

M.A. HUMAN RESOURCE MANAGEMENT

LOCF SYLLABUS 2023



Department of Human Resource Management
School of Management Studies
St. Joseph's College (Autonomous)
Tiruchirappalli - 620 002, Tamil Nadu, India

Vision

Forming globally competent, committed, compassionate and holistic persons, to be men and women for others, promoting a just society.

Mission

- Fostering learning environment to students of diverse background, developing their inherent skills and competencies through reflection, creation of knowledge and service.
- Nurturing comprehensive learning and best practices through innovative and value-driven pedagogy.
- Contributing significantly to Higher Education through Teaching, Learning, Research and Extension.

Programme Educational Objectives (PEOs)

- Graduates will be able to accomplish professional standards in the global environment.
- Graduates will be able to uphold integrity and human values.
- Graduates will be able to appreciate and promote pluralism and multiculturalism in working environment.

Programme Outcomes (POs)

1. Graduates will be able to apply assimilated knowledge to evolve tangible solution to emerging problems.
2. Graduates will be able to analyze and interpret data to create and design new knowledge.
3. Graduates will be able to engage in innovative and socially relevant research and effectively communicate the findings.
4. Graduates will become ethically committed professional and entrepreneurs upholding human values.
5. Graduates imbued with ethical values and social concern will be able to understand and appreciate cultural diversity, social harmony and ensure sustainable environment.

Programme Specific Objectives (PSOs)

On completion of the Programme, the Post Graduates will be able to;

1. Apply the knowledge gained through Human Resource management to seek possible solutions for the emerging HR issues.
2. Develop analytical, behavioural and ICT skills for knowledge creation.
3. Navigate appropriate research methods and effectively communicate their findings related to labour codes and other key HR areas.
4. Become ethically competent and committed HR professionals and entrepreneurs.
5. Develop a sense of respect and appreciation for instilling cultural diversity, promoting social harmony and striving for sustainability.

CONTINUOUS INTERNAL ASSESSMENT

Categorizing Outcome Assessment Levels Using Bloom's Taxonomy

Level	Cognitive Domain	Description
K1	Remember	It is the ability to remember the previously learned concepts or ideas.
K2	Understand	The learner explains concepts or ideas.
K3	Apply	The learner uses existing knowledge in new contexts.
K4	Analyse	The learner is expected to draw relations among ideas and to compare and contrast.
K5	Evaluate	The learner makes judgements based on sound analysis.
K6	Create	The learner creates something unique or original.

Question Paper Blueprint for Mid and End Semester Tests

Duration: 2 Hours		Maximum Marks: 60						
Section		K level*						Marks
		K1	K2	K3	K4	K5	K6	
A (no choice)		7						$7 \times 1 = 7$
B (no choice)			5					$5 \times 3 = 15$
C (either... or type)				3				$3 \times 6 = 18$
D (2 out of 3)	Courses with K4 as the highest cognitive level				2			$2 \times 10 = 20$
	Courses with K5 as the highest cognitive level wherein one question each on K4 and K5 is compulsory. (Note:K4 has two questions whereas, K5 has no choice.)				1	1		
	Courses with K6 as the highest cognitive level wherein one question each on K5 and K6 is compulsory. (Note: Mid Sem: K4 has two questions whereas, K5 has no choice; End sem: K5 has two questions whereas, K6 has no choice)				Mid Sem			
						End Sem		
					1	1	1	
Total								60

* K4 and K5 levels will be assessed in the Mid semester test whereas K5 and K6 levels will be assessed in the End semester test.

Question Paper Blueprint for Mid and End Semester Tests *(For quantitative courses only)*

Duration: 2 Hours						Maximum Marks: 60	
Section	K level						Marks
	K1	K2	K3	K4	K5	K6	
A (no choice)	5	4					$9 \times 1 = 9$
B (either... or type)			2	1			$3 \times 5 = 15$
C (2 out of 3)					1	1*	$2 \times 18 = 36$
Total							60

NOTE: *K4 and K5 will be assessed in the Mid semester test whereas K5 and K6 will be assessed in the End semester test.*

* *K6 compulsory*

SEMESTER EXAMINATION

Question Paper Blueprint for Semester Examination

Duration: 3 Hours		Maximum Marks: 100						
Section		K level						Marks
		K1	K2	K3	K4	K5	K6	
A (no choice, two questions from each unit)		10						$10 \times 1 = 10$
B (no choice, two questions from each unit)			10					$10 \times 3 = 30$
C (either... or type, one question from each unit)				5				$5 \times 6 = 30$
D (3 out of 5, one question from each unit)	Courses with K4 as the highest cognitive level				3			$3 \times 10 = 30$
	Courses with K5 as the highest cognitive level wherein two K4 questions and one K5 question are compulsory. (Note: Three questions on K4 and two questions on K5)				2	1		
	Courses with K6 as the highest cognitive level wherein one question each on K4, K5, and K6 is compulsory. (Note: Two questions each on K4 and K5 and one question on K6)				1	1	1	
Total								100

Question Paper Blueprint for Semester Examination *(For quantitative courses only)*

Section	Marks	K level
A	$10 \times 1 = 10$	K1
B	$5 \times 6 = 30$ <i>(either...or)</i>	K2 (<i>Q. No. 11 & 12</i>) K3 (<i>Q. No. 13, 14 & 15</i>)
C	$4 \times 15 = 60$ <i>(4 out of 5)</i>	K4 (<i>Q. No. 16 & 17</i>) K5 (<i>Q. No. 18 & 19</i>) K6 (<i>Q. No. 20 compulsory</i>)
Total Marks: 100		

Evaluation Pattern for Part IV One/Two Credit Courses

Title of the Course	CIA	Semester Examination	Total Marks
Internship	100		100
UG Skill Enhancement Course (Non Major Elective) Foundation Course PG Ability Enhancement Course	$20 + 10 + 20 = 50$	50 <i>(External member from the Department)</i>	100
Value Education	50	50 <i>(CoE)</i>	100

M.A. HUMAN RESOURCE MANAGEMENT							
PROGRAMME PATTERN							
Course Details					Scheme of Exams		
Sem	Course Code	Title of the Course	Hours	Credits	CIA	SE	Final
1	23PHR1CC01	Core Course - 1: Management Principles	6	6	100	100	100
	23PHR1CC02	Core Course - 2: Organizational Behaviour	6	5	100	100	100
	23PHR1CC03	Core Course - 3: Strategic Human Resource Management	6	5	100	100	100
	23PHR1ES01	Elective - 1: Managerial Economics	5	3	100	100	100
	23PHR1ES02	Elective - 2: Accounting for Managers	5	3	100	100	100
	23PHR1AE01	Ability Enhancement Course: Corporate Communication	2	1	100	-	100
	Total		30	23			
2	23PHR2CC04	Core Course - 4: Labour Legislation - 1	6	5	100	100	100
	23PHR2CC05	Core Course - 5: Industrial Relation Management	6	5	100	100	100
	23PHR2CC06	Core Course - 6: Total Quality Management	5	4	100	100	100
	23PHR2CC07	Core Course - 7: Field Exposure- 1	-	1	100	100	100
	23PHR2SP01	Self-paced Learning: Talent Management*	-	2	50	50	50
	23PHR2ES03A	Elective - 3: Compensation Management	5	4	100	100	100
	23PHR2ES03B	Elective - 3: Managing Interpersonal Effectiveness			100	100	100
	23PSS2SE01	Skill Enhancement Course: Soft Skills	4	3	100	-	100
	23PHR2EG01	Generic Elective - 1 (WS): Human Behaviour in Organisation	4	3	100	100	100
	-	Extra Credit Courses (MOOC/Certificate Courses) - 1	-	(3)			
	Total		30	27(3)			
3	23PHR3CC08	Core Course - 8: Organizational Development	7	6	100	100	100
	23PHR3CC09	Core Course - 9: Research Methodology	7	6	100	100	100
	23PHR3CC10	Core Course - 10: Labour Legislation - 2	7	7	100	100	100
	23SMS3CC01	Common Core: Human Resource Management	5	4	100	100	100
	23PHR3EG02	Generic Elective - 2 (BS): Counselling and Guidance	4	3	100	100	100
	23PHR3IS01	Internship	-	2	100	-	100
	-	Extra Credit Courses (MOOC/Certificate Courses) - 2	-	(3)			
	Total		30	28(3)			
4	23PHR4CC11	Core Course - 11: Managerial Counselling	6	6	100	100	100
	23PHR4CC12	Core Course - 12: Performance Management	6	5	100	100	100
	23PHR4CC13	Core Course - 13: Corporate Social Responsibility	7	5	100	100	100
	23PHR4CC14	Core Course - 14: Field Exposure - 2	-	1	100	100	100
	23PHR4ES04A	Elective - 4: Entrepreneurship Development	5	4	100	100	100
	23PHR4ES04B	Elective - 4: Human Resource Development and Planning			100	100	100
	23PHR4PW01	Project Work and Viva Voce	6	5	100	100	100
	23PHR4CE01	Comprehensive Examination*	-	2	50	50	50
	-	Extra Credit Courses (MOOC/Certificate Courses) - 3	-	(3)			
	Total		30	28(3)			
2 - 4	23PCW4OR01	Outreach Programme (SHEPHERD)	-	4			
1 - 4	Total (2years)		120	110			

*- for grade calculation 50 marks are converted into 100 in the mark statements

Semester	Course Code	Title of the Course	Hours/Week	Credits
1	23PHR1CC01	Core Course - 1: Management Principles	6	5

Course Objectives
To introduce the students to concepts and theories of Management
To understand the basic functions of Management
To give them an exposure to the different schools of management thoughts
To give them Knowledge about leading and motivating people
To make them learn about the decision-making process in the organization

UNIT I: Introduction to Basic Managerial Concepts (18 Hours)

Management: Definition, Nature, Objectives of Management, Functions of management. Management Roles, Levels of Management, Managerial Skills and Challenges of Management. **Development of management thought:** 1. Classical Approach-FW Taylor's and Scientific Management, Henry Fayol's Contribution, 2. Neo Classical or Behavioral Approach to Management - Human Relations Approach, Behavioral Sciences Approach, 3. Modern Approaches to Management - Systems Approach, Contingency approach and Management Science.

UNIT II: Planning and Decision (18 Hours)

Planning –Definition, Nature, Steps in Planning, types of planning, Forecasting- Definition, Difference between Planning and Forecasting.

Decision Making- Definition, Types of Decisions, Steps in Rational Decision Making, Models of Decision-Making Behavior, Difficulties in Decision Making.

UNIT III: Organizing (18 Hours)

Organizing-Meaning, Definition, Process of Organizing, Formal and Informal Organization, Importance of organization, Guidelines for effective organizing, Span of Management-Meaning and Importance, Factors governing span of management, Pros and cons of narrow and wide spans of control. Types of organizations: 1. Line: Definition, Features, Merits and Demerits 2. Functional Organization: Definition, Features, Merits and Demerits, 3. Line and Staff: Definition, Features, Merits and Demerits, Departmentalization- Definition and bases for Departmentalization, Organization Structure - Contemporizing theories of Organization Structure.

UNIT IV: Delegation, Decentralization, Centralization and Communication

(18 Hours)

Delegation of Authority-Meaning, Advantages, Barriers to Effective Delegation, Guidelines for Effective Delegation, Decentralization of Authority-Definition, Advantages, Disadvantages, Centralization-Definition, Advantages, Disadvantages. Communication – Definition, Process. Types of communication - Formal and Informal, Methods or Channels of Communication, Barriers of Communication and how to overcome.

UNIT V: Co-ordination and Control

(18 Hours)

Co-ordination-meaning, Definition, Need, Requisites for Effective co-ordination, Types, Techniques of co-ordination, Difficulty of co-ordination. Controlling-Meaning, Definition, Principles, Objectives, Process and techniques.

Teaching Methodology	Videos, Power Point Presentation and Case Study
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Books for Study

1. Prasad. L.M. (2015). *Principles and practices of management*. Sultan hand & Sons New Delhi.
2. Drucker, P. (2006). *The practices of management*. Harper Business publications.

Books for Reference

1. Hellriegel ., Jackson., Solum. (2007). *A Competency based approach*. South-Western College Pub Hardcover.
2. Allen, L.A. (2008). *Management and organization*. Mcgraw Hill publishing co.ltd.
3. Chandrabose.D. (2004). *Principles of management and administration*. Prentice Hall India Pvt. Limited.
4. Hannagan, T. (2007). *Management concepts and practices*. Macmillan India Ltd.
5. Donnell, K.O. (2012). *Principles of management* . Tata McgrawHill publishing Company,Ltd.

Semester	Course Code	Title of the Course	Hours/Week	Credits
1	23PHR1CC02	Core Course - 2: Organisational Behaviour	6	5

Course Objectives
To acquaint with various forms of organizational dynamics
To familiarize with the concepts of organizational culture and climate
To understand the dynamics of stress and its management in organizations
To explain group dynamics and the needed skills to work in teams
To familiarize them with the process of organizational conflict

UNIT I: Introduction to OB and Determinants (18 Hours)

Organizational Behaviour - Meaning, Definition, Nature, Role of OB, Foundations of OB, Importance of OB, Personality- Meaning, Nature, Theories of Personality, Perception- Meaning, Definition, Factors influencing Perception, Perceptual Process, Perceptual grouping, Factors affecting interpretation of data-perceptual set, attribution, stereotyping, halo effect, perceptual context, perceptual defense, implicit personality theory and projection.

UNIT II: Attitudes and Values (18 Hours)

Attitudes and Values -Meaning, Definition, Nature, components of Attitudes, Formation of Attitudes, Functions of Attitudes, Types of Values-Terminal, Instrumental, Categories of Values-Theoretical, Economic, Aesthetic, Social, Political, Religious.

UNIT III: Motivation and Leadership (18 Hours)

Motivation: Meaning, Definition, Nature of Motivation, Importance of Motivation, Motivational Challenges, Theories on Motivation, Motivation at work-Designing Motivating Jobs, Leadership-Meaning, Definition, Nature, Styles- Authorization, Participative, Free-rein style, Likert's Four Style, Theories of Leadership-trait, Behavioral and Contingency theories.

UNIT IV: Groups and Team Dynamics (18 Hours)

Group Dynamics-Meaning, Nature, and Characteristics of Groups, Types of Groups, Reasons for Group Formation, Stages of Group Development, Functions of Groups, Benefits of groups in organizations, Disadvantages of Group Formation, Communication and group decision making, Inter group relations, Team Dynamics -Meaning, nature, Benefits, Types, Challenges, essentials for effective teamwork, Team Vs Group, Organizational Conflict-Meaning, Definition, Nature, Causes, Types of Conflicts, Levels of Conflicts, Stages / Process of Conflict, Management Conflicts.

UNIT V: Power and Organisational Culture

(18 Hours)

Power-Meaning, Definition, Types of Power-Reward Power, Coercive Power, Referent Power, Legitimate Power, Expert Power, Politics- Meaning, Types of Political Activity, traits, Behavioral Analysis (T.A), Work Stress- Meaning, Definition of Stress, Work Stress Model, Burnout –Meaning, Stress Vs Burnout, Stress Management. Organizational Culture – Meaning and Definition, Levels of Culture, Strategies for Sustaining culture, Climate-Meaning, OCTAPACE, Geert Hofstede s study on Organizational Culture.

Teaching Methodology	PPT, Videos, Role Play, Case studies
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Books for Study

1. Robbins, S.P. (2013). *Organizational behaviour*.(15th ed.). Personal education.
2. Luthans, F. (n.d). *Organization behavior*. (12th ed.). TATA McGraw Hill.

Books for Reference

1. Reigel, H., Slocum., & Woodman. (n.d). *Organization behavior*. (9th ed.). South western, Thomson learning.
2. Dwivdi,R.S. (1995). *Human relations and organizational behaviour*. (5th ed.). Englewood Cliffs, Prentice Hall.
3. Staw. (1995). *B.M.psychological dimensions of organizational behaviour*.(3rd ed.). Engle wood Cliffs, Prentice Hall.
4. Mc.Shane,S.L., & Glinow, M.A.V. (n.d). *Organizational behaviour*. (7th ed.). Tata Mc.Graw Hill.
5. Herse., & Blanchard. (n.d). *Management of organizational behaviour*. (10th ed.).PHI.

Course Outcomes		
CO No.	CO-Statements	Cognitive Levels (K - Level)
	On successful completion of this course, students will be able to	
CO1	To know how the individual difference will affect the organization performance.	K1
CO2	To analyze the learning approaches and attitudes-behaviour relationship	K2
CO3	To apply motivational theories in practice to motivate employees	K3
CO4	To ethically use the power in the appropriate place in the organization	K4
CO5	To make employees use the strategies for overcoming workplace stress	K5
CO6	To enhance the employees, learn about values, attitudes and power.	K6

Relationship Matrix												
Semester	Course code		Title of the Course								Hours	Credits
1	23PHR1CC02		Core Course - 2: Organisational Behaviour								6	5
Course Outcomes	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of COs	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5		
CO1	3	2	2	3	2	3	2	3	2	3	2.5	
CO2	3	3	2	2	2	3	2	2	2	2	2.3	
CO3	3	2	3	2	3	2	3	2	2	2	2.4	
CO4	2	3	2	2	2	2	2	2	2	3	2.2	
CO5	3	2	2	2	2	2	2	2	2	2	2.1	
Mean overall Score											2.2 (High)	

Semester	Course Code	Title of the Course	Hours/Week	Credits
1	23PHR1CC03	Core Course - 3: Strategic Human Resource Management	6	4

Course Objectives
To understand the various concepts and principles of HR.
To expose the students to the strategic role of specific HR systems.
To apply the approaches of SHRM in the organization.
To implement the competitive compensation practices in the industry.
To adopt the emerging trends in HRM.

UNIT I: Introduction (18 Hours)

Definition of HRM, Objectives – Importance- Nature- Scope, Role and Qualities of a HR Manager. Human Resource Planning - Meaning, Definition, Importance, Factors affecting HRP, Process involved in Human Resource Planning. Job Analysis, Need for Job Analysis, Steps in Job Analysis, Job Description and Specification.

UNIT II: Procurement and Development Function (18 Hours)

Recruitment - Definition-Importance–Internal Sources and External sources, Modern sources of recruitment, Factors governing recruitment, Recruitment process. Selection – Meaning, Definition, Steps in Selection process, Barriers to Effective selection - Induction and Placement. Training and Development – Nature and need of Training and development, Inputs in Training, Training Process.

UNIT III: Maintenance Function (18 Hours)

Job Evaluation-Meaning, Definition, methods of Job evaluation; Performance Appraisal- Definition-objectives- Methods of Performance Appraisal-Process of Performance Appraisal; Compensation –Nature, Objectives, Components of Pay Structure, Factors Influencing Compensation Levels - Employee Engagement - Employee Separations.

UNIT IV: Strategic HRM (18 Hours)

Definition of Strategy, Strategic Human Resource Management (SHRM), Importance of SHRM, Difference between Traditional and Strategic Human Resource Management, “Best Fit” approach Vs. Best practices of SHRM, Role of HR Strategy& practices in National, Sectoral and Organizational context, Investment perspective of SHRM,Porter’s 5P’s model.

UNIT V: Aligning HR Systems with Business Strategy and Evaluating HR Function (18 Hours)

Sustained Competitive Advantage, How HR Adds value to the firm, HR as scarce resource, non-substitutable resource. Linking HRM practices to Organizational outcomes; Assessing and Reducing costs, Behavioral impact of HR practices, Auditing HR practices and Department. Linking strategy to HRM practices, Corporate HR philosophy and companywide HR standards, HRM leading strategy formulation. Alternative HR Systems; Universalistic, Contingency, Configuration, Congruence and Integrated HR Systems. Evaluation HR function- Approaches to evaluation; HR Score card, Benchmarking, HR Accounting

Teaching Methodology	PPT, Videos, Role Play, Case studies
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Books for Study

1. Ashwatappa, K. (2013). *Human resource management: Text and cases*. (7th ed.). McGraw Hill Education.
2. DeCenzo, D.A., Robbins, S.P., & Verhulst, S.L. (2016). *Fundamentals of human resource management*.
3. Greer, C. R. (2003). *Strategic human resource management*. Pearson Education.
4. Mello, J.A. (2002). *Strategic human resource management*. Thompson Learning.

Books for Reference

1. Dessler, G. (2015). *Human resource management*. (15th ed.). Pearson.
2. Sharma, A. (2006). *Strategic human resource management: An Indian perspective*.
3. Prasad, K. (2017). *Strategic human resources management*., Macmillan Publisher.
4. Sanghi, S. (2012). *Human resource management*. Macmillan Publishers India Ltd.
5. Anjali, G. (2009). *Essentials of strategic human resource management*.
6. Gomez-Mejia, L.R., Balkin, D.B., & Cardy, R.L. (2002). *Managing human resource*, PHI.
7. Mammoria, C.B. (n.d). *Personnel management*. Himalayan Publishing Co.

Web Sources

1. <https://www.digitalhrtech.com/hrm-books/>
2. https://www.academia.edu/39035303/PDF_Download_Human_Resource_Management_15th_Edition_Free_Online
3. <https://open.umn.edu/opentextbooks/textbooks/human-resource-management>

Course Outcomes		
CO No.	CO-Statements	Cognitive Levels (K - Level)
	Upon completion of the course students will be able to	
CO1	understand and apply the concepts of HRM.	K1
CO2	gain the competency to recruit and choose people for the organization	K2
CO3	apply the Performance Evaluation and Compensation Strategies in practice	K3
CO4	develop the employability skills needed for the workplace	K4
CO5	approach the feasