

**DEPARTMENT OF HUMAN RESOURCE MANAGEMENT
MINUTES OF THE BOARD OF STUDIES MEETING IN H.R.M.**

The members participated in the meeting:

Name of the Member	Internal/External Member	Address
Mr.S.Moanoharan	External	Senior Administrative Officer, HR – Administration & CSR, BHEL, Tirluchirapalli – 620 014
Rev.Dr.K.Arockiam SJ	Internal	Head, Dept. of HRM, St.Joseph’s College,
Prof.J.Michael Raj	Internal	Assistant Professor, Dept. of HRM, St.Joseph’s College,
Dr.J.Wilfred Angello Gerald	Internal	Assistant Professor, Dept. of HRM, St.Joseph’s College,
Prof.G.Louis Victor	Internal	Assistant Professor, Dept. of HRM, St.Joseph’s College,
Dr.Y.Vijila	Internal	Assistant Professor, Dept. of HRM, St.Joseph’s College,
Dr.A.Lalitha	internal	Assistant Professor, Dept. of HRM, St.Joseph’s College,
Prof.M.Ramya	Internal	Assistant Professor, Dept. of HRM, St.Joseph’s College,

The following suggestions have been made by the board members:

<i>Name of the Subject</i>	<i>Units</i>	<i>Inclusion</i>	<i>Exclusion</i>
Management Concepts and Functions	Unit I		Process of Management
Managerial Economics	Unit II	Supply analysis – Law of supply, elasticity of supply	
Managerial Economics	Unit IV	Pricing forecasting - Nature of commodity, Characteristics of price changes	
Managerial Economics	Unit V	India's trade policy and foreign exchange management in India	
Fundamentals of Labour Laws	Unit II	The Plantation Labour Act	
Fundamentals of Labour Laws	Unit V	Sexual Harassment Act, 2012 is included in the place of Sexual Harassment Bill	The Tamil Nadu Catering Establishment Act, 1955
Human Resource Management	Unit II		Characteristics in Recruitment
Human Resource Management	Unit III		Application of Strategic HRM and Performance Management Systems'
Human Resource Management	Unit V		HRM in virtual organisation
Research Methodology	Unit IV	Data processing – Coding	
Industrial Relations and Collective Bargaining	Unit I		concept of IR and also creating and adopting labour policy
Industrial Relations and Collective Bargaining	Unit II	Nature of Trade Union	
Industrial Relations and Collective Bargaining	Unit IV		Some important industrial pronouncements, and Constitution of Grievance Committee'
Counseling and Guidance (major and IDC)	Unit IV	Sub title – “Theory and issues in Psychological Testing” is renamed as “Psychometric Test”	
Talent Management	All Units	Sub titles are to be added in all units	
Performance Management	Unit I		Concern in Performance Management. In Performance cycle – features, stages
Performance Management	Unit II		Overall approach, context, culture, functionality, job design and OD; PA – project team, operation and implementation; Agreement between Objective
Performance Management	Unit III		Issues in performance management and rational performance management and documentation

Any other matter

The staff of the department had a discussion to introduce MHRM course in Shift II in the place of MA (PM&IR)

COURSE PATTERN – M.A. HUMAN RESOURCE MANAGEMENT

Sem	S.No.	Paper Code	Title	Hrs/ Week	Credits	
I	1.	16PHR1101	Dynamics of Human Resource Management	7	5	
	2.	16PHR1102	Management Concepts and Functions	6	5	
	3.	16PHR1103	Organizational Behaviour	7	5	
	4.	16PHR1104	Managerial Economics	6	5	
	5.	16PHR1201A/ 16PHR1201B	Knowledge Management (OR) Human Resource Information System	4	4	
Total for Semester				30	24	
II	6.	16PHR2105	Fundamentals of Labour Laws	6	5	
	7.	16PHR2106	Organizational Development	6	5	
	8.	16PHR2107	Field Exposure I	3	2	
	9.	16PMS2101	Common core: Human Resource Management	7	5	
	10		16PHR2202	Managerial Effectiveness	4	4
			16PCO2202	Export and Import Management		
			16PEC2202	Labour Economics		
			16PCC2202	Office Automation		
	11.	16PSS2401	IDC I: Soft skills	4	4	
	Total for Semester				30	25
	III	12.	16PHR3108	Research Methodology	7	6
13.		16PHR3109	Industrial Relations and Collective Bargaining	6	5	
14.		16PHR3110	Total Quality Management	7	5	
15.		16PHR3111	Internship Training (Summer Placement)	2	2	
16			16PHR3203	IDC (WS): Compensation Management	4	4
			16PCO3203	Portfolio Management		
			16PEC3203	Indian Economy		
			16PCC3203	Information Technology for Business		
17.		16PHR3402	IDC(BS): Counselling and Guidance	4	4	
18.		16PHR3112	Talent Management - Self-paced Learning	-	2	
Total for Semester				30	28	
IV	19	16PHR4113	Counselling and Guidance	6	5	
	20	16PHR4114	Performance Management	7	5	
	21	16PHR4115	Corporate Social Responsibility	7	5	
	22		16PHR4403	IDC (WS): Organisational Behaviour	4	4
			16PCO4403	Financial and Management Accounting		
			16PEC4403	International Business Environment		
			16PCC4403	Stress Management		
	23	16PHR4116	Project Work	6	5	
	24	16PHR4117	Field Exposure II		2	
	25	16PHR4118	Comprehensive Examination	-	2	
Total for Semester				30	28	
	26.	16PCW4501	SHEPHERD	120	110	
COURSE TOTAL				120	110	

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7	--	5

SEM I
Code - 16PHR1101

DYNAMICS OF HUMAN RESOURCE MANAGEMENT

Assurance of Learning:

After completing this course, the student should be able to

- present a comprehensive framework of HRM in terms of concepts and theories.
- understand the functions of HRM from a national and global perspective.
- facilitate the learning towards different dimensions of HRM
- get the broad view towards International HRM

UNIT I: BASICS AND EVOLUTION OF HRM (12 hrs)

HRM: concepts, nature, objectives, policy. Versions: hard and soft. PM and HRM: similarities and dissimilarities. Evolution of HRM, contemporary HRM thoughts: Guest, Legge and Purcell. HRM critical appraisal: Reservations, contradictions, relevance and reactions. Current challenges of HRM and role of HRM in various sectors.

UNIT II: ORGANISATION STRUCTURE AND FUNCTIONS OF HRM: (12 hrs)

Organization structure: concepts, types: Pre-bureaucratic, bureaucratic, post-bureaucratic, functional, and virtual. HR department and HR Functions: (HRP, HRD, Compensation management, performance management, employee welfare, industrial relations, legal compliance and CSR).

UNIT III: COMPETENCY BASED HRM (12 hrs)

Competency: Concept, Types, Uses for key success and its coverage. Competency frameworks: meaning, objectives, importance and development of its framework.

UNIT IV : STRATEGIC HRM & APPROACHES (12 hrs)

Concept: Strategic HRM; Aims Of Strategic HRM; Types of HR strategies, distinction between strategic HRM and HR strategies, Approaches to Strategic HRM, Methodology for strategy development; Role of HRM in strategy formulation, Implementation of Strategic HRM and Criteria for an effective HR strategy.

UNIT V: INTERNATIONAL HRM CONCEPTS (OOC BASED LEARNING) (12 hrs)

International HRM: concepts, features and issues. Types of employees: HCN, PCN, and TCN. Cultural dimension: Hofstede's classification. Approaches of staffing: Ethnocentric, Geocentric, Polycentric; Repatriation and its process. International Performance Management and International Compensation Management; case studies.

Text books:

1. Pattanayak, Biswajeet, 2006, Human resource management, Prentice-hall of India Pvt Ltd. New Delhi
2. Prasad L.M, 1998, Human resource management, New Delhi, Sultan Chand and Sons, (Unit 1- Chapter 6) (Unit 2- Chapter 5 and 7) (Unit 3- Chapter 8,9 and 10) (Unit 4- Chapter 11,15 and 25)
3. Ghosh.P.K, Strategic planning and management, New Delhi, Sultan Chand and Sons, 1996 (Unit 1- Chapter 1) (Unit 5- Chapter 16 and 17)
4. Amstrong Michael, 2009 "A Hand book on Human Resource Management", Kogan Page Limited, Oxford University Press. (Unit-III - Chapter -3) and Devanesan P.2009, Dynamics of Human Resource Management, PG and Research Department of HRM. Trichy

SEM I
16PHR1102

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MANAGEMENT CONCEPTS & FUNCTIONS

Assurance of Learning:

After completing this course, the student should be able to

- understand the basic concepts of management.
- focus on managerial and operative functions.
- utilize the concepts in various decisive functions of an organization.
- learn the effectiveness of management control system.
- develop their leadership qualities to fulfill the expectations of the organisation.
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UNIT I: CONCEPTS OF MANAGEMENT, EVOLUTION & APPROACHES (12 hrs)

Management- definition, nature, functions, roles and skills. Evolution of Management thoughts: Scientific Management and Administrative Management. Approaches- Human Relation, Social System, Human Behaviour and contingency; Distinction between Management and Administration.

UNIT II: PLANNING & ORGANIZING (12 hrs)

Planning: Meaning, purpose, steps, types and importance; Decision Making: concept, process, models and decision trees. Organizing: Organizational structure, line and staff relationships, departmentalization, span of management, centralization and decentralization, delegation. Managerial communication: process, types, barriers to effective communication.

UNIT III: DIRECTING & COORDINATING (12 hrs)

Direction: meaning, principles and techniques. Supervision: definition, functions, importance and effectiveness. Coordination: concept, types, techniques, and essentials. Conflicts- meaning, causes, classification and its management.

UNIT IV: LEADING (OOB BASED LEARNING) (12 hrs)

Leadership: meaning, characteristics, theories, models and qualities of an effective leader. Understanding individual and group behavior; Group dynamics - features and causes.

