anchored Rating Scales.

Reference:

Memoria, C. B. (1999) Dynamics of Industrial Relations in India”, Himalaya publishing house, Bombay,
Biswarnath Gosh, Personnel Management and industrial Relations, world press, Pvt. Ltd, Calcutta 1987.
Flippo, E.E. (1989). personnel Management, McGraw Hill Kogahusha, New Delhi,
Robbins, P. (1991)Stephen, Personnel Management of Human Resources, Prentice Hall Inc. Engle Wood Cliffs, New Jersey,
Memoria, C.B.(1993) Personnel Management, Himalaya Publishing House, Bombay,
Muniramppa C.M., (1988.)A. Shankaraiah, Kamaraju Panthulu, Personnel Management and Industrial Relations, Excel Publications, New Delhi,
Agarwal, R.D., (1994) Dynamics of personnel Management in India, Tata McGraw Hill Book Company, New Delhi,.

15GTPP0102 DOMAINS OF HUMAN RESOURCE MANAGEMENT (Credits 4)

Objectives

To identify different kinds of Domain in the area of Human Resource Management.

To motivate the students to tackle issues in a systematic way.

Specific Objectives of Learning:

- To make them understand Education as a system for mobilization of human resources.
- To make them aware of the role of youth in nation building
- To teach them the aspects of the disability of women and the disabled
- To teach them to have an indepth knowledge on Village, Cottage and Small Scale Industries
- To make them to acquire an indepth knowledge on the characteristics and problems of a rural community.

Unit I: Education as a system for mobilization of human resource – Educational system in India – Management of Human Resource in Schools, College and Universities – Changing trends in Higher Education – New National Policy of Higher Education – Role of NGOs, Gandhian Institutions and Management Educational Institutions in developing human resource for various human organizations in India.

Unit II: Youth and Nation building – Responsibility of youth in planning for their career – Developing youth power – Management of youth center and youth development projects.

Unit III: Women and Disabled – The Socially Handicapped – Child Labour: Problems of Child Labour in India, causes of child labour, child labour in organized and unorganized sectors – Rehabilitative services for child labour – The aged: Problems of the aged – Programmes and services for rehabilitating the aged in need.

Unit IV: Village/Cottage Industries/Small Scale Industries: Industry as a social system – Characteristics of Indian labour – Profile of an Indian worker – Socio-economic and cultural background of Indian labour – Traditional worker and modern workers – The social responsibility of Industry – Social improvement programmes for the community – Role of industrial organisation in developing its human resources.

Unit V: Rural community – Characteristics of a rural community – Problems of a rural community – Rural based occupations and industries – Rural manpower planning and development – Religions, ethnic dimensions in HRM – Rehabilitation of victims – rape and terrorism – communal disharmony – refugee problems – ethnic violence.

References

- Bhaskar Chatterjee. (1999.) *Human Resource Management - A Contemporary Text*, New Delhi: Sterling Publishers Pvt. Ltd.,
- Bhaskara Rao, D. & V. Venkateswara Rao. Eds. *Status and Advancement of Women*, New Delhi: APH Publishing Corporation, Daryaganj.
- Birendra Kumar & B.S. Hansra. *Extension Education For Human Resource Development*, New Delhi: Concept Publishing Company, New Delhi.
- Bob Currie. *The Politics of Hunger in India—A Study of Democracy, Governance and Kalahandi's Poverty*, Chennai: Macmillan India Ltd.
- Gupta C.B. (2000) *Human Resource Management*, New Delhi: Sultan Chand & Sons,
- Gupta, N.L. *Women Education Through The Ages*, New Delhi: Concept Publishing Company,
- Saraswathi, S. (1997.) *Youth Leadership in India*. New Delhi: Seema Publications,
- Parashuraman, S. (1988) *Youth in India*. National Committee Report, Indian Council of Social Welfare, Bombay.

15GTPP0103 INTRODUCTION TO CONFLICT MANAGEMENT

(Credits 4)

Objectives:

To expose students to the different concepts, theories and practices of conflicts and Conflict management

To impart conflict management skills and techniques to effectively manage conflicts at the work place and community

Specific Objectives of Learning:

To make them to understand the concept, sources and impact of conflict in workplace and society

To help them to understand the different approaches and methods of conflict management

To acquire various skills and techniques for conflict Management

To exultivate in them effective leadership and managerial skills

- Unit I: Conflict: Definition, Theories, Sources: Values, Interests, communication, Relationship, Role, Structure, Data & Information, Escalation and Effects : Cyclic and Chain reaction, Productive (functional) and Destructive (dysfunctional) – views of conflict: traditional, Contemporary and Integrationist, Causes for work place conflicts – Harassment and discrimination – cost and effects of conflict - organizational and individuals perspectives of conflict..
- Unit II: Approaches and strategies of dealing with conflicts: Conflict Management , Conflict Resolution and Conflict transformation - Five conflict handling styles: competing, collaborating, avoiding, accommodating and compromising. Win – win approach - Different strategies of dealing with conflict: Strike, boycott and other noncooperation methods; coercion, violence and grievance redressal, investigation, arbitration, adjudication and litigation, conflict coaching and Lobbying.
- Unit III: Methods of conflict Resolution: Negotiation: hard, Soft, competitive and win-win, Outcome of negotiation: zero sum, positive sum and negative sum. - Mediation: evaluative and facilitative, Conciliation and hybrid.
- Unit IV: Skills and Techniques for Conflict Management - Lobby, Persuasion, Dialogue, consultation, Trust building, defusing anger, anger management, building rapport, empathetic listening, one-on-one conversation, recognizing different issues and view points, transparent and empathetic communication, sharing of information and position, conflict analysis and joint costing, Transforming competitive negotiation to collaborative, exploring and choosing alternatives and formalizing agreements.

- Unit V Role of Managers in Conflict Management – kinds of leadership in management: The demagogue, manager and mediator (facilitator) – Keys for leader as mediator: visioning, systems thinking, presence, inquiry, conscious conversation, dialogue, bridging, innovation and crisis intervention and management.

References

- Fisher,R and Ury.W, (1986), *Getting to Yes. Negotiating Agreement without Giving in*. London, Hutchinson Business Books Ltd..
- Mark Gerzon, (2006) *Leading Through Conflict*, Harvard Business School Press, Boston, USA.
- Kenneth E. Boulding, (1962), *Conflict and Defence*, Harper and Row Publishers, New York.
- George Simmel. *Conflict*, The Free Press, New York.
- Paul Wehr, (1979),. *Conflict Regulation*, Westview Press, USA.
- Kurt Lewin. *Resolving Social Conflicts*, Harper & Row Brothers Publishers, New York.
- Martin Deutsch, (1973), *The Resolution of Conflict: Constructive and Destructive Process*, Yale University Press, New haven.
- Lewis Coser, (1956), . *Functions of Social Conflict*, Free Press, New York.
- Johan Galtung,(1992), *The Way is the Goal: Gandhi Today*, Gujarath Vidyapith, Ahmedabad.
- James Schellenburg, (1996), *Conflict Resolution: Theory, Research and Practice*, State University of New York Press, Albany
- David P. Barash, (1991), *Introduction to Peace Studies*, Wadsworth Publishing Company, USA.
- Robert J Edelman, (2000), *Interpersonal Conflicts at work*, University Press, Hyderabad,
- Carol Tavris, (1989), *Anger: The misunderstood Emotion*, A Touchstone Book, New York.
- Thomas Weber, (1991), *Conflict Resolution and Gandhian Ethics*, The Gandhi Peace Foundation, New Delhi.
- Asish Kumar Das, (2008), *Contemporary Conflict Resolution*, Sarup & Sons, New Delhi.
- John Paul Lederach, (2003), *The Little book of Conflict Transformation*, Good Books, Intercourse, PA.
- Madhusudan Saharay, (2011), *Text book on Arbitration and Conciliation with Alternative Dispute Resolution*, Universal Law Publishing Co.Pvt. Ltd. New Delhi.

15GTPP0104 INDUSTRIAL AND COMMUNITY SOCIAL WORK (Credits 4)

Objective:

To familiarize with the special characteristics and demands of industrial work by treating industry as part of community putting it in the backdrop of community organization development.

To develop skills and abilities in order to apply industrial social work and community social work, social work in working places, organizations and community, influencing their policies and functioning, while working and intervening with cases, groups and the whole working place as a unique society or system.

Specific Objectives of Learning:

- To enhance to the students to know about Industrial Social Work in the wake of Globalization.
- To make the students learn more about the models and issues in Industrial Social Work.
- To make the students equip with social work skills and Interventions for Industry.
- To study in depth the concept of community, its characteristics, Organization and community development.
- To teach them the methods of community organizations.

Unit I: Introduction to Industrial Social Work: Industrial social work-Definition and origins of industrial social work- societal and historical context of industrial social work in India- Industry in the community context: Small scale industries and village industries-Typology of Industrial social workers' services-Industrial social work in the new millennium: Globalization and emergence of corporate work culture-Future of industrial social work.

Unit II: Models and Issues in Industrial Social Work: System theory approach and Transaction analysis to deal with work related dysfunctions-work stress, absenteeism, depression, alcoholism, drug addictions and psychopathology in industrial and work settings- problems solving and methods for improving employees' work performance and welfare: Administrative and policy solutions- job loss and job transitions in corporate settings and dealing with related issues.

Unit III: Social Work Skills and Interventions for Industry: Stress Management techniques, Conflict management strategies, Negotiation strategies-Dispute Management- Human resource management interventions- Community Based Interventions: Involving

communities in industrial social work-Education, Training and Motivational strategies.

Unit IV: Concept of Community:- Types of communities and their characteristics-process of Community organization-Community organization as a method of social work-Community organization and community development.

Unit V: Methods of Community Organization-Community organization study: Analysis, Assessment and evaluation-Community resource identifications and mobilization-Community survey-Social action: Definition, objectives, Methods and Strategies-Relationship between community social work and social action-Role of social worker in community action and social action.

References:

- Baldock: *Community Work and Social Work*, Routledge and Kegan Paul, 2004
Debotosh Sinha: *Aspects of Industry and Occupational Social Work*, Abhijeet Publications, India, 2007
Gangarade, KD: *Community Organization in India*, Popular Prakashan, New Delhi, 1971.
Maiden, Paul: *Global Perspectives of Occupational Social Work*, The Haworth Press Inc., 2001
Michael E Mor Barak (ed): *Social Service in Work Place*, The Haworth Press Inc., New York, 1999
Ross, Murray: *Community Organisation: Theory and Practice*, Harper and Row, New York, 1998
Shulamith Lala Ashenderg: *Industrial Social Work Today*, The Haworth Press Inc., New York, 1990.

15GTPP0105 LABOUR EMPLOYMENT LAWS AND PRACTICES

(Credits 4)

Objectives

To study about the labour problems as labour issues welfare.

To import the labour laws and labour welfare problems.

Specific Objectives of Learning:

- To make the students understand about the various Acts related to labour employment law.
- To teach the students the importance of Workmen's Compensation Act and Employees state Insurance Act.
- To give exposure to the students on EPF schemes and Gratuity Act
- To gain knowledge on Maternity benefit Act and Minimum wages Act.
- To train the students in various procedures for settlement of industrial disputes.

Unit I: Factories Act 1948, What is factory – Rights of workers – Definitions of important terms – Duties of Manufacturers - Health, Safety and welfare - Working hours – Holidays – Penalties and procedure. Industrial Employment [Standing orders Act, 1946] – Scope and application of the Act – Definitions – Matters to be provided in the standing orders.

Unit II: Work men's compensation Act 1923, Scope and coverage of the Act – Definitions rules regarding work men's compensation- compensation for death and disability. The employees state Insurance Act, 1948 Applicability of the Act – Definitions – Administration of the scheme – Benefits of the scheme.

Unit III: Employees provident Funds and Miscellaneous provisions Act, 1952 Applications of the Act – Definitions – EPF schemes – Administration of the scheme payment of Gratuity Act, 1972 –coverage – Definitions – payment and for future of Gratuity and exception.

Unit IV: The Maternity benefit Act 1961- Definitions – Maternity benefits – The Payment of wages Act – Application – definition – Rules for payment of wages and deduction. Minimum wages Act 1948 – Application and definition - Safe guards in payment of minimum wages-.

Unit V: Industrial Dispute Act 1947 - Definitions procedure for settlement of industrial disputes and authorities under the Act – Strikes and Lock outs – Lay – off and retirement.

References:

- Kapoor, K.D (2006) Elements of Mercantile law, Sultan Chand & sons, 23, Daryagenj, New Delhi,
Gaur G.L.(1986.)Trade unionism and Industrial Relations, New Delhi, Deep and Deep publications,
Mehrotra S.N(1981) Labour problems in India, New Delhi, Chand and Company, 1981
Reshma Arora, (2000) Labour Law, Delhi, Himalaya Publishing House.

15GTPP0106 GANDHIAN WAY OF MANAGEMENT (Credits 2)

Objectives:

To enable the students to understand the unique Gandhian concept of Management and its need in the context of modern competitive, unethical Management.

To guide the students to realize the importance and necessity of the Gandhian Way of Management which is nonviolent, non-competitive and pro-active.

To create a cadre of effective managers and to set a new trend in the field of management.

Specific Objectives of Learning:

- To make the students understand the meaning, definition, and concept of modern and Gandhian management.
- To make an in-depth study on the objectives of planning and the Gandhian concept of micro level planning.
- To provide knowledge on corporate social responsibility.
- To teach the students the concept and advantages of Trusteeship.
- To introduce the Gandhian way of management through his organisations.

- Unit.I Meaning and Definition of Management - Concept of Modern Management- Gandhian Concept of Management -- Different facets of Gandhiji -- as a leader, organizer and administrator - Oceanic Circle vs. Pyramidal Model.
- Unit. II Objectives of Planning - Gandhi as a Planner- Micro-level Planning- Decentralization of Power and Position -- Strength and Beauty of Nano, Micro and Local Planning.
- Unit. III Corporate Social Responsibility - Importance of building human relations -Gandhi as a Conflict Resolver and Problem Solver- Gandhian concept of development and Conflict Management.
- Unit. IV Concept of Trusteeship- Salient features of Trusteeship Management - Personnel Management in Trusteeship - Advantages of Trusteeship over Corporate Ownership.
- Unit. V Gandhian Way of Management -- Management of his Ashrams in South Africa and India- Management of All India Congress Committee- Harijan Sevak Sangh -

All India Spinners' Association - Examples of Trusteeship Management - Experiments of Sarvodaya Sanghs, Sarva Seva Sangh, ASSEFA and other Gandhian/Sarvodaya Organizations.

Reference

- Arunachalam, K., (1985), *Khadi Economics: A few Aspects*, Gandhi Literature Society, Madurai.
- Arunachalam, K., (1985), *Gandhian Economics*, Sarvodaya Ilakkiya Pannai, Madurai.
- Bose, Nirmal Kumar, (1948), *Gandhiji's Concept of Trusteeship*, Bhangiya Pradeshik Chatra Samshid, Calcutta.
- Chandra Bose, D., *Principles of Management & Administration*
- Gandhi, M.K., (1946), *Trusteeship*, Navajivan Publishing House, Ahmedabad.
- Gandhi, M.K., (1936), *Khadi – Why and How?*, Navajivan Publishing House, Ahmedabad
- Kumarappa, J.C., (1962), *Gandhian Economic Thought*, Sarva Seva Sangh Prakashan, Varanasi.
- Kumarappa, J.C., (1984), *Economy of Permanence: A Quest for a Social Order Based on Nonviolence*, Sarva Seva Sangh Prakashan, Varanasi.
- Ramachandran & George S.K., (1952), *Economics of Peace: The Cause and the Man*, Sarva Seva Sangh Prakashan, Varanasi.
- Upadhyaya R.P., (1976), *Social Responsibility of Business and the Trusteeship Theory of Mahatma Gandhi*. Sterling Publishers, New Delhi.
- Sethi, J.D., (1986), *Trusteeship: The Gandhian Alternative*, Gandhi Peace Foundation, New Delhi.
- Thomson, Mark. (1993), *Gandhi and his Ashrams*, Popular Prakashan, New Delhi.

15GTPP01F1 EXTENSIONS AND FIELD VISIT

Second Semester

15GTPP0207 PERSONNEL MANAGEMENT TRAINING AND DEVELOPMENT (Credits 4)

Objectives

To impart techniques and skills to use the Human Resources for Development.
To express need for training, methods and techniques and career development plane.

Specific Objectives of Learning:

- To make a broad study on personnel management and its different aspects
- To gain knowledge on human resource planning and corporate planning.
- To impart knowledge on recruitment and placement.
- To give them an in-depth knowledge on training and development.
- To make the students realize about career and succession planning.

Unit I: Personnel Management in organisational context. Personnel environment-changing role of personnel management in India-Is personnel a profession?-objectives of personnel management- The role of personnel functions and activities –structure of the personnel department.

Unit II: Human Resource Planning: Human Resource planning (HRP) for economic development- corporate planning and the HRP process-planning for manpower in a new enterprise.

Unit III: Recruitment and Placement: Job analysis-HR planning and recruiting-employee testing and selection –interviewing candidates-placement-induction-internal mobility.

Unit IV: Training and Development. Need for training and development –training objectives and strategies –training methods and techniques-Design and organization of training – evaluation of training.

Unit V: Career and succession planning: Need for career planning –The concept of career-career planning process – succession career management-career development planning.

References:

Venkata Ratnam and B.K. Srivastava Personnel Management and Human Resource, Tata McGraw-Hill Publishing company Ltd., New Delhi
Gary Dessler (2003) Human Resource Management Prentice Hall of India, New Delhi.
Milkovich, (1994) Personnel/Human Resource management, Business Publication, Delhi
Rao 'TV., Human Resource Development, Sage Publications, New Delhi
Udai Pareek (2003) Training Instruments in HRD and OD, New York

15GTPP0208 ORGANIZATIONAL BEHAVIOUR
(Credits 4)

Objectives

- To expose on various theories to understand individual and group behavior.
- To equip students to handle the challenges and opportunities in an organization.

Specific Objectives of Learning:

- To understand the meaning and concept of organization behavior (OB)
- To gain knowledge on behaviour of the individual and its impact on Organization
- To find out difference between formal and informal organization and to know the leadership qualities.
- To imbibe some idea about decision making process.
- To make the students understand behavior modification nature and function of Gandhian Organization.

- Unit I: Definition, concepts, role of organisational behaviour - understanding behaviour in organisation – historical development of organisational behaviour – organisation as a social system – developing a sound organisational climate – Gandhiji and his organising ability – methods of organisational behavior.
- Unit II: Individual in an organisation – understanding human behaviour – motivation and behaviour – motives, needs, goals, individual behaviour and group behaviour – influence of group behaviour in an organisation environment – motivating environment for development and peace
- Unit III: Formal and informal organisation – organisation goals and interaction process – group dynamics and group standards – Leadership in an organisation - leader behaviour – leadership process – leadership training – leadership for creating peace and enhancing development.
- Unit IV: Decision making in an organisation – constraints in decision making - implementation of decisions – communication and decision making – decision making for development and peace in an organisation – Importance of decision making in Gandhi/Peace organisations.
- Unit V: Need for motivation in an organisation – behaviour modification: definition, meaning, objectives and techniques of behaviour modification- Gandhi as a Organisation builder – Nature and functions of Gandhiji's organisations – building up organisations for development and peace in the new millennium.

References

- Stephen P. Robbins. (1993) *Organisational Behaviour, Concepts, Controversies and Application*, New Delhi: Prentice Hall of India Private Ltd., Latest edition,
- J.W. Lorch ed. (1987) *Handbook of Organisational Behaviour*, New Delhi: Prentice Hall of India,
- L.M. Prasad.(1993) *Organisation Theory and Practice*, New Delhi: S. Chand and Company,
- B.J. Hodge and H.J. Johnson. *Management and Organisational Behaviour: A Multidimensional Approach to Management*, New York:
- Henry P. Sims and Peter Lorenz. (1992) *The New Leadership Paradigm, Social Learning and Cognition in Organisations*, New Delhi: Sage Publications India Private Limited.
- Keith Devis. (1978) *Human Behaviour at Work*, New Delhi: Tata McGraw-Hill.
- Luthans Fred (1992.). *Organisational Behaviour*, New Delhi: Tata McGraw-Hill, INC.
- Udai Pareek. (1988.) *Organisational Behaviour Process*, Jaipur: Rawat Publications.

15GTPP0209 SKILLS FOR COUNSELLING AND GUIDANCE

(4 Credit)

Objectives

To impart counseling skills to the students

To enable them to help people with intra-personal conflicts in facing the challenges of present working environment and culture

To make the students familiar with counseling skills for effectively handling intra-personal and interpersonal conflicts

Specific Objectives of Learning:

To understand the principles and relevance of Counselling

To learn the processes and skills of individual and group counselling

To enable them to understand the counselling therapies

To expose them to different fields of counseling

Unit I: Counselling - Definition - Need for counselling - Principles and approaches (Directive, non directive and eclectic) counselling as helping relationship (role of counsellor and client). Indigenous methods and other related fields (Psychotherapy, Advising, Guidance, Clinical Psychology) Counselling ethics.

Unit II: Counselling process: Beginning phase - Initiating contact, initial rapport, establishing structure, interaction, active listening - Verbal and non verbal communication, silence and reflection, Paraphrasing, Questioning, Confrontation Self-disclosure and Immediacy.

Unit III: Action Phase: Identifying concern, goal setting, long term goal and short term goal, Evaluating goal - Possible outcome and positive and negative consequences of goal, Process of goal - sub goal, steps to goal and evaluating steps. The End Phase: Review, Evaluation, Referral and Termination - Group counselling: Meaning, purpose, structuring groups process, advantages and limitations and issues of group counselling.

Unit IV: Counselling therapies: Behavioural approach, Transactional analysis, psycho-Analytic approach, Cognitive approach and Humanistic approach. Professional preparation for counselling: self esteem prevention of burn out, skills in guidance and Training for professional settings.

Unit V: Counselling for Special Groups: Marriage Counselling, Counselling the alcoholics and drug addicts, Counselling the youth, Improving personal effectiveness and peer group counselling, and AIDS counseling, Counselling the disaster and accident victims - people with stress and suicidal tendency.

References

- S. Narayana Rao.(1997), *Counselling and Guidance*, Tata McGraw Hill Publishing Company Ltd., New Delhi.
- Dr.B.J. Prashantam.(1988), *.Indian Case Studies in Therapeutic Counselling*, Christian Counselling Centre, Vellur,
- Dr.Bryan Teixeira, Dr.B.Ananthi & Dr.S.Jeyapragasam, (2006), Text Book on Basic Counselling Skills, The Valliammal Institution, Madurai'
- J.M. Fuster.(1980), *Personal Counselling*, St.Paul Publications, Bombay.
- B.G. Barki and B. Mukhopadhy. (1991), *Guidance and Counselling: A Manner*, Sterling Publishers, New Delhi.
- D. John Antony, (2003), *Skills of Counselling*, Anugraha Publications, Nochiodaipatti, Dindigul.
- Indu Dave, (1991), *The Basic Essentials of Counselling*, Sterling Publishers, New Delhi.
- Fr. J. Currie. *Barefoot Counselling - A Primer in Building Relationship*, Asian Trading Corporation, Bangalore.
- R.R. Carkhuff, (1983), *The art of Helping*, Better yourself Book, Carkhuff Institute of Human Technology, Bombay.
- Eugene Kennedy & Sara C. Charles, (2001), *On Becoming A Counsellor*, Better Yourself Books, Mumbai.
- Harms E Schreiber. *Handbook of Counselling and Techniques*, Pergamon Press, Oxford.
- .Richard Nelson-Jones. *Practical Counselling and Helping Skills*, Better Yourself Books, Mumbai.

15GTPP0210 LABOUR WELFARE AND INDUSTRIAL RELATION (Credits 4)

Objectives

To provide knowledge about labour welfare measures.

To enable students to understand the significance of industrial relations and the ways of solving disputes.

Specific Objectives of Learning:

- To make the students understand concept of Labour welfare policies and measures.
- To gain knowledge on labour legislation and Acts.
- To introduce the concept and function of trade union.
- To imbibe knowledge on industrial relations.
- To teach the students the methods of Grievance Redressal and Gandhian way of solving the problems.

Unit:I Concept and Definition- Labour Welfare Policy – Labour Welfare Measures - Recommendations of labour Commission.

Unit II: Labour legislation – Factories Act of 1948. Payment of wages Act 1936, EPF Act, ESI Act, Payment of Bonus Act, Gratuity Act, Welfare officer's Role and responsibilities – work man's compensation Act 1923.

Unit III: Trade unionism – Theories of Trade Unionism. Problems of Trade union – workers participation in management – problems of trade union – Measures to improve trade unionism.

Unit IV: Industrial relation system – meaning & objective - Industrial relation in India – Industrial dispute – causes of Industrial dispute – Causes of industrial dispute – Industrial dispute Act of 1947 – Gandhian way to solve industrial dispute.

Unit V: Industrial relations – Attitudes and approaches – conflict management – conciliation – Arbitration – strikes, lock outs industrial relation commission. Grievance procedure – Disciplinary procedure. Theory and practice of collective bargaining – Gandhian leadership for maintaining industrial relation.

References:

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Biswarnath Gosh, (1987) Personnel Management and industrial Relations, world press, Pvt. Ltd, Calcutta.

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NON MAJOR ELECTIVE

15GTPP0001: GANDHI IN EVERYDAY LIFE

(2 Hours per week)

Objectives:

1. To understand and appreciate the principles and practices of Gandhi and their relevance in the contemporary times.
2. To develop noble character and attitude to enable the students to cope up with the challenges of daily life.

Specific Objectives of Learning:

To enable students to:

- To study in-depth the life and message of Gandhi.
- To understand the Gandhian way of Management.
- To practice the Gandhian model of conflict reduction.
- To lead a humane life on Gandhian lines.
- To become a Gandhian constructive worker.

- Unit.I. **Understanding Gandhi:** Child hood days, Student days, influence of Books and Individuals, Religion, Family, and Social factors. Gandhi as rebel, acquaintance with vegetarianism, as lawyer, encountering and transforming humiliation: in India, in south Africa- train incident, Coach incident, on path way, at court, attack by protesters. Gandhi as political leader and reformer.
- Unit.II. **Management:** Gandhi's experiments in managing family- Eleven vows, non-possession and sacrifice begin at home – Managing Ashram - community living, service and financial ethics – Managing Social movements- Transvaal March and Salt Satyagraha and nonattachment to position (Nishkama Seva).
- Unit.III. **Conflict Reduction:** Pursuance of truth and nonviolence ends and means, openness, transparency, love and kindness in handling relationship, nonviolent communication, practicing nonviolence in social and political issues (Satyagraha), conflict resolution practices, art of forgiveness and reconciliation and shanti sena.
- Unit.IV. **Humanism:** Trust in goodness of human nature, respect for individual and pluralistic nature of society, dignity of differences, equal regard for all religions (Sarvadharm Samabhava), castes, races, colours, languages etc., simple and ethical life, swadeshi and unity of humankind.
- Unit.V. **Constructive programmes** and contemporary issues: Concept of Sarvodaya, poverty, terrorism, environmental degradation, problems in sharing common

resources, health systems and education, science and technology and centralization of power and governance.

References:

- M.K. Gandhi, (2012) *An Autobiography or The Story of My Experiments with Truth*, Navajivan Publishing House, Ahmedabad.
- . (2003) *Satyagraha in South Africa*, Navajivan Publishing House, Ahmedabad.
- . (1945) *Constructive Programme: Its Meaning and Place*, Navajivan Publishing House, Ahmedabad.
- . (2003) *Key to Health*, Navajivan Publishing House, Ahmedabad
- . (1949) *Diet and Diet Reform*, Navajivan Publishing House, Ahmedabad.
- . *Basic Education*, Navajivan Publishing House, Ahmedabad.
- . (2004) *Village Industries*, Navajivan Publishing House, Ahmedabad.
- . (1997) *Hind Swaraj*, Navajivan Publishing House, Ahmedabad.
- . (2004) *Trusteeship*, Navajivan Publishing House, Ahmedabad.
- . (2001) *India of my Dreams*, Navajivan Publishing House, Ahmedabad.
- K.S.Bharathi (1995) *Thought of Gandhi and Vinoba*, *Shanti Sena*, Sarva Seva Sangh Prakashan, Varanasi.
- V.P.Varma, (1999) *Political Philosophy of Mahatma Gandhi and Sarvodaya*, Lakshmi Narain Agarwal, Agra.
- Louis Fisher (2010) *Gandhi: His Life and Message*.
- B.R. Nanda. (2011) *Mahatma Gandhi: A Biography*, Allied Publishers Private Ltd., New Delhi.
- N.K. Bose. (2008) *Studies in Gandhism*, Navajivan Publishing House, Ahmedabad.
- Gopinath Dhawan, (2006) *The Political Philosophy of Mahatma Gandhi*, Navajivan Publishing House, Ahmedabad.
- N. Radhakrishnan, (2006) *Gandhi's Constructive Programmes: An Antidote to Globalized Economic Planning?*, Gandhigram Rural Institute, 2006.

Films.

Richard Attenborough, **Gandhi**.

Syam Benegal, **The Making of Mahatma**.

Anupam P. Kher, **Mine Gandhi Ko Nahin Mara**.

Peter Ackerman and Jack Duvall, **A Force More Powerful**

15GTPP02F2 EXTENSION AND FIELD VISIT

THIRD SEMESTER

15APRP0001 RESEARCH METHODS

15APRP0002 APPLIED STATISTICS

15GTPP0311 ETHICS, VALUES AND CORPORATE RESPONSIBILITY

(Credits 2)

Objectives

To inculcate the ethical values and norms in the minds of students.

To enable them to understand the importance of social and corporate responsibility.

To improve ethical standards of students in managing human resources and business dealings.

Specific Objectives of Learning:

- To introduce the concept of ethics and values in business
- To understand theories of business ethics.
- To acquire knowledge on social responsibility of business
- To gain knowledge on ethics and its relation with organizational system.
- To bring out the important aspects of ethics in marketing knowledge on Gandhian economics

Unit: I Introduction; Definition of ethics – Improvement of ethical performance in business – Values – Managerial values – Classification of values – Transactional ethics – Participatory ethics – Recognition ethics – Code of ethics.

Unit: II Ethical theories: Introduction – Cognitivism and Non-cognitivism – consequentialism versus Non-consequentialism – Utilitarianism versus Non-consequentialism – Basic human rights – Moral evaluation – Ten commandments – Business and Religion.

Unit: III Ethics and Social responsibility: Introduction – changing expectations of social responsibility – Managerial ethics – The four faces of social responsibility – Societal responsibility issues.

Unit: IV Ethics and the organization – Introduction – Traditional model of the organization – The rational organization – Conflicts of interest - Firms duties to the employee – Ethics in human resource management and organizational culture – HRM system in different countries.

Unit: V Ethical aspects in marketing – Introduction – Ethics concept and consequents – Criticisms of ethics in marketing – Ethics and Information technology – Non-violent economy – Principles of Gandhian economics – Economy of permanence.

References:

- Murthy, C.S.V, (2001) Business Ethics, A P H Publishing Corporation, New Delhi.
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Hamilton, Daniel's., (Ed), (2007), Which Values for Our Time, Center for Trans Atlantic Relations, U.S.A.
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Sandeep Sareen (2001) Ethics Management, Sarup&Sons Publishers, New Delhi.
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Shiva Ramu.S (2000) Corporate Crisis Management, Response Books Publishers, New Delhi.
Milton Yinger.J (1997) Ethnicity, Rawat Publications New Delhi.
Carl Ficarrota.J (2008) Ethics, Integrity & Responsibility, The leaders Imperative, Jaico Publishing house, Mumbai.

**15GTPP0312 ALTERNATIVE DISPUTE RESOLUTION AND SKILLS FOR
NEGOTIATION AND MEDIATION**

(Credits 4)

Objectives:

To explore the different kinds of disputes and the process of dealing with them

To get exposure about the theories and practices of Alternative Dispute Resolution in Indian context

Specific Objectives of Learning:

To understand the different types of disputes and dispute resolution methods

To understand the concept of ADR and its methods

To acquire the skills of various dispute resolution techniques

To learn the art of practicing Negotiation and Mediation methods

- Unit I: Disputes- Definition, conflicts and disputes, characteristics of dispute, kinds of dispute and need for dispute resolution, traditional methods of dispute resolution: Nyaya panchayat and civil bodies, conventional methods: Judiciary, legal aid, lok adalats, legislative bodies at micro and macro levels.
- Unit II: ADR – meaning and philosophy, origin of ADR in India, steps and process involved in ADR, planning strategy, legal counselling, conciliation/mediation, and arbitration-court annexed arbitration – facilitating settlement, advantage and limitation of ADR.
- Unit III: Negotiation: Essentials, Characteristics and tactics of negotiation- communication, dialogue and bargaining, theories and types of Negotiation – Hard-competitive, soft – avoidance and accommodating and principled - compromise and collaborative, need for good negotiators, Five kind of negotiators, integrative bargaining, impediments for negotiated settlement.
- Unit IV: Mediation: Concept, types of mediation- facilitative and evaluative; conciliation and mediation, Mediation Process: converging of parties, essentials, stages, strategies and methods, functions of mediators, models of mediation: interest based and right based, drafting agreements and settlements.ADR and mediation, role of mediators as facilitator, advantages of conciliation.
- Unit V: Skills and Techniques in dispute and Conflict Resolution: Conflict analysis and Mapping of conflict. Skills for listening, communication and interviewing, enquiring, legal counselling, crisis intervention and situation control, formalizing agreements treaties and their implementation.

References

- Fisher,R and Ury.W, (1986), *Getting to Yes. Negotiating Agreement without Giving in*. London, Hutchinson Business Books Ltd..
- Mark Gerzon, (2006) *Leading Through Conflict*, Harvard Business School Press, Boston, USA.
- Kenneth E. Boulding, (1962), *Conflict and Defence*, Harper and Row Publishers, New York.
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- Martin Deutsch, (1973), *The Resolution of Conflict: Constructive and Destructive Process*, Yale University Press, New haven.
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- Johan Galtung,(1992), *The Way is the Goal: Gandhi Today*, Gujarath Vidyapith, Ahmedabad.
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- David P. Barash, (1991), *Introduction to Peace Studies*, Wadsworth Publishing Company, USA.
- Robert J Edelman, (2000), *Interpersonal Conflicts at work*, University Press, Hyderabad,
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- Thomas Weber, (1991), *Conflict Resolution and Gandhian Ethics*, The Gandhi Peace Foundation, New Delhi.
- Asish Kumar Das, (2008), *Contemporary Conflict Resolution*, Sarup & Sons, New Delhi.
- John Paul Lederach, (2003), *The Little book of Conflict Transformation*, Good Books, Intercourse, PA.
- Madhusudan Saharay, (2011), *Text book on Arbitration and Conciliation with Alternative Dispute Resolution*, Universal Law Publishing Co.Pvt. Ltd. New Delhi.

MAJOR ELECTIVES

15GTPP03E1 LABOUR MANAGEMENT AND RELATIONS

(Credits 4)

Objectives:

- To bring out the labour welfare facilities in India.
- To motive the students in the area of Industrial relations.

Specific Objectives of Learning:

- To introduce the concept of labour welfare and its growth.
- To teach the students the Labour Commission, Industrial Health and Safety.
- To give the students an indepth knowledge on the meaning, objectives and scope of industrial realtions system.
- To impart knowledge on the objectives and methods of Collective Bargaining
- To highlight the Gandhian approach to labour conflict in Industrial Relations.

- Unit I: Meaning and scope of Labour Welfare – Definitions and Classification of Labour Welfare Facilities Growth and Concept of Labour Welfare in India. Sanitary and Hygiene Facilities – Washing and Drinking water Facilities –
- Unit II: Commission on Labour – industrial Health – Industrial Safety – Accidents – Labour Legislation in India. Welfare Officer's Role and Responsibilities – Training Welfare Officers – Duties of Welfare Officer. Workmen's Compensation Act – maternity Benefit Act – provident Fund & Bonus Payment Act – ESI Act – Deposit Linked Insurance Scheme.
- Unit III: Industrial Relations System – Meaning – Objectives – Scope – Industrial Relations in India. Industrial Disputes – concept – Causes of Industrial Disputes – Dynamics of Industrial Disputes – forms of Industrial Disputes – Preventive and Settlement Machinery of Industrial Disputes in India – Industrial Disputes Act 1947.
- Unit IV: Collective Bargaining – Objectives – Methods – Management for Negotiations – Union Organization for Bargaining – Negotiation process – Issues in Bargaining – Multi collective Bargaining Agreements – Status of Collective Bargaining in India.
- Unit V: Labour – Industry Relationship – Human Relationship Matrix – Gandhian approach to labour as conflict resolution programme.

References

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Biswarnath Gosh, Personnel Management and industrial Relations, world press, Pvt. Ltd, Calcutta 1987.

Edwin B.Flippo, Personnel Management, McGraw Hill Book Company, International Edition, 1984

Kapoor,N.D, Elements of mercantile Law, Sultan chand & Sons, 23, Daryaganj, New Delhi – 110 002 (2006).

15GTPP03E2 NGO MANAGEMENT

(Credits 4)

- UNIT: I Meaning and scope of Labour Welfare – Definitions and Classification of Labour Welfare Facilities Growth and Concept of Labour Welfare in India. Sanitary and Hygiene Facilities – Washing and Drinking water Facilities
- UNIT :II Commission on Labour – industrial Health – Industrial Safety – Accidents – Labour Legislation in India. Welfare Officer's Role and Responsibilities – Training Welfare Officers – Duties of Welfare Officer. Workmen's Compensation Act – maternity Benefit Act – provident Fund & Bonus Payment Act – ESI Act – Deposit Linked Insurance Scheme.
- UNIT: III Industrial Relations System – Meaning – Objectives – Scope – Industrial Relations in India. Industrial Disputes – concept – Causes of Industrial Disputes – Dynamics of Industrial Disputes – forms of Industrial Disputes – Preventive and Settlement Machinery of Industrial Disputes in India – Industrial Disputes Act 1947.
- UNIT: IV Collective Bargaining – Objectives – Methods – Management for Negotiations – Union Organization for Bargaining – Negotiation process – Issues in Bargaining – Multi collective Bargaining Agreements – Status of Collective Bargaining in India. \
- UNIT: V Labour – Industry Relationship – Human Relationship Matrix – Gandhian approach to labour welfare being conflict programme.

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K.K. Mukherjee and Sutpa Mukherjee, [1988], Voluntary Organizations: Some perspectives, Gandhi Peace Centre, Hyderabad.

D.P. Choudhury, Voluntary Social Welfare in India, Jull under: Sterling publishers[p] Ltd.

K.K.Mukherjee and Sutapa Mukherjee, Voluntary organizations: Some perspectives.

Sugata Dasgupta1, [1965], Towards Post-Development: Essays in poverty, welfare and Development, Mittal Publications, Delhi,

15GTPP03E3 PROJECT PLANNING AND MANAGEMENT

(Credits 4)

- Unit-I: Concept Project Planning-concept of Project, scheme and programme-screening of Project idea-procedure for development of the idea generation module Identification of project
- Unit-II: Project Formulation: Methodology-project feasibility at various levels (Technical, economical, financial environmental and managerial)
- Unit-III: Project appraisal-concept process-appraisal Techniques-cost benefit analysis- Criteria for project, project funding . National and International Agencies
- Unit-IV: Project Monitoring: Project Monitoring methodology-Designing and operating the monitoring systems and tolls.
- Unit-V:: Project management-forms of project Organizations, project planning project controlling performance , appraisal-methods PERT CPM Model preparation of a project proposal-Human aspect of project management.

References:

- Mathoo.,P.K. (1978) Project formulations in Developing countries, Macmillan Co., India Ltd., Delhi
- Moder J.J. and Philips(1964) Project Management with CPM and PERT, Reinhold Publishing corporation, Nelyur.
- Putuswaniaiah.K.(1980) Project 'evaluation criteria and cost Benefit analysis Oxford & IBH Publishing Co., New Delhi
- Prasanna Chandra(1987) projects: preparation, appraisal, budgeting and implementation Tata Megraw Hill MC Publishing company Ltd., New Delhi.
- David I. Cleland (1995): POroject management: Stratgic /Design and Implementation, MC Graw Hill Publishing company Ltd., New Delhi
- Anand Kumar Sharma(2006): Project planning analysis and management, Anmol Publications Pvt. Ltd.,New Delhi.

MODULAR COURSE

15GTPP03M1 MANAGEMENT OF WORK PLACE CONFLICTS

(Two Credit Modular Course)

Objectives:

To enable the learners to understand the nature and significance of work place conflicts and conflict management.

Specific Objectives of Learning:

Learners will be able to

Comprehend the different dimensions of work place conflicts and their impacts

Acquire skills and techniques of work place conflict management

Evaluate the outcome of work place conflict and their intensity

- Unit I. Definition of conflicts in organizations and work place – myths about conflicts - type of conflicts: cognitive (Pseudo conflict), process (simple conflict) and Inter-personal conflict (ego conflict), myths of conflicts, causes of conflict: common causes, organizational and interpersonal.
- Unit II. Stages of conflicts: grievances- personal needs, lack of monetary benefits and incentives, promotion and recognition, harassment, discrimination, prejudice and bias, identity, unconcern attitudes of administration, frustration, escalation of conflicts, and violence, Cost and effects of conflicts.
- Unit III. Outcome of conflict: functional and dysfunctional; zero-sum, positive-sum, Negative-sum; Conflict resolution styles and their consequences: avoidance, accommodation, competition, compromise and collaboration, essential components of conflict management: Assessment, Acknowledgment, Attitude, Action and Analysis.
- Unit IV. Conflict Management process and skills: Crisis intervention and management; de-escalation of conflict, anger reduction, Win-win approach, Creative response, Empathy- active listening, paraphrasing, clarifying, perception checking, and summarizing, Assertiveness and Conflict analysis and investigation.
- Unit V. Conflict Management methods: Traditional: Grievance redressal mechanism, Investigation, Arbitration, Adjudication and litigation; Collaborative: Consultation, conflict coaching, negotiation, facilitation, mediation and reconciliation. Guidelines for managing cognitive, procedural and ego/ interpersonal conflicts.

References:

- Fisher,R and Ury.W, (1986), *Getting to Yes. Negotiating Agreement without Giving in*. London, Hutchinson Business Books Ltd..
- Mark Gerzon, (2006) *Leading Through Conflict*, Harvard Business School Press, Boston, USA.
- Kenneth E. Boulding, (1962), *Conflict and Defence*, Harper and Row Publishers, New York.
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- Steven A.Beebe, Susan J. Beebe and Mark V. Redmond, *Interpersonal Communication*, 4th edition, Pearson,

15GTPP04M2 LIFE SKILLS FOR MANAGERS

(Two Credit Modular Course)

Objectives:

- To enable the students to understand the significance of core Life Skills.
- To acquire Life Skills to enhance the performance and quality of professionals in human resource management

Specific Objectives of Learning:

- To enhance the understanding about the importance of Life Skills
- To impart in them the thinking and decision making skills
- To enable to manage emotions and stress related problems
- To promote social awareness and interpersonal relations

- Unit I. Life Skills - meaning and concept – Need for Life Skills - Role of UN bodies in evolving Life Skills – Kinds of Life skills: Social Skills, Thinking Skills and Emotional Skills – Integrated perspective of Life Skills – Life skills for Managers and Human Resource professionals.
- Unit II. **Thinking Skills** - Concept of thinking – Types of thinking: Creative, Critical, evaluative and Holistic – Characteristics of thinking: Positive, Negative and Realistic - **Creative and Critical Thinking** – their needs and different dimensions – Applications of holistic thinking in managing human resources.
- Unit III. **Decision Making** – need for decisions, - steps and stages in decision making – decision making during crisis – obstacles in decision making. **Problem Solving** – problems as opportunities – steps and stages in problem solving.
- Unit IV: **Emotional Skills**: Definition, Characteristics and Types of emotions – positive, negative and neutral – functions of emotions – effects of emotions - emotional awareness – emotional intelligence – Coping with Emotions – strategies and methods of coping emotions - **Coping with Stress**: definition, types of stress: eustress and distress – Stressors – sources of stress – impacts of stress – coping strategies.
- Unit V **Social Skills Self-Awareness**: Self concept – need for self awareness – self image – Self esteem – techniques and methods of understanding self: self introspection and appraisal, SWOC analysis and Johari window. **Empathy**: concept of empathy - empathy for interpersonal relations. **Effective Communication**: Definition – verbal and nonverbal – functions, barriers for communication – nonviolent communication. **Interpersonal Relationship**: need for interpersonal relations in work place and multi cultural society.

References:

- Nair. A. Radhakrishnan, (2010). *Life Skills Training for Positive Behaviour*, Rajiv Gandhi National Institute of Youth Development, Tamil Nadu.
- RGNIYD. (2008). *Facilitators Manual on Enhancing Life Skills. Tamil Nadu*

Nair .V. Rajasenan, (2010). *Life Skills, Personality and Leadership*, Rajiv Gandhi National Institute of Youth Development, Tamil Nadu.

Nair. A. Radhakrishnan et al., (2010). *Life Skills Assessment Scale*, Rajiv Gandhi National Institute of Youth Development, Tamil Nadu.

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Robert J. Edelman, (1996) *Interpersonal Conflicts at Work*, University Press, Hyderabad, 2000.

Ronald B Adler, Neil Towne, *Looking Out Looking In*. Harcourt Brace College Publisher, Orland, Florida.

Marshall B. Rosenberg, (2000) *Nonviolent Communication: A Language of Compassion*, PuddleDancer Press, Encinitas, CA. ..

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On line sources

<http://www.lifeskillstraining.com>
<http://resheflsedu.blogspot.in/2013/01/coping-with-emotions.html>
<http://resheflsedu.blogspot.in/2013/01/correct-decisions-problem-solving.html>

15EXNP03V1 VILLAGE PLACEMENT PROGRAMME

15GTPP03F3 EXTENSION AND FIELD WORK

FOURTH SEMESTER

15GTPP0413 MANAGEMENT OF ORGANIZATIONAL PROCESS AND LEADERSHIP

(Credits 4)

Objectives:

To enable the students to understand the significance of leadership in organizations

To equip them to handle the various organizational procedures and group behavior.

Specific Objectives of Learning:

- To make the students understand the concept of organization.
- To teach the students the importance of organizational process.
- To make the students learn the definition and management of group behaviour
- To an indepth knowledge on organizational culture.
- To impart knowledge on Leadership theories.

Unit I: Organization; Basic concept, division of labour and expanding nature of jobs, Authority and responsibility. Interaction between authorities and labours. Organizational structure and departmentalization: mechanistic and organic, Vital links and employees and organization. Factors influencing the links – perception, communication, motivation, values, beliefs, attitude, organization, culture and environment.

Unit II: Organizational process: Power structure and interaction Distance between management and employees: psychological and social distance, personality, problems and success. Types of behavior, psychological contacts, organizational climate and situational influence.

Unit III: Group behaviour and management: Definition, group situation, norms, roles, functional, dysfunctional, role conflicts, status. Cohesiveness': conditions increasing/reducing cohesiveness, group pressure and response, implications for managers. Individual and group productivity, Tasks and factors affecting productivity: structure, objectivities, support, resources, personal, skill and training, interpersonal conflict, effect group leadership.

Unit IV: Organizational culture: definition, types: charismatic vs. self sufficient, paranoid vs. trusting, avoidant vs. achievement, politicized vs. focused, Bureaucratic vs. Creative cultures. dominant culture, strong vs. weak (gender, race ethnic etc.), culture vs.

formalization, cultures function, culture as liability. Culture and changes: Globalization and new organizational culture: cultural diversity, migration and its impacts.

UnitV: Leadership: Theories, styles of leadership: permissive, autocratic, participative, Managerial grid: impoverished, human relations, task centered, middle-of- the road leadership, team or integrated. Fiedler's contingency approach & Path -goal Theory. Leadership effectiveness.

References:

Dan L. Costley & Ralph Todd, (1991) Human Relations in Organizations, West Publishing Company, New York.

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15GTPP0414 OCCUPATIONAL HEALTH SAFETY AND SOCIAL SECURITY

(Credits 4)

Objectives:

To enable the students to acquire the relevant knowledge and skills on the occupational health, Environmental health hazards, philosophy and principle of Safety Management and Social Security.

Specific Objectives of Learning:

- To understand the meaning and concept of occupational health.
- To get specialised knowledge on creating data base for occupational health
- To acquire knowledge on environment and health hazards.
- To gain knowledge on safety management.
- To understand the social security schemes for the employees.

Unit I: Occupational Health: Concept, Nature, Significance and Objectives; Origin and Development of Occupational Health Practices; Occupational Diseases: Types and Diagnosis; Pre-employment Medical Records and Periodic Medical Check-up; Model Occupational Health Services

Unit II: Establishment of Data Bank and Laboratories-Respiratory as well as Non-Respiratory Testing, Notifiable Occupational Diseases; Concept of Behavioural Toxicology; Methods of Behavioural Toxicological Research; Threshold Limit Value, (TLV) of Toxic Chemicals and Their Short Term as well as Long Term Effects on Human Behaviour; Health Hazards of New Technology, Impact of Automation and Computerisation on Employees' Health, Problems with Visual Display Units (VDU) and Terminals(VDT)/

Unit.III Environmental Health Hazards: Effects of Noise, Vibration, air, soil and water Pollution, Ventilation, Illumination, Temperature, Control of Environmental Stressors at Workplace, climate change.

Unit.IV: Philosophy and Principles of Safety Management; Accidents: Frequency Rate (FR) and Severity Rate (SR), Factors, Prevention and Control; Various Types of Industrial Pollution and Their Prevention and Control; Constitutional Provisions Regarding Protection and Preservation of Environment; Environment Protection Act, 1986; The Water (Prevention and Control of Pollution) Act, 1974; The Air (Prevention and Control of Pollution) Act, 1981.

Unit.V: Social Security: Concept, Need and Forms; Origin and Development of Social Security in India; Workmen's Compensation Act, 1923; Employees' State Insurance Act, 1948; Employees Provident Fund and Miscellaneous Provisions Act, 1952; Payment of Gratuity Act, 1972.

References

- Balan, K.: Health for All by 2000 A.D.
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15GTPP0415 SKILLS FOR INTERPERSONAL RELATIONS AND COMMUNICATIONS

(Credits 4)

Objectives:

To help the students to acquire the skills of Interpersonal relations and communications

To enable them to learn and handle with the workplace conflicts and promote interpersonal relations

Specific Objectives of Learning:

To help the learners to understand the different dimensions of Inter-personal relations

To understand the challenges in interpersonal relations

To enable them to use effective communication skills and languages

Unit I: Inter-personal relationship: Definition, purpose of interpersonal relationship, intimacy and attraction in relationship, elements of interpersonal attraction, power in interpersonal relations: types of power relations and types of power and negotiating power in interpersonal relations, Relationship with friends, lovers, and family, stages in interpersonal relations: relational escalation and de-escalation, strategies and skills for interpersonal relations: initiation stage, escalation stage and both stages, maintaining relationship.

Unit II: Relationship Challenges: Failure events, physical separation and distance, challenging social norms and interpersonal communication, Responses to relational problems: end a relationship, reasons for de-escalating and terminating relationship, and strategies for ending relationship. Interpersonal relations at Work: Intimate relationship- friendship, romantic relations, working relationship, professional relationship, relationship with managers, colleagues and subordinates. Hostile relationship, harassment and discrimination: gender, race, caste and religious.

Unit III: Concept and functions of communication, Process of communication- A linear view, Interactive view and Transactional view, principles and misconceptions, Nature of interpersonal communication, communicating about relationship, Communication competency, road blocks to communication. Key communication skills: Interpersonal Communication and the self: self concept, self esteem, self disclosure, Perception – understanding interpersonal perception, perceiving others, barriers to accurate perception and improving perceptual skills.

Unit IV: Interpersonal communication and cultural diversity, understanding diversity and improving intercultural competency, Interpersonal communication skills: Listening and responding skills, Verbal communication skills, nonverbal communication skills, conflict management skills: manage your emotion, anger management and empathizing. Dark side of interpersonal communication: deception, deception by omission and commission, bald faced lies, impacts of deception, hurtful messages and responses, feelings of hurt, aggressive and argumentative communication.

Unit V:Language: Impact of language, use and abuse of language, disruptive Language, culture and language; Nonviolent communication: power of empathy and altruism, building confidence and trust; humility, caring and courtesy; win-win communication, expressing anger and appreciation: role of conditional positive and negative stroke and communication for promoting interpersonal relation; role of managers in interpersonal relations and role of electronic media in interpersonal communication and relations.

References:

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15GTPP0416 DISSERTATION (Credits 4)

15GTPP04M1 SOCIAL MOBILIZATION FOR CONFLICT RESOLUTION

(Two Credit Modular Course)

Objectives

To enable students to realize social mobilization as a meaningful strategy of conflict resolution.

To impart the techniques and methods of conflict resolution through social mobilization as a strategy.

Unit I Conflict - Definition, Levels, Sources, Stages, Cause and Effects of conflicts- constructive and destructive approaches in dealing with conflicts: Conflict Management and Crisis Management, Conflict Regulation, Conflict Reduction, Conflict Resolution and Conflict Transformation.

Unit II Reactions and Responses towards conflict: Avoidance - fear and desensitivity, soothing, postponing, refugee. Conquest- coercion, violence and war. Non compliance-strike and boycott, Legal and extra Legal methods and Legislation.

Unit III Conflict Resolution Process: Stage I - Persuasion, Dialogue, Lobby, Creating public opinion and Social Mobilization to develop public pressure, Social Mobilization - from above (populist) and from below (grassroots level)- organizing peace marches, Rallies, Conferences, Meetings and Camps and Satyagraha.

Unit IV Stage II-Counselling and Reconciliation. Stage III- Negotiation, Mediation, Arbitration and Hybrid methods. Skills and Techniques in Conflict Resolution - Skills for listening and communication, crisis intervention and situation control, dialogue, consultation, bargaining, diplomacy, lobby, persuasion and facilitation.

Unit V Case studies and Case analysis about Conflict Resolution. One case study at the Local, National and International levels. Field work and preparation of case studies about the conflict and conflict resolution process at the rural areas.

References:

- David P. Barash, **Introduction to Peace Studies**, Wadsworth Publishing Company, USA.
- Gandhi, M.K., **Nonviolence in Peace and War**, Navajivan Publishing House, Ahmedabad.
- Gene Sharp, **The Politics of Nonviolent Action**, Porter Sargent, Boston, USA.
- George Simmel, **Social Conflict**, The Free Press, New York.
- Johan Galtung, **The Way is the Goal: Gandhi Today**, Gujarat Vidyapith, Ahmedabad.
- Kenneth E. Boulding, **Conflict and Defense**, Harper and Row Publishers, New York.
- Kurt Lewin, **Resolving Social Conflicts**, Harper & Row Brothers Publishers, New York.
- Lewis Coser, **Functions of Social Conflict**, Free Press, New York.
- Michael Nicholson, **Conflict Analysis**, The English Universities Press Ltd., London.
- Paul Wehr, **Conflict Regulation**, Westview Press, USA.

15GTPP04M2 YOGA FOR HOLISTIC HEALTH AND PEACE

(Two Credit Modular Course)

Objectives:

The purpose of this Course is:

To introduce the students about the skills and art of Yoga to acquire and promote Holistic Health and to realize Peace at all levels.

To create a cadre of disciplined and stress-free youth to enable them to create a New Social Order.

Specific Objectives of Learning:

- To make the students understand the meaning, definition, aims and objectives of Yoga and different paths of Yoga
- To study in depth Patanjali's *Yoga Sutra*, Thirumoolar's *Thirumandiram* and the Eight Fold Path of Yoga
- To acquire knowledge on the meaning and dimensions of Holistic Health
- To study in depth the different dimensions of Peace including the Gandhian concept of Peace
- To undergo practical training in Yogasana, Ppranayama, Mudras, Kriyas and Bandas.

Unit. I: Yoga -- Meaning of Yoga -- Definition of Yoga -- History of Yoga -- Aims and Objectives of Yoga -- Scope of Yoga -- Paths of Yoga -- Bhakthi Yoga (Devotional Path) -- Gnana Yoga (Wisdom Path) -- Karma Yoga (Service Path) -- Raja Yoga (Psychic Path) -- Hatha Yoga (Eight Limbed Psycho-Somatic Path).

Unit. II: Patanjali's 'Yoga Sutras' -- Thirumoolar's 'Thirumandiram' -- Eight Limbs of Yoga -- Yama (Social Disciplines/Moral Precepts) -- Niyama (Personal Observances) -- Asana (Postures) -- Pranayama (Control of Vital/Life Force) -- Prathyahara (Withdrawal of the Senses) -- Dharana (Concentration) -- Dhyana (Meditation) -- Samadhi (Absorption).

Unit III: Definition of Holistic Health -- Physical Health -- Mental Health -- Social Health -- Spiritual Health -- Pancha Koshas (Five Sheaths) and Health -- Nadis (Astral Channels) and Health -- Vayus and Health -- Shat Kriyas (Six Internal Cleansing Techniques) and Health -- Relaxation and Health -- Yogic (Balanced) Diet and Health -- Mudras (Finger Positions) and Health -- Bandhas (Closures) and Health.

Unit. IV: Definition of Peace -- Individual Peace -- Familial Peace -- Societal Peace -- Global Peace -- Positive and Negative Aspects of Peace -- Gandhian Concept of

Peace -- Yoga and Peace -- Yogasana, Pranayama and Meditation Techniques for Peace -- Psychogenic Relaxative Techniques for Physical, Mental, Emotional and Societal Peace.

Unit.V: Practicals --Yogasanas (Psycho-physical Exercises)-- Standing/Sitting/Prone/Supine Asanas/Postures – Benefits -- Dos and Don'ts. **Pranayamas** (Brain Respiration Techniques) -- Breathing Ratio -- Benefits -- Dos and Don'ts. **Meditations** -- Types of Meditations -- Benefits -- Dos and Don't **Mudras** -- **Bandas** -- **Shat Kriyas**.

Reference:

Gandhi, M.K., (1948), *Key to Health*, Navajivan Publishing House, Ahmedabad,
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Gharote., (2004), *Applied Yoga*, Lonavla Publications, Kaivalyadama,.
Jaggi, O.P., (1995), *Healing Systems*, Orient Paperbacks, Delhi, 1995.
Iyengar, B.K.S., (2008), *Light on Yoga*, Harper Collins Publishers India, New Delhi,
Iyengar, B.K.S., (2008), *Light on Pranayama*, Harper Collins Publishers India, New Delhi.
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Swamy Kuvalayananda & Vinekar S.L., (1975), *Yogic Therapy*, Kuvalayananda Samiti, Lonavla,
Swamy Satyananda Saraswati, (2008), *Asana, Pranayama, Mudra, Bandha.*, Yoga Publications Trust, Munger,
Thirumoolar, *Thirumandiram*, (1996), Sri Ramakrishna Mutt, Chennai.

15GTPP04F4 EXTENSION / FIELD WORK