UNIT V: CONTROLLING (12 hrs)

Control: meaning, steps, areas, resistance. Effective managerial control system; Techniques of control: Benchmarking, budgetary, quality, inventory. Management Audit and Human Resource Accounting.

Text Book:

1. Prasad, L.M (2012), Principles and Practice of Management, New Delhi, Sultan Chand and Sons. (Unit - I: chapter 1 and 3; Unit -II: chapter 4, 11, 12 and 26; Unit-III: chapter 22 and 16; Unit-IV: chapter 24 and 25; Unit-V: chapter 27 and 28)

Reference Books:

1. Stoner & Freeman (2002), Management, New Delhi, PHI

SEM I
16PHR1103

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ORGANISATIONAL BEHAVIOUR

Assurance of Learning:

After completing this course, the student should be able to

- grasp the organizational theories that would enlighten the understanding of human behavior at work.
- familiarize with the need for behavior modifications in the changing work environment.
- understand team/group processes and to be able to address issues arising from individual and collective organizational behavior.
- learn the importance of change in the competitive work environment.

UNIT I: INTRODUCTION AND EVOLUTION (12 hrs)

Organisational Behaviour – Concept, meaning, objectives, approaches, S-O-B-C Models, Models of OB. Historical development of OB – Hawthorne Experiments. Organisational Climate – Meaning, importance, determinants, and measurements.

UNIT II: BEHAVIOUR DETERMINANTS (12 hrs)

Personality – concept, meaning, determinants. Perception – meaning, factors, process, Difference between perception and sensation, Learning – meaning, Difference between Learning and Maturation. Motivational Theories: Content, Contextual and Contemporary theories. Job Satisfaction – Meaning and Determinants

UNIT III: BEHAVIOUR MODIFICATION (12 hrs)

B.M: Concept, meaning, application and importance. Stress: Sources and Causes, Stress Management. Fatigue: Sources, Causes and management. Work place emotions, Values, Attitudes. Conflict: meaning, types, models and resolution strategy

UNIT IV: ORGANISATIONAL TEAM DYNAMICS (12 hrs)

Team: Types, designs, development, norms, roles and cohesiveness.
Team building: Process, types, managing team process.
Team resource, Roles and Responsibilities.
Self Identity Team skills, Group working Process, Management influencing skills.

UNIT V: ORGANISATIONAL CHANG (OOC BASED LEARNING) (12 Hrs)

Challenges of change – Pressures for change, types of change, approaches. Resistance to change – individual, group and organizational. Overcoming Resistance. Promoting change – interpersonal, team and organizational methods.

Text Books:

1. Davis & Newstrom,(1985) Organisational Behaviour, New Delhi, McGraw Hill Publishers,(Unit 2) Chapter – 2.
2. Fred Luthans (1985). Organisational Behaviour, New Delhi. Mcgraw Hill Publishers,(Unit 3) Chapter– 3,4,5
3. Prasad L.M.(2000) Organisational Behaviour, New Delhi, Sultan Chand & Son (Unit 1 & 5) Chapter-1, 10, 11
4. Stephen Robins (1988). Organisational Behaviour , New Delhi, Prentice hall of India, (Unit 4) Chapter – 5,7,94.
5. Steven L Mcshane, Mary Ann Von Glinow, Radha R Sharma, Organisational Behaviour: Emerging Knowledge and Practice for the Real World, TMH.(Unit V)

Reference Book:

1. Uma Sekaran (1986), Organisational Behaviour, New Delhi, Tata McGraw hill.

SEM I
16PHR1104

MANAGERIAL ECONOMICS

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Assurance of Learning:

After completing this course, the student should be able to

- know the economic background against which business organisations have to operate today.
- understand the dynamics of the basic economic factors towards effective decision making.
- learn the strategy of economic factors towards managerial functioning.
- focus on the national economic implication related to business decisions.

UNIT I: INTRODUCTION & BASIC CONCEPTS (12 hrs)

Meaning and scope of managerial economics - fundamental concepts - scarcity, Marginalism, opportunity cost - discounting - risk and uncertainty - profits - optimization.

UNIT II: DEMAND CONCEPTS (12 hrs)

Demand and Supply Demand decisions - Demand concepts - demand analysis - demand elasticity, demand distinction and demand estimates and demand forecasting. Supply analysis- law of supply, elasticity of supply.

UNIT III: INPUT AND OUTPUT FUNCTIONS (12 hrs)

Input and output decisions - law of variable proportion - ISO quants - optimal product mix - cost and revenue functions - BEP and its applications.

UNIT IV: PRICING (OOC BASED LEARNING) (12 hrs)

Price and output decisions - market environment - price and output determination - pricing under perfect and imperfect competition - pricing strategies and tactics. Price forecasting- nature of commodity, characteristics of price changes.

UNIT V: RECENT ECONOMIC POLICIES AND INDIAN ECONOMY (12 hrs)

The recent economic policy of 1991- The concepts of Liberalisation, Globalisation and Privatization – GATT – intellectual property. India's trade policy and foreign exchange management in India.

Text Book:

1. Varshney and Maheswari, 1999, Managerial Economics, New Delhi: Sultan Chand and sons, [Unit - I: chapter 1,2,25 & 32] [Unit -II : chapter 4, 5, 6 & 7] [Unit – III: chapter 8, 9, 28, 30 & 36] [Unit – IV: chapter 14,16,19,20,21,22,23 & 24]
2. Unit –V – any general book

References:

1. Webb,S.C., 1976, Managerial Economics, Houghton Mifflin,
2. Varshney and Maheswari, 1999, Managerial Economics, New Delhi: Sultan chand and sons .
3. Habib-Ur-Rehman, 1988, Managerial Economics, New Delhi: Himalaya Publishing House.
4. Dutt and Sundaram, 2004, Indian Economy, New Delhi: Sultan Chand Co.,

SEM I

16PHR1201A

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KNOWLEDGE MANAGEMENT

Assurance of Learning:

After completing this course, the student should be able to

- present a conceptual framework of knowledge as a human and organizational resources.
- understand knowledge management processes for personal and organizational effectiveness.
- know the strategic Knowledge Management
- highlight the knowledge sharing.

UNIT I : INTRODUCTION TO KM

(12 hrs)

Knowledge Management: meaning, concept, objectives, need, importance and scope. Knowledge as human resource - The paradigm shift: Knowledge Worker, Knowledge Society, Knowledge enabled organization Building blocks of knowledge: Data, Information, Knowledge, Wisdom, Truth and the Knowledge Continuum. KM: Distinction from Information Management, Knowledge Mapping, Intellectual Capital. **KM**: The social / organizational context, technology and human dimensions, benefits (individual / organizational / social).

UNIT II: KM ARCHITECTURE

(12 Hrs)

KM architecture: Meaning, complexity, purpose - Ways of understanding Knowledge (types) Technical and Cognitive aspects - The Ontological and Epistemological modes. Knowledge conversation / conversion / creation: The S-E-C-I modes - Knowledge Spiral Developing, securing, distributing and combining knowledge - Current KM deficits in business organizations.

UNIT III: STRATEGIC KM

(12 Hrs)

Defining strategy: Meaning, need - Organizational strategy: Internal and external environmental factors - Knowledge as strategy and strategic KM, the two thrusts of strategic KM. Knowledge Leadership: Views of Peter Senge and Peter Drucker. The Seven Strategic Levers, Creating successful knowledge strategies on organizations. KM in practice

UNIT IV : KNOWLEDGE SHARING

(12 Hrs)

Knowledge sharing: Meaning, need, importance - A critical human behavior - An interactive system: Context, structure, roles, processes, culture, - Guidance for knowledge sharing - Measurement of knowledge sharing behavior - Knowledge sharing practices - Barriers to knowledge sharing - Knowledge sharing skills.

UNIT V: KNOWLEDGE COMPETENT ORGANISATION (OOC BASED LEARNING) (12hrs)

Major areas of organizational competence - Knowledge as the primary source of organizational effectiveness - Knowledge functions of organization - KM processes in organizations - Conditions for organizational knowledge creation - The Five Phase Model of organizational knowledge - Challenges in organizational KM - Learning Organizations: Views of Peter Senge (The Fifth Discipline).

Case studies

Text Books:

1. Devanesan, P. (2009) Knowledge Management, Department of HRM Publication, St. Joseph's College, Tiruchirapalli [Units: 1 to 5]
2. Pattanayak, B. (2005) Human Resource Management, Prentice-Hall of India, New Delhi (Chapter 20 Knowledge Creation and Management) [Units 2 & 5]

Reference Books:

1. Amrit, Tiwana (2001) The Essential Guide to Knowledge Management, Pearson Education
2. Amrit, Tiwana (2000) The Knowledge Management Tool Kit, Pearson Education
3. Dixon, N. M. (2000). Common knowledge: How companies thrive by sharing what they know, Boston, Mass: Harvard Business School Press.

SEM: I
16PHR1201B
Credits: 4

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HUMAN RESOURCE INFORMATION SYSTEM

Assurance of Learning:

After completing this course, the student should be able to

- understand the nature of and the need for IT enabled managerial practices.
- integrate and strike a balance between the human and technical aspects of effective HRM practices.
- explore the students with practical knowledge in computerized HR Accounting.
- utilize the computerized system in maintaining the records for all the HR functions.

UNIT I : INTRODUCTION TO INFORMATION SYSTEM (12 Hrs)

Introduction to information system – Establishing the framework – Business models – Information system architecture – Evolution of information system – Modern Information System – System Development Life cycle – Structured Methodologies – Designing computer based methods, procedure, control – Designing structured programmes.

UNIT II: PROJECT MANAGEMENT (12 Hrs)

Modern Project Management – Organisation Strategy – Project Selection – Defining the project – Managing risks – Leadership – Overview of International projects.

UNIT III: HUMAN CAPITAL ACCOUNTING (12 Hrs)

Human capital Accounting: Measuring human resource strength – Skills measurement – Matching project requirements – Measuring cost – Accounting, Flexi hours – Flexi office employment, Compensation accounting.

UNIT IV: SYSTEM UTILITY (12 Hrs)

Systems: Systems for Leave Accounting, Pay roll, LTC, Incentives, Welfare Measures, Career growth monitoring, Performance Appraisal and Statuary requirements.

UNIT V: CHANGING HR SYSTEMS (OOC BASED LEARNING) (12 Hrs)

Changing world of HR, Integration of HR System, Paperless office and Outsourcing of HR

Text books:

1. Kenneth C. Laudon and Jane Price Laidon,(2002) “ Management Information Systems – Managing the Digital Firm”, New Delhi, Pearson Education, Asia, (Unit I)
2. Clifford F, Gray and Erik W. Larson, “Project Management – The Managerial Process”, New DelhiMcGraw Hill International Edition

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SEM II
16PHR2105

FUNDAMENTALS OF LABOUR LAWS

Assurance of Learning:

After completing this course, the student should be able to

- understand the basic concepts of industrial legislations.
- focus on health, safety, welfare, social security and protective laws.
- have insight on state legislations.
- learn payment structure and compensation packages for the injured and the deceased employees.

UNIT I :BASIC CONCEPTS

(12 Hrs)

Labour Law: history, nature, scope, special features, classifications; Common Law: importance, features, differences and similarities between common law and civil law. Labour Welfare: meaning, definition, features, scope, importance, types and principles; Indian Constitution: objectives and values; Fundamental Rights and Duties.; social assistance, social insurance and worker's education.

UNIT II: LAWS RELATED TO HEALTH, SAFETY AND WELFARE

(12 Hrs)

The Factories Act, 1948- health, safety and welfare; working hours of adult; employment of young persons and women; annual leave with wages; safety officer and welfare officer- inspection; penalties and procedure; Indian Mines Act,1952 - working conditions; health, safety, working hours and leave; Motor Transport Workers Act, 1961 -health, welfare, working hours, working conditions, employment of young persons and leave; The Plantation Labour Act 1951 – Scope and Coverage, Authorities and Registration, Health, Welfare, General Working Conditions, Penalties and Procedures

UNIT III: LAWS RELATED TO SOCIAL SECURITY AND LIABILITY

(12 Hrs)

The Employment Provident fund Act, 1952- provident fund schemes, pension schemes, insurance schemes and administrations; The Employee State Insurance Act, 1948- administrations, contribution and governing rules, benefits and machinery to recover arrears; The Workmen's Compensation Act, 1923- compensation; out of employment, in the course of employment and commissions and mode of distribution; The Maternity benefit Act, 1961- right to benefit, forfeiture of benefit, medical bonus, leave and nursing breaks;

UNIT IV: LAWS RELATED TO WAGES AND BONUS

(12 Hrs)

The Payment of wages Act, 1936- rules for wage payment and standard deductions and enforcement; The Minimum wages Act, 1948- fixation and revision of minimum rate of wages, living wages and fair wages; The Payment of Bonus Act, 1965- eligibility, minimum and maximum bonus, allocable surplus, set on and set off; The Payment of Gratuity Act, 1972- eligibility, forfeiture of gratuity, nomination and recovery of gratuity; Payment of Subsistence Allowance Act, 1988-payment, due recovery from the employer, savings of certain rights, and protective action on good faith.

UNIT V: TN STATE LAWS AND RECENT LAWS (OOB BASED LEARNING)

(12 Hrs)

The Tamil Nadu Shops and Establishment Act, 1947- opening and closing hours, hours of work and holidays and permissible deduction; The Contract Labour Act, 1970 (regulation and abolition)- scope and coverage, prohibition of contract labour, licensing of contractor, welfare and health of contract labour ; The Right to Information Act, 2005- objective, application, information fee and time period ; Sexual Harassment Bill 2006- importance, features and committees.

Text Books:

1.Shrivastava S C (2002), Industrial Relations & Labour laws, Mumbai,Vikas Publications

2.Kapoor.N.D (2003) Hand book of Industrial law, New Delhi, Sultan Chand and Sons,

Unit-I – chapter: 6 and 7 (Shrivastava, Industrial Relations & Labour laws, Vikas, 2002.), **Unit- II:** industrial laws:-part 1, **Unit –III:** industrial laws:-part 2, **Unit – IV:** industrial laws:-part 3 and 6, **Unit – V:** industrial laws: -part 2 (Kapoor.N.D, hand book of Industrial law, Sultan Chand and sons, New Delhi, 2003.), **Unit – V:** Contract Labour; Tamil Nadu Shops and Establishments Act 1947; TN Catering Establishment Act: (Volume 2, 3 and 4 of Subramanian. V & S. Vaithianathan, Factory laws applicable in Tamil Nadu, Madras Book Agency.2001.)

Reference Books:

1. Malik, P L. (1995), Handbook of Industrial Law, Luck now, Eastern Book House.

2. Sinha, P.R.N. (2009), Labour Legislation. New Delhi, Pearson Education.

SEM-II
16PHR2106

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ORGANIZATIONAL DEVELOPMENT

Assurance of Learning:

After completing this course, the student should be able to

- know the dynamics of organizational change
- understand the importance of change management in the competitive work environment
- use the strategy of effective management and leadership skills
- get a practical exposure on change management.

UNIT I:INTRODUCTION (12 hrs)

Concept, Characteristics, Scope and Historical Perspectives of OD. Underlying Assumptions and Values of OD. Organizations as systems' Models and Theories of Planned Change.

UNIT II: OPERATIONAL COMPONENTS (12 hrs)

Diagnostic Component, Action Component, Process Maintenance Component and Action Research.

UNIT III: OD INTERVENTIONS (12 hrs)

Personal, Interpersonal, Group process interventions, Team Interventions, Inter -group Interventions, and Comprehensive Interventions.

UNIT IV: IMPLEMENTATION AND ASSESSMENT (12 hrs)

Structural Interventions – Implementation, Conditions for failure and success in OD efforts, Assessment of OD and change in Organizational Performance, The impact of OD: Mechanistic and Organic Systems and the Contingency Approach.

UNIT V: SOME KEY CONSIDERATIONS AND ISSUES IN OD (OOC BASED LEARNING) (12 hrs)

Issues in Consultancy - Client relationships; The Future of OD;
Some Indian Experiences in OD.

Text Books:

1. Wendell L. French and Cecil H. Bell, Jr, 2006 Organization Development, PHI,3rd,4th,6th edition,1989,2000 [Unit 4, 5] - Chapter 7 and 8.
2. French, Bell and Zawacki, Organization Development Theory, Practice and Research, Universal Book Stall, Third edition,

Reference:

1. Luthans, Fred, 1995, Organisational Behaviour, New Delhi; Tata McGraw Hill Publishers.

SEM: II

16PMS2101

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COMMON CORE: HUMAN RESOURCE MANAGEMENT

Assurance of Learning:

After completing this course, the student should be able to

- understand the principles and practices related to Human Resource Planning
- related the policies to Human Resource Development
- develop and assess one's own competencies towards a career in HRM.
- familiarize with the practical applications of Human resource terminology

UNIT I: INTRODUCTION TO HUMAN RESOURCE MANAGEMENT (10 hrs)

HRM – Meaning, Nature, Objectives, Scope and Functions. Line and Staff views of HRM, HRM as a profession, Future role of HRM, Department structure of HRM.

UNIT II: HUMAN RESOURCE PLANNING AND RECRUITMENT (15 hrs)

HR planning - Job Analysis – Job Specification and Job description. Induction Programme. Recruitment – Sources and types. Selection process. Types of tests and interviews. Promotion and Transfers, Demotions and Separations.

UNIT III: STRATEGIC HRM AND PERFORMANCE APPRAISAL (OOC BASED LEARNING) (15 hrs)

Role of HRM in Corporate Goal Setting, Levels and Models of Strategic HRM, Performance Appraisal – Purpose, Methods, Factors, Problems. Distinguish between Performance Appraisal and Potential Appraisal.

UNIT IV: TRAINING AND DEVELOPMENT (15 hrs)

Training – Need, Importance, Steps, Methods. Training needs assessment. Management Development Programme – Significance and methods. Stages of Career Planning and Development, Career counseling.

UNIT V: COMPENSATION ADMINISTRATION (10 hrs)

Compensation plan – Incentives - individual and group. Benefits – Bonus and Fringe. Developing a sound compensation plan, wage policy, Executive compensation – Factors and issues.

Text book:

1. Pravin Durai, (2010), Human Resource Management, Pearson Education Books, New Delhi.

Reference Books:

1. VSP Rao (2002), Human Resource Management: Text & Cases, Excel Books, New Delhi.
2. Edwin Flippo (1984), Personnel Management, Tata McGraw Hill, New Delhi.

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SEM II
16PHR2202

CORE ELECTIVE : MANAGERIAL EFFECTIVENESS

Objectives:

- understand the meaning of and the need for being a successful manager.
- develop the seven essential habits of highly effective people.
- use the right attitudes and skills towards achieving greater levels of managerial effectiveness.
- recognize the basic correspondence and career skills.

UNIT I: PRIVATE VICTORY (12Hrs)

Concept: Manager, Effectiveness, Managerial effectiveness. Managerial Be proactive: Personal vision, Social mirror, Stimulus-Response, Proactive language, Circle of influence. Begin with end in mind: The power of creation, Be a creator, Personal mission statement, Principle centered person, Right brain vs. Left brain. Put first things first: Four generation of time management, Quadrant I, II, III and IV types of personalities. Short term and long term goals, the power of delegation.

UNIT II: PUBLIC VICTORY (12 Hrs)

Think Win/Win: Six paradigm of human interaction Seek first to understand then to be understood: Empathetic listening – diagnosing – understand and perception. Synergize: Synergy in class room, business synergy and communication, Force field analysis.

UNIT III: CONTINUOUS RENEWAL (12 Hrs)

Sharpen the Saw: Four dimensions of renewal, balance in renewal synergy, renewal upward spiral, Case discussions, Role play and Exercises.

UNIT IV: CORRESPONDENCE SKILLS (OOC BASED LEARNING) (12 Hrs)

What is an effective Business letter, the language of a business letter and the lay-out of a business letter. Enquiries and Replies: Hints for drafting an ‘Enquiry’ and ‘Reply’. Claims and Adjustments: Hints for drafting complaints and making adjustments. Collection letters: How to write an effective collection letter, Collection series – Sending statement of account, Reminders, Inquiry and discussion, Appeal and Urgency, Demand and Warning. Circular letters: Situations that need circular letters. Banking Correspondence, Insurance Correspondence, Import and Export Correspondence.

UNIT V: JOB CAREER SKILLS (12 Hrs)

Application letters, Interview letters, References, Testimonials, Letters of Appointment, Confirmation, Promotion, Retrenchment and Resignation. How to run a meeting: Meetings and Meeting of minds, making disagreement productive, Instructions for observers, How to be an effective participant, How to be an effective discussion leader and how to write and read minutes. How to write a memo.

Text Books:

1. Korlahalli & Rajendra Pal, Essentials of Business Communication, Sultan Chand & Sons. (Unit 1,2) – Section 2
2. E.H. McGrath S.J. Basic Managerial skills for all, Prentice – Hall of India Private Ltd., (Unit 2) – Chapter 2,6
3. Covey R. Stephens, 2000, The Seven Habits of Highly Effective People, London, Simon & Schuster Publications (Unit – 3, 4, 5) Chapter 2, 4, 5, 6, 7.

Reference book:

1. Luthans, Fred, 1995, Organisational Behaviour , New Delhi, Tata Mcgraw Hill Publishers.

Semester II
16PCO2202

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Core Elective (WS)
EXPORT AND IMPORT MANAGEMENT

Assurance of Learning:

After completing this course, the student should be able to

- know the basic concepts of international trade environment
- acquaint with the procedures of export - import procedures and transactions.
- evolve and understand the needs of the international market.
- understand the strategize, plan and execute ideas and knowledge for export and import.
- evaluate the global Business for becoming a successful Export Import Manager.

Unit I: International Trade Environments (12 hrs)

Introduction of International Trade Environments - What is Globalisation - Issues in Globalisation - GATT agreements - Impact of WTO on export import - Regional Trading (SAFTA/ NAFTA/ BRICS etc.) - Foreign Trade policy in India - Category of export

Unit II: Processing and documentation of Export orders (12 hrs)

Choice of enterprise – registration for export/import/export pricing/costing – contacting prospective buyer/seller (importer) – processing of an export order – pre-shipment documentation for import and export

Unit III: Tariffs and Tax on Export (12 hrs)

Guidance to use Customs tariff – income tax applicability on exporting firms/companies – sales tax applicability on exporting firms/companies – general banking & Day to Day Accounting for exports and imports

Unit IV: Export and Import policy (12 hrs)

Export and Import Policy of India – Objectives – highlights of Central EXIM Policy – Export credit and Guarantee Corporations.

Unit V: (OOC based Learning) (12hrs)

Concept of Free Trade Zones, Export oriented Units, Special Economic Zones – Export Import Manager – Roles – Qualities of EXIM Manager.

Text Book:

1. Ajay Pataki (2015), Export Import Management (Practical Workbook), Educreation Publishing, New Delhi. ISBN: 978 – 93 – 85247 – 39 – 2.

References:

1. Usha Kiran Rai (2010), Export – Import and Logistics Management, PHI learning Pvt Ltd, New Delhi.
2. Mahajan, M .I Exports - Do it yourself - Snow White Publications, Mumbai.
3. Export - Import Policy: Ministry of Commerce, Government of India.
4. Hand book of Export Import Procedures: Ministry of Commerce, Government of India Vols. I&II.
5. Ram, Paras, Exports: What, Where and How? Anupam Publications, New Delhi.
6. Hirst, P., and Thompson, G., Globalisation in Question: The International Economy and the Possibilities of Governance (Cambridge: Polity Press, 1999, 2nd edn.).

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Assurance of Learning:

After completing this course, the student should be able to

- understand the theoretical as well as empirical issues of agriculture labour.
- know about Industrial labour with special reference to India.
- recognize issues pertaining to the wage theories, employment policies and so on.
- know about how trade union functions and it paves the way for collective bargaining to the globalised economy and social security measures.

UNIT I: LABOUR ECONOMICS AND LABOUR PROBLEMS (18HRS)

Meaning and concepts of labour - Definition, nature , scope and importance of Labour economics- Nature of labour problems – labour market segmentation - Labour in the unorganized sector- Child Labour – International Labour Organization(ILO)

UNIT II: INDUSTRIAL LABOUR IN INDIA (18HRS)

Meaning and characteristics of Industrial Labour in India- Employment in organized sector- Meaning and objectives of Trade Unions- trade Union movement in India- Problems and draw backs of the movement in India – Measures to strengthen the Trade Union Movement in India – Industrial disputes: meaning and causes and effects of industrial disputes – prevention of Industrial disputes and the machinery of setting the Industrial Disputes in India – Labour Legislation in India- Indian Labour Laws and practice in relation to international standards.

UNIT III: AGRICULTURAL LABOUR IN INDIA (OOC Based Learning) (18HRS)

meaning and characteristics of agricultural labour in India casual labour and attached labour and bonded labour – The problems of agricultural labour in India – Government measures to improve the conditions of agricultural labour-Employment in agricultural sector – MGNREGP.

UNIT IV :WAGES (18HRS)

Wage determination- Wage differentials in India- – productivity and wage relationship- non wage component of labour remuneration- types of wages in India – the need for State Regulation of wages- National Wage Policy in India.

UNIT V: SOCIAL SECURITY MEASURES OF LABOUR IN INDIA (18HRS)

The meaning and the need for social security measures in India- present status of social security in India- social assistance and social insurance- Social Security Legislations in India : Workmen’s Compensation Act, 1923, Employees’ State Insurance Scheme Act, 1948, Maternity Benefits Act, 1961 and the Provident Fund Act, 1952- Labour Welfare Funds – Unemployment insurance – Second National Commission on Labour (1999) Dr.Arjun Sengupta Committee report.

Text books for study:

1. Sharma A.K.(2006) - *Labour Economics*, Anmol Publications, New Delhi,
2. Dr. B.P Thyagi (2009), *Economics of Labour and Social Welfare*- Revised Edition- Sage Publication, New Delhi.

References:

1. Dutt, G. (1966) *Bargaining power, wages and Employment : An Analysis of Agricultural Labour Markets in India*, Sage Publication, New Delhi.
2. Lester , R.A. (1964) *Labour Restructuring in India: A Critique of the new Economics of Labour* Macmillan , New Delhi.
3. Venkata Rathnam, C.S. (2001) *Globalization and Labour Management Relations, Dynamics of change – Sage Publication, New Delhi.*
4. Memoria, C.B. (1996) *Labour Problems and Social Welfare in India – Kitab Mahal, Allahabad.*

Semester: II
Code : 16PCC2202

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Core Elective – II (WS): OFFICE AUTOMATION

Assurance of Learning:

After completing this course, the student should be able to

- impart the knowledge about the MS-Word.
- impart the knowledge about the Excel.
- impart the knowledge about the MS-PowerPoint
- impart the knowledge about the MS-Outlook
- understand the knowledge about the MS-Access.

Unit - I (12 Hrs)

MS-Word: Creating and Saving a Word document – Applying basic formatting – working with styles – working with tables – mail merge – spelling and Grammar OOC Based Learning).

Unit - II (12 Hrs)

MS-Excel: Creating and Saving an Excel work book – adding and formatting data in cells – working with tables and chart – Formulas and functions. Salary bills preparation – TDS

Unit - III (12 hrs)

MS-PowerPoint: Creating and Saving Presentation – Basics of presentation – running and setting up a presentation – Enhancing PowerPoint presentations – Custom animations.

Unit - IV (12 hrs)

MS-Outlook: Configuring an Outlook account – Outlook user interface – arranging items in contents pane – composing and sending messages – reading messages – forwarding messages – managing contacts.

Unit - V (12 hrs)

MS Access: Introduction to Access – Creating a Simple Database and Tables – Entering and Editing Data – Finding- Sorting and Displaying Data.

TEXT BOOKS:

1.Sanjay Saxena: MS- Office 2007 in a Nutshell- Vikas Publishing House Pvt Ltd.- 2011

BOOKS FOR REFERENCE:

1.Kogent Solutions Inc.: Office 2007 in simple steps- Dreamtech publishing- 2009

SEM III
16PHR3108

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RESEARCH METHODOLOGY

Assurance of Learning:

After completing this course, the student should be able to

- equip with the basic understanding of the research methodology
- enhance the research skills to pursue further research
- get trained in research skills for further application in publications
- gain an insight into the analytical tools and techniques for the purpose of management decision making.

UNIT I: BASIC CONCEPTS AND TYPES OF RESEARCH (12 Hrs)

Research- meanings, nature, scope, process and relevance/needs; qualities of a researcher; Types of research, selecting a topic of research, Research Problem- selection, formulation and statement; review of literature; pilot study; variables and hypothesis: Meaning, types and sources,

UNIT II: RESEARCH DESIGN AND DATA COLLECTION (12 Hrs)

Research Design- meaning, types and interdependence of designs; Data collection- Primary methods: observation, interview, questionnaire and survey (meaning, steps, advantages and disadvantages), Secondary methods: Books, documents (published and unpublished) survey reports, biographies.

UNIT III: SAMPLING TECHNIQUES AND SCALING (12 Hrs)

Sampling techniques- population, universe; sampling- meaning, need, basis, advantage, disadvantage, types: probability sampling- simple random, stratified, systematic, cluster; non probability sampling- quota, convenience, purposive, judgment; sampling frame, sample units and sample size, sampling errors; Scaling techniques- Important, reliability, validity and construction; attitude scales- meaning, importance and types (Likert scale and Semantic differential scale).

UNIT IV: DATA PROCESSING AND ANALYSIS (12 Hrs)

Data processing- editing, coding, classification and tabulation, difference between classification and tabulation; Data analysis- Frequency distribution; Measure of central tendency- mean, median and mode; Measure of dispersions- qualities, mean and standard deviations; Measure of association- Correlation, Rank Correlation and regression analysis; Test of Hypothesis- parametric tests: student's 't' test and analysis of variance (one way classification) and non-parametric test (chi-square test), diagrammatic & graphic presentations- significance and types (bar-charts and pie-diagrams).

UNIT V: DATA INTERPRETATION AND REPORT WRITING (OOB BASED LEARNING) (12 Hrs)

Interpretation of data - meaning, importance and interpretation; Report writing- outline of a research report, content of research report, types of research report and guide lines for writing a standard research report and oral report presentation.

Text Book:

1. Kothari. C.R., (2000), Research Methodology, Mumbai, Viswa Prakasan,

Reference Books:

1. Ahuja, Ram, (2003), Research Methods, Jaipur, Rawat publication.
2. Dooley, David, (1997), Social Research Methods, Delhi, Prentice Hall.
3. Raj Kumar, (2002), Methodology & Social Science Research, Jaipur, Book Enclave.
4. Young, Pauline V. (2002), Scientific Social Surveys and Research, New Delhi, Macmillan Publication.

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SEM III
16PHR3109

INDUSTRIAL RELATIONS AND COLLECTIVE BARGAINING

Assurance of Learning:

After completing this course, the student should be able to

- understand the basic concepts and nuances of industrial relations.
- focus on Trade Unions and collective bargaining in the post-globalised business scenario.
- familiarize the disciplinary practices in industrial setup
- know the strategy practiced for worker's participation in managerial decision.

UNIT I :INDUSTRIAL RELATIONS (12 Hrs)

IR: meaning and Industrial disputes: meaning & causes.

Industrial Dispute Act 1947: settlement machineries, Awards and settlements, Strike and lockout, Lay - off and retrenchment. Directive principles of State policy , Role of ILO in Industrial Relations.

UNIT II: TRADE UNIONS IN INDIA (12 Hrs)

History and growth of trade Union: purpose, nature and functions. Trade Unions and Economic Developments. Pitfalls and suggestions to improve Trade union activities. The Trade Unions Act, 1926. Trade Unions Movement in India.

UNIT III: COLLECTIVE BARGAINING (12 Hrs)

Collective Bargaining – Meaning, types, Process and importance. Status of Collective Bargaining in India. Suggestions to improve Collective Bargaining. Negotiations - Types of Negotiations, Problem solving attitude, Negotiation skills. Exit policy: Voluntary retirements and Golden Handshake. Impact of Globalization on CB

UNIT IV: DISCIPLINE AND GRIEVANCE HANDLING (OOC BASED LEARNING) (12 Hrs)

Discipline: Causes of Indiscipline - Maintenance of discipline. Domestic enquiry: concept and practice , Principles of Natural Justice , Principles of Hot stove rule. Grievance handling: - Meaning of Grievance, Sources of grievance, benefits, Grievance Redressal machinery, The Industrial Establishment (Standing Orders) Act, 1946

UNIT V : WORKERS' PARTICIPATION IN MANAGEMENT (12 Hrs)

WPM Concept and Practices in India: Works committees, Joint management councils, Shop councils. The voluntary scheme of workers' participation, Quality circle, Suggestions scheme for Improvement. New schemes on workers participation.

Text Books:

1. Mamoria, C.B., Industrial Labour and Industrial Relations in India, Kitab Mahal, 2001. [Unit 2] - Chapter 3, 4
2. Bhatia, S.K., Constructive Industrial Relations and Labour Laws. Deep and Deep. New Delhi, 2003. [Unit 3&4] - Chapter 5, 6
3. Maonoppa, A., Industrial Relations, TMH, 1999, New Delhi. [Unit 1] - Chapter 1,
4. Yoder, Dale and others, Personnel Management and Industrial Relations, New Delhi, Prentice Hall,1999. [Unit 5] - Chapter 8

Reference:

1. Bhagoliwal, 1995, Personnel Management and Industrial Relations, New Delhi, Kitab Mahal Publishers.

SEM III
16PHR3110

TOTAL QUALITY MANAGEMENT

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Assurance of Learning:

After completing this course, the student should be able to

- understand the concept and principles of TQM in today's context.
- apply these concepts and principles in developing the human resources for organizational effectiveness.
- get a Practical knowledge in Statistical Process Control and TQM Tools.
- know the TQM system adopted by other countries

UNIT I: INTRODUCTION TO TQM (10 Hrs)

Definition of Quality, Dimensions of Quality, Quality planning, Quality cost, Analysis techniques for Quality cost. TQM: meaning, definition and fundamental concepts. Historical review: W.Edwards Deming, Joseph .M. Juran and Philip.B. Crosby.

UNIT II: TQM PRINCIPLES (10 Hrs)

Customer satisfaction, Customer perception, customer complaints, service quality, customer retention. Employee involvement- motivation, empowerment, teams, recognitions and rewards, performance appraisal and supplier partnership. Continuous process improvements- Juran Trilogy, PDSA cycle and 5S Kaizen.

UNIT:III MODELS OF TQM (10 Hrs)

Fuji Xerox model, Norman Rickad model, Eicher group model, Basic frame move model, Operational model, Diamond model, Umbrella model, Accelerated Business improvement model, Kano's basics of TQM model, Westinghouse model, Itoh model, Peratech model, Kehoe's integrated model, Eight components model, Building block model and Dhruv model.

UNIT IV: STATISTICAL PROCESS CONTROL (SPC) AND TQM TOOLS (10 Hrs)

Seven basic QC tools-Check sheets, Cause and Effect diagram, Pareto analysis, Scatter diagram, Histogram, Control charts and Flow diagram. Concept of Six sigma , Bench marking, Brainstorming and Quality circle.

UNIT V: QUALITY SYSTEMS (OOC BASED LEARNING) (10 Hrs)

Quality audit, Quality awards – Malcolm Baldrye National Quality Award (United States), Deming Price (Japan), European Quality Award, Golden Peacock National Quality Award and Australian Quality Award. ISO 9000, 2000 and 14000; Case studies.

Text Book:

1.Sharma. D.D., 2005, TQM- Principles , Practices and Cases, Delhi, Sultan Chand Publications, [Unit I –chapter 2, 3, 4 & 6] [Unit II- chapter 14,16,4 & 8] [Unit III- chapter 3] [Unit IV- chapter 7,10,31,15 & 9] [Unit V – chapter 25 & 32]

Reference:

1. Krishnan. K, Karmegam. G and Somasundaram . R, T QM, Coimbatore, R.K.Publishers.

SEM III
16PHR3111

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INTERNSHIP TRAINING (SUMMER PLACEMENT)

Assurance of Learning:

After completing this course, the student should be able to

- apply their practical knowledge on the different functions of Human Resource.
- implement the Labour Laws as per the government regulations.
- recognize the leadership skills, problem solving skills, and decision making skills through interaction with the HR managers of the industry.
- write the reports based on the IPT programme.

UNIT I

Orientation about the Organisation – Recruitment and Selection Procedure – Welfare Facilities – Social Security Enactments – Communication Systems – Leadership & Motivational Programmes – Worker’s Participation Management – Total Quality Management

UNIT II

Wage and Salary Administration – Grievance Handling – Industrial Disputes Act / Applications – Performance Appraisal – Training & Development – Trade Union – Corporate Social Responsibility.

SEM III
16PHR3203

COMPENSATION MANAGEMENT
Core Elective

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Objectives

- understand issues related to the compensation or rewarding human resources in various forms of organizations
- familiarize on the computation of wage and salary.
- implement the skills in designing, analyzing and restructuring reward management systems, policies and strategies.
- know about the modern incentive schemes available for employee motivation.

UNIT I: BASIC CONCEPTS

Compensation – definition and meaning; Wage and Salary- concept, meaning, purpose , factors , components and differences ; types of wages- minimum wage, fair wage, living wage, statutory minimum wage and need based minimum wage; wage and salary administration - principles, objectives, factors and problems; wage fixation- principles and time frame; Authorized deductions and imposition of fines on employees.

UNIT II: THEORIES OF WAGES

Wage Theories - Ricardo’s subsistence theory of wages (Iron Law of Wages), Adam Smith’s wage fund theory, Surplus value theory of Karl Marx, Residual claimant theory, Profit maximization theory; wages policy- concept, importance, ILO on wage policy, and National wage policy in India.

UNIT III: METHODS OF WAGE FIXATION

Computation of wage and salary - wage and salary structure and calculation; Wage differentials-characteristics, Payment by- time rate, over time, piece rate, performance and employee benefit schemes (Merit pay /skill based pay); payment of wages with productivity / efficiency; dearness allowance-basis for calculation and fringe benefits; executive remuneration and perks; labour cost; wage survey- features .

UNIT IV: MACHINERIES OF WAGE FIXATION (OOC BASED LEARNING)

Machineries of wage fixation- wage boards, pay commissions, conciliation, adjudication and arbitration; procedure for wage fixation- job evaluation, its process and methods; Team Compensation- Competency Based Compensation, Collective agreements and productivity agreements; Profit sharing and bonus.

UNIT V: INCENTIVE SYSTEMS

Compensation Strategy- Monetary & Non-Monetary Rewards, Intrinsic Rewards and Cafeteria Style Compensation, internal and external equity in reward management; Incentive payment plans- Rowan, Halsey, Taylor, Gantt, Emerson and Scanlon, profit sharing- purpose, merits and demerits. Gain sharing – features; productivity oriented incentive schemes - individual and group bonus schemes; principles to make incentive schemes effective and ESOP schemes.

TEXT BOOKS

1. Sharma.A.M , (1999), Understanding wage system, Bombay, Himalaya publishers (unit 2,4 and 5: chapter 3,4 and 6)
2. Jain S.P. & Narang. K.L., (1995), Cost Accounting, New Delhi, Sulthan Chand & Sons, (unit 3: chapter 2)
- 3 .Dipak Kumar Bhattacharya, (2009), Compensation, New Delhi, Oxford university Press, (unit 1 and 3: chapter 1 and5).

REFERENCE BOOKS

1. Prasad. N.K., (1990), Principles & Practice of accounting, New Delhi, Sulthan Chand & Sons.
2. Gupta. A., (2000), Wage & Salary Administration in India, New Delhi, Anmoe Publications Private Limited.

Sem. III
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Core Elective (WS)
PORTFOLIO MANAGEMENT

Assurance of Learning:

After completing this course, the student should be able to

- understand the various investment avenues that benefit the individuals and nation
- understand and evaluate the elements of risk in investments
- know the importance of Fundamental Analysis and technical analysis for the securities.
- know about options and futures
- understand the various theories of portfolio management.

Unit I: Investment and Portfolio (12 Hr)

Introduction: Investment- Features of Investment Program- Risk of Investment- Spectrum of Investment- Equity Shares- Fixed Income Securities- Mutual Fund Scheme- Deposits- Tax sheltered Savings Scheme-Life Insurance-Real Estate- Precious objects –

Unit II: Different types of risks (12 Hr)

Sources of Financial Risk: Credit . market, default risk, foreign exchange risk interest rate risk - purchasing power risk etc.; Systematic and non-systematic risk.

Unit III: Fundamental and Technical analysis (12 Hr)

Fundamental analysis- Influence of the economy- Economy Vs Industry and Company- Industry analysis- Company analysis- Guidelines for Investment-How to pick up growth Shares-NSE, BSE, Dow Jones Index and OTCEI. Technical analysis of the market- Chart Patteren-Moving Averages- Dow theory- Elliot Wave Theory -Major trends- Principles of technical analysis.

Unit IV: Options and Futures (12 Hr)

Options: types of options; option trading; quotes, trading, margins and clearing; Warrants and convertibles. Future: Hedgers and speculators; Future contracts; Future markers-clearing house, margins trading Future prices and spot prices; Forward prices vs. Future prices; Future vs. options.

Unit V: Management of Portfolios (OOC Based Learning) (12 Hr)

Portfolio Management - Portfolio Budgeting – Sharpe's Traynor and Jessen measure of preferable evaluation - Efficient Set- Portfolio Selection and Diversification -The Shape and the Risk Function (including CAPM Model and Random Walk theory) - Timings of investment and disinvestment.

Text Book

1. V.K. Bhalla (2005), Investment Management (Security analysis and Portfolio Management) S. Chand & Ccompany Ltd, New Delhi.

Books for references

1. V. Aavadhani(1999)- Investment & Securities markets in India, Himalaya Publishing House, New Delhi. (2001)
2. Donald E Fischer & Ronald J Jordan, Security analysis and Portfolio Management, Prentice Hall of India Pvt limited, New Delhi, (2001).
3. P. Jhabak (2012), Security analysis and portfolio management, Himalaya publication house Pvt. Ltd., New Delhi.
4. L Natarajan (2013-14), Portfolio Management, Margham publications, Chennai.

SEM: III 16PEC3203

INDIAN ECONOMY
Core Elective –III (WS)

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Assurance of Learning:

After completing this course, the student should be able to

- acquire the basic knowledge about the structure of Indian Economy
- know the key problems in the Economic Development in India
- know the efforts taken for the Economic Development of India
- know the different policies related to Economic Development

UNIT I: STRUCTURE OF INDIAN ECONOMY (OOC Based Learning): (12 hrs)

Back ground of the Indian economy - Basic features of Indian Economy: - Natural Resources- Land, Water, Forest: Demography- size, growth, and sex composition of the population - National Income- GDP,GNP, NDP Public Expenditure and Public Revenue.

UNIT II: PROBLEMS IN INDIAN ECONOMY: (12 hrs)

Poverty and inequality: Nature, causes and measures to eradicate Poverty - Unemployment: nature causes and Employment policy – MGNREGP - Population pressure: Causes, Effect and Measures to control.

UNIT III: INFLATION AND REGIONAL DISPARITIES: (12 hrs)

Inflation: - Types and causes- Food inflation- External debt: - Causes measures: Regional Disparities: Nature and Causes.

UNIT IV: PLANNING IN INDIA : (12 hrs)

Planning in India: objectives and strategies- The Role of planning commission in India - 12th Five Year Plan- Objectives, allocation and targets- NITI AAYOG.

UNIT V: MACRO ECONOMIC POLICY: (12 hrs)

Macro Economic Policy-Fiscal Policy, Monetary Policy, Industrial Policy and Agricultural Policy, Trade Policy.

Text book for study:

1. Dutt and K.P.M. Sundaram (2012) - Indian Economy, Sultan Chand & Sons, New Delhi.

References:

1. shwar.C. Dingra (2012) - The Indian Economy, Twenty First Edition, Sultan Chand and Sons, New Delhi.
2. G.M Meier, (1995) Leading Issues in Economic Development, 6th Edition,Oxford University Press, New Delhi.

Semester: III
Code : 16PCC3203

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Core Elective – III (WS): INFORMATION TECHNOLOGY FOR BUSINESS

Assurance of Learning:

After completing this course, the student should be able to

- understand the potential of the Internet for business.
- provide a basic understanding about e-commerce.
- provide a various analysis techniques for business.
- understand the basic features of internet.
- know about the various security tools of e-commerce.

Unit – I

(18 Hrs)

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

Unit – II

(18 Hrs)

Business applications of Excel: Managerial decision – making with Excel; Model development with Excel; Financial analysis using Excel; Break-even analysis- budgeting and ratio analysis with Excel

Unit – III

(18 Hrs)

Internet – Features of the Internet; WWW: Email- Telnet- FTP- News groups- search engines- portals- Business applications of the Internet (OOC Based Learning).

Unit – IV

(18 Hrs)

E-Commerce: introduction to e-commerce- Models of e-commerce -. Electronic payment systems - EDI and e-commerce. EDI standards. Setting up and promotion of a website for e-commerce.

Unit – V

(18 Hrs)

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

Text Book

1. Edward C. Willet- MS Office- Wiley Publishing Co. New Delhi.

Books for References

1. Efraim Turban- Jae Lee- David King and Michael Chung: Electronic Commerce- Pearson Education Asia- Delhi.2007
2. Ravi Kalkotta and Andrew B. Whinston: Frontiers of Electronic Commerce- Addison - Wesley- Delhi.
3. Heary Chan et al.: E-Commerce- John Wiley & Sons.

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SEM III
16PHR3402

IDC - COUNSELLING AND GUIDANCE

Assurance of Learning:

After completing this course, the student should be able to

- provide an overview of the counselling processes and techniques.
- create a forum for practising the basic counselling skills.
- provide a theoretical background for supplementing the understanding of psychological assessment.
- use of counseling in different settings.

UNIT I: BASIC CONCEPTS, EMERGENCE & GROWTH OF COUNSELING PSYCHOLOGY (12 Hrs)

Meaning of the terms counseling, counselor, counselee. Counselling - Objectives, principles and need for professional counselling. Process of counseling - individual & group counseling - the emergence of counseling. Barefoot Counselling, Assertiveness and Interpersonal Skills for Counsellors, Counselling Relationship.

UNIT II: DEVELOPMENT OF COUNSELLING SKILL (12 Hrs)

Introduction to the Important Schools of Counselling, Psychoanalytic Foundations, Transactional Analysis, Gestalt Therapy, Rational Emotive Therapy, Person-Centred Approach to Counselling, An Integrated Model, Essentials of Skills, Nonverbal Clues.

UNIT III: COUNSELLING INTERVENTIONS IN ORGANISATIONS (12 Hrs)

Empathy, Listening and Responding, Effective Feedback, Performance Counselling, Counselling in Problem Situations, Interpersonal Conflicts..

UNIT IV: PSYCHOMETRIC TESTING (12 Hrs)

Theory and Issues in Psychological Testing, Intelligence Testing- Theoretical Background, Aptitude Testing.

UNIT V: ETHICAL STANDARDS AND PROFESSIONAL PREPARATION & TRAINING (OOC BASED LEARNING) (12 Hrs)

Ethical standards/principles - responsibility, counseling in different settings; group - educational, family, clinical, career & guidance and industries. Status of guidance and counseling movement in India.

Text Books

1. Narayana Rao., Counseling and Guidance, New Delhi, Tata McGraw-Hill, 2003 [Unit I - Chapter 1] [Unit II - Chapters 3 & 4] [Unit III - Chapters 5 - 7] [Unit IV - Chapter 8] [Unit V - Chapters 13 -15]
2. Charles J. Gelso, Bruce R.Fretz, Counseling Psychology, Bangalore, PRISM Books pvt ltd, 1995 [Unit I - Chapters 1 - 2][Unit III - Chapter 9][Unit IV - Chapter 6] [Unit V - Chapters & 8].

Reference Books:

1. Antony D.John, Dynamics of Counseling, Nagercoil, Anugraha Publications, 1994
2. Diane E. Papallia, Sally Wendkos Old, Ruth Duskin Feldman., Human Development Eggert A. Max, Perfect Counseling, UK, Random House Business Books, 1999.
3. Christine Lister – Ford (2007), A short introduction to Psychotherapy, New Delhi, Sage Publications.
4. Gary Groth – Marnat (2006), The handbook of Psychological Assessment, John Wiley & Sons E- book.
5. Susana Urbina (2004), Essentials of Psychological testing, John Wiley & Sons.Inc, E-book

SEM:IV
16PHR3112

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TALENT MANAGEMENT

Assurance of Learning:

After completing this course, the student should be able to

- understand talent management as a pivotal managerial practice in the highly competitive business environment of today.
- identify and develop their own talents so as to cope with the challenging demands of securing and sustaining suitable placements.
- use their talent management information system competencies.
- understand the system for the talent acquisition and the retention of the talents.

Unit-I INTRODUCTION

Introductions , overview of talent management and the employment life cycle, Talent:- engine of new economy, difference between talents and knowledge workers, leveraging talent, the talent value chain, elements of talent friendly organizations.

Unit-II TALENT MANAGEMENT SYSTEM

Talent Management System – elements and benefits of Talent Management System; creating TMS, challenges of TMS; building blocks of talents management: competencies - performance management, evaluating employee potential, Workforce analysis; talent management strategy aligned with business strategy.

Unit-III TALENT PLANNING AND DEVELOPMENT

Talent Planning – succession management process; cross functional capabilities and fusion of talents; talent development budget, value driven cost structure; contingency plan for talent; building a reservoir of talent, leadership coaching

Unit-IV RETURN ON TALENT

Return on talent; ROT measurements; optimizing investment in talent; integrating compensation with talent management; developing talent management information system Competencies; Talent Acquisition .

UNIT-V TALENT ACQUISITION

Talent Acquisition; Onboarding Talent Review Sessions; Talent and Acceleration Pools Retention and Engagement Career Management/Development Planning Measuring effectiveness; technology

Reference:

1. Berger, Lance A and Dorothy Berger (Eds.) **The Talent Management Handbook**, Tata McGraw Hill, New Delhi
2. Chowdhary, Subir, **The Talent Era**, Financial Times/Prentice Hall International
Chowdhary, Subir, **Organization 2IC**, Pearson Education, New Delhi
3. Sanghi, Seema, **The Handbook of Competency Mapping**, Response Books, New Delhi

SEM IV
16PHR4113

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COUNSELLING AND GUIDANCE

Assurance of Learning:

After completing this course, the student should be able to

- provide an overview of the counselling processes and techniques.
- create a forum for practising the basic counselling skills.
- provide a theoretical background for supplementing the understanding of psychological assessment.
- use of counseling in different settings.

UNIT I: BASIC CONCEPTS, EMERGENCE & GROWTH OF COUNSELING PSYCHOLOG (12 Hrs)

Meaning of the terms counseling, counselor, counselee. Counselling - Objectives, principles and need for professional counselling. Process of counseling - individual & group counseling - the emergence of counseling. Barefoot Counselling, Assertiveness and Interpersonal Skills for Counsellors, Counselling Relationship.

UNIT II: DEVELOPMENT OF COUNSELLING SKILL (12 Hrs)

Introduction to the Important Schools of Counselling, Psychoanalytic Foundations, Transactional Analysis, Gestalt Therapy, Rational Emotive Therapy, Person-Centred Approach to Counselling, An Integrated Model, Essentials of Skills, Nonverbal Cues.

UNIT III: COUNSELLING INTERVENTIONS IN ORGANISATIONS (12 Hrs)

Empathy, Listening and Responding, Effective Feedback, Performance Counselling, Counselling in Problem Situations, Interpersonal Conflicts, Midlife Blues, Integration and Action Plan.

UNIT: 4 PSYCHOMETRIC TEST (12 Hrs)

Theory and Issues in Psychological Testing, Intelligence Testing- Theoretical Background, Aptitude Testing - The D.A.T., Personality Assessment - Theoretical Background, Self-Report Inventories- The M.M.P.I., Multi-factor Personality Tests- The 16 P.F., Typological Tests - The M.B.T.I., Projective Techniques - The T.A.T., Assessment Centres, Integration of Profiles.

UNIT V: ETHICAL STANDARDS AND PROFESSIONAL PREPARATION & TRAINING (OOB BASED LEARNING) (12 Hrs)

Ethical standards/principles - responsibility, counseling in different settings; group - educational, family, clinical, career guidance and industries. Status of guidance and counseling movement in India.

Text Books:

1. Narayana Rao., Counseling and Guidance, New Delhi, Tata McGraw-Hill, 2003 [Unit I - Chapter 1] [Unit II - Chapters 3 & 4] [Unit III - Chapters 5 - 7] [Unit IV - Chapter 8] [Unit V - Chapters 13 -15]
2. Charles J. Gelso, Bruce R. Fretz, Counseling Psychology, Bangalore, PRISM Books pvt ltd, 1995 [Unit I - Chapters 1 - 2] [Unit III - Chapter 9] [Unit IV - Chapter 6] [Unit V - Chapters 3 & 8].

Reference Books:

1. Antony D. John, Dynamics of Counseling, Nagercoil, Anugraha Publications, 1994
2. Diane E. Papallia, Sally Wendkos Old, Ruth Duskin Feldman., Human Development Eggert A. Max, Perfect Counseling, UK, Random House Business Books, 1999.
3. Christine Lister – Ford (2007), A short introduction to Psychotherapy, New Delhi, Sage Publications.
4. Gary Groth – Marnat (2006), The handbook of Psychological Assessment, John Wiley & Sons, E- book.
5. Susana Urbina (2004), Essentials of Psychological testing, John Wiley & Sons. Inc, E-book

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PERFORMANCE MANAGEMENT

Assurance of Learning:

After completing this course, the student should be able to

- get a Comprehensive knowledge and practical skills to improve their ability for performance appraisal in their organizations.
- set SMART targets to enhance performance through performance management.
- identify barriers to effective performance and resolving those barriers through constant monitoring, coaching and development interventions
- familiarize the practice of performance appraisal and management among the future human resource personnel.

UNIT I: BASIC CONCEPTS (12 Hrs)

Performance- meaning, factors, goals and work standards; performance appraisal- definition, objectives and benefits; performance management- scope, purpose, , benefits and comparison and distinction between performance appraisal and performance management.

UNITII: PERFORMANCE APPRAISAL PROCESS (12 Hrs)

Performance appraisal- stages, negotiated approach and holistic approach; how to conduct a performance appraisal- where, how and who to be covered; , strategic HRM role in PA; performance appraisal system–training, monitoring , steps .Performance Standards and Effective Goal Setting.

UNIT III: PERFORMANCE MEASUREMENTS (12 Hrs)

Performance Measurements- purpose, principles, and classifications; Traditional methods- ranking, paired comparison, grading, forced distribution, check list, critical incident, graphical rating scale, essay, field review, confidential report; Modern methods- MBO, BARS, HR accounting, 360 degree appraisal, balanced score card; Recent trends- computerized appraisal process, electronic performance monitoring, assessment centers and merging methods

UNIT IV: PERFORMANCE MANAGEMENT ISSUES/ PROBLEMS (OOCBASED LEARNING) (12 Hrs)

Performance Management issues- problems with rating scales, problems in performance management, Likierman’s five common pitfalls; measures to -avoid pitfalls, to handle defensive employee and to provide constructive criticism; legal and ethical issues for written warning; effective performance reviews.

UNIT V: PERFORMANCE DEVELOPMENT (12 Hrs)

Performance development framework- performance development review, performance development training; Appraisal Interview- types, skills , and process; Managing under-performers; Performance management – training , evaluation and methods

Text Books:

1. Arm Strong, Michael and Baron, Angela,(2007), Performance Management, Mumbai, Jaico Publishing House.(unit 1: chapter 1-4; unit 3: chapter 15 and 18; unit 5: chapter 12, 19, 20 and 21)
2. Pattanayak, B, (2009), Human Resource Management, New Delhi, Prentice Hall of India private limited.(unit: chapter 8 and 9; unit 2: chapter 8; unit 3 : chapter 8 and 11; unit 4: chapter 8; unit 5 : chapter 8
3. Dessler, Garry and Varkkey, Biju. (2009), Human Resource Management, Delhi, Pearson Education Inc, Dorling Kindersley (India) Pvt.Ltd. (unit 1 to 5: chapter 9)

Reference Books:

1. Cardy, R. (2004), Performance Management, New Delhi, Prentice Hall of India, private limited.
2. Jyothi, P and Venkatesh, D.N. (2008), Human Resource Management, New Delhi, OUP.
3. Neale, Francis. (2002), Hand Book of Performance Management, Mumbai, Jaico Publishing House.

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CORPORATE SOCIAL RESPONSIBILITY

Assurance of Learning:

After completing this course, the student should be able to

- understand the concept of and the need for CSR as applicable to the business corporations and corporate executives.
- sensitize on the value orientations and ethical concerns that should drive business today.
- place business ethics as a parameter.
- play the important role in civil society organizations and Governments.

UNIT I: CSR – INTRODUCTION (10 Hrs)

Meaning, General principles, Evolution and history, CSR debate, Need for CSR and the Forces pressuring social responsiveness, Limitations of CSR, Contemporary view of CSR, MNC's and Indian Companies with CSR activities

UNIT II: CSR - INTERNATIONAL CONTEXT (10 Hrs)

Meaning and features of corporation, models/dimensions/strategies of corporations: Carroll's four-part model and Five-dimensional model, The outcomes of CSR – social policies, social programmes and social impacts, globalisation and its relevance,

UNIT III: CSR IN TERMS OF BUSINESS ETHICS (10 Hrs)

Meaning, sources and the need for business ethics, ethical theories: consequentialist & non-consequentialist, techniques of business ethics management: components, mission statements, standards of ethical behaviour, codes of ethics, social accounting, sustainability a key goal for business ethics – Triple-bottom line, Ethical issues in Firm-employee relationships.

UNIT IV: CIVIL SOCIETY AND BUSINESS ETHICS (10 Hrs)

Meaning of civil society, civil society organisations as stakeholders, ethical issues and CSOs Corporate Citizenship and civil society; Community development projects, Business-CSO collaboration. Civil society, business and sustainability

UNIT V: GOVERNMENT, REGULATION AND BUSINESS ETHICS GOVERNMENT AS STAKEHOLDER (OOC BASED LEARNING) (10 Hrs)

Ethical issues in the relation to business and government, Globalisation and business-government relations, Corporate citizenship and regulation Governments, business, and sustainability

Text Book:

1. Crane, Andrew and Matten, Dirk. 2010. Business Ethics. Oxford University Press: New Delhi. [Unit 1-Chapter 1,3] [Unit 5-Chapter 6] [Unit 3-Chapter 8,9] [Unit 4- Chapter 10] [Unit - Chapter 11]

Reference Book:

1. Agarwal.K.Sanjay.2010. Corporate Social Responsibility in India. Response Books: New Delhi.
2. K.Aswhappa (2010) International Business, Tata McGraw Hill Education Pvt,Ltd, New Delhi.

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IDC: ORGANISATIONAL BEHAVIOUR

Assurance of Learning:

After completing this course, the student should be able to

- grasp the organizational theories that would enlighten the understanding of human behavior at work.
- familiarize with the need for behavior modifications in the changing work environment.
- understand team/group processes and to be able to address issues arising from individual and collective organizational behavior.
- know the importance of change in the competitive work environment.

UNIT I: BASIC BEHAVIOURAL CONCEPTS (12 Hrs)

Organisational Behaviour – Concept, meaning, objectives, approaches, S-O-B-C Models, Models of OB. Historical development of OB – Hawthorne Experiments. Organisational Climate – Meaning, importance, determinants, and measurements.

UNIT II: BEHAVIOUR DETERMINANTS (12 Hrs)

Personality – concept, meaning, determinants. Perception – meaning, factors, process, Difference between perception and sensation , Learning – meaning, Difference between Learning and Maturation. Motivational Theories: Content, Contextual and Contemporary theories.

UNIT III :BEHAVIOUR MODIFICATION (12 Hrs)

B.M: Concept, meaning, application and importance. Stress: Sources and Causes, Stress Management. Work place emotions. Conflict : meaning, types, Models and Resolution Strategy .

UNIT IV: ORGANISATIONAL TEAM DYNAMICS (12 Hrs)

Team: Types, designs, development, norms, roles and cohesiveness.
Team building: Process, types, managing team process.
Team resource, Roles and Responsibilities.
Self Identity Team skills.

UNIT V: ORGANISATIONAL CHANGE (OOC BASED LEARNING) (12 Hrs)

Challenges of change – Pressures for change, types of change, approaches. Resistance to change – individual, group and organizational. Overcoming Resistance. Promoting change – interpersonal, team and organizational methods.

Text Books:

1. Davis & Newstrom, 1985, Organisational Behaviour, New Delhi, McGraw Hill Publishers, (Unit Chapter – 2).
2. Fred Luthans, 1985, Organisational Behaviour, New Delhi, Mcgraw Hill Publishers, (Unit 3) Chapter – 3,4,5
3. Prasad L.M. 2000 Organisational Behaviour, New Delhi, Sultan Chand & Sons, (Unit 1 & 5) Chapter- 1, 10, 11
4. Steven L Mcshane, Mary Ann Von Glinow, Radha R Sharma, Organisational Behaviour: Emerging Knowledge and Practice for the Real World, TMH.(Unit – 5)

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FINANCIAL AND MANAGEMENT ACCOUNTING

Assurance of Learning:

After learning this course students should be able to

- Know the basics of financial accounting and would have familiarized himself with recording, posting, balancing and preparation of Trial Balance.
- Prepare of final accounts and Balance sheet for sole traders and joint stock companies.
- Be familiar with basics of cost accounting and acquire the skill of preparing cost sheet
- Acquire the nuances of marginal costing and be familiar with application of Marginal costing in decision making
- Know basics of Management accounting and familiarize himself with the preparation of comparative and common size financial statements and accounting ratios.

Unit I Financial Accounting and its activities (15 hr)

- (A) Financial Accounting: Meaning - Objectives, Accounting Concepts and Conventions- Golden rules of accounting.
- (B) Recording financial Transactions in Journal – Preparation of accounts in Ledger - preparation of Trial balance

Unit II Preparation of Financial statements (15hr)

- (A) Types of financial statements
- (B) Financial Statements - Final accounts – Trading a/c – Profit and loss a/c for sole traders and Joint stock company (new format)–Profit and loss appropriation a/c – Balance sheet (New format) – Working out problems with simple adjustments.

Unit III Cost Accounting and Cost Sheets (15hr)

- (A) Cost Accounting – Meaning – objectives – scope - Different types of Costs
- (B) Cost sheet – components of cost sheet – preparation of cost sheet – preparation of tenders and quotations.

Unit IV Marginal Costing (15hr)

- (A) Marginal Costing - Meaning - Advantages – limitations - Cost volume profit analysis / Break even Analysis
- (B) Marginal or variable cost – fixed cost – contribution –Profit volume ratio - Break Even Point – margin of safety – expected sales for desired profit - Profit from given sales - Cost volume profit analysis / Break even Analysis -Margin of safety- desirable profit- Marginal Costing in Decision making.

Unit V Management Accounting and Accounting ratios (15hr)

- (A) Management Accounting – Meaning – objectives – functions .
- (B) Comparative and common size financial statements – Accounting Ratios: Balance sheet ratios, Profit and loss a/c ratios and combined ratios (Simple Problems)

(A) in all the units : OOC based Learning)

Text Books

1. Reddy T.S & A. Murthy (2011), Financial Accounting , Margham Publications, Chennai (Unit - 1 to 2)
2. Jain & Narang (2013), Cost Accounting Principles and Practice, Kalyani Publishers, New Delhi. (Unit- 3 &4)
3. Maheshwari S.N, (1998), Management Accounting, Published by Sultan Chand & Sons, New Delhi. (Unit - 5)

Books for References

1. Man Mohan and Goyal G.N, (1986), Principles of Management Accounting, Sahitya Bhawan, Agra.
2. Khan and Jain, (1997), Financial Management, Tata McGrawHill, New Delhi.
3. Shukla M.C and Grewal, (2000), Advanced Accounting, Sultan Chand & Sons, New Delhi. 4.Maheshwari
5. N &Maheshwari S.K, (2005), Introduction to Accountancy, Vikas House Pvt Ltd, New Delhi.

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INTERNATIONAL BUSINESS ENVIRONMENT
IDC (within school):

Assurance of Learning:

After completing this course, the student should be able to

- understand the nature, scope and structure of International Business, and understand the influence of various environmental factors on international business operations.
- acquire the knowledge on international institutions involved in promotion of global business and to make future global managers
- know about the environmental dynamics of international business and their impact on international business of a firm.
- explore and offer knowledge on global business environment

Unit I: Introduction to International Business (OOC Based Learning): Importance nature and scope of International business; modes of entry into International Business internationalization process and managerial implications.

Unit II: Environmental Context of International Business: Framework for analyzing international business environment – Domestic, foreign and global environments and their impact on international business decisions.

Unit III: Global Trading Environment: World trade in goods and services – Major trends and developments; World trade and protectionism – Tariff and non-tariff barriers; Counter trade.

Unit IV: International Financial Environment: Foreign investments -Pattern, Structure and effects; Movements in foreign exchange and interest rates and then impact on trade and investment flows.

Unit V: International Economic Institutions and Agreements: WTO, IMF and World Bank, - MNCs. Regional Economic Groupings in Practice: Regionalism vs. multilateralism, Structure and functioning of European Common Market; Regional economic cooperation.

Text Book for study:

Francis Cherunilam (2007), International Business Environment, Himalaya Publishing House, Mumbai.

References:

1. Bennet, Roger, International Business, Financial Times, Pitman Publishing, London, 1999.
2. Bhattacharya, B., Going International: Respon se Strategies of the Indian Sector, Wheeler Publishing, New Delhi, 1996.
3. Czinkota, Michael R., et. al., International Business, the Dryden Press, Fortworth, 1999.
4. Danoes, John D. and Radebaugh, Lee H., International Business: Environment and Operations, 8th ed., Addison Wesley, Readings, 1998.
5. Griffin, Ricky W. and Pustay, Michael W, International Business: A Managerial Perspective, Addison Wesley, Readings, 1999.
6. Hill, Charles W. L., International Business, McGraw Hill, New York, 2000.

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IDC-III (WS):
STRESS MANAGEMENT

Assurance of Learning:

After completing this course, the student should be able to

- Provide a broad physical- social and psychological understanding of human stress.
- Focus on presenting a broad background of stress research.
- Understand the implications of crisis management.
- Developing a sense of humour in work place.
- Improving personality in self development.

COURSE OUTCOMES

Students will be able to understand the management of work related stress at an individual and organizational level and will help them to develop and implement effective strategies to prevent and manage stress at work.

UNIT – I UNDERSTANDING STRESS

Meaning – symptoms – works related stress – individual stress – reducing stress – burn out- Stress Causes – Good Stress – Bad Stress -Yoga

UNIT – II COMMON STRESS FACTORS TIME AND CAREER PLATEAUIING

Time management – Techniques – importance of planning the day – Time management schedule – developing concentration – organizing the work area – prioritizing – Beginning at the start – learning to say “NO” (OOC Based Learning)

UNIT – III CRISIS MANAGEMENT

Implications – people issues – environmental issues – Psychological fall outs – learning to keep calm – Preventing interruptions – controlling crisis – importance of good communication – taking advantage of crisis – pushing new ideas – empowerment.

UNIT – IV WORK PLACE HUMOUR

Developing a sense of Humour – Learning to laugh – role of group cohesion and team spirit – using humour at work – Reducing conflicts with humour.

UNIT – V SELF DEVELOPMENT

Improving personality – leading with integrity – enhancing creativity – effective decision making – sensible communication – The listening Game – Managing Self – Meditation for peace – Yoga for life.

REFERENCES

1. Cooper- (2011)-Managing Stress- Sage- 2011
2. Waltschafer- Stress Management- Cengage Learning - 4th Edition 2009
3. Jeff Davidson- Managing Stress- Prentice Hall of India- New Delhi. 2012.
4. Juan R. Alascal- Brucata- Laurel Brucata- Daisy Chauhan. Stress Mastery. Pearson.
5. Argyle. The Psychology of Happiness. Tata McGraw Hill. 2012
6. Bartlet. Stress – Perspectives and Process. Tata McGraw Hill 2012.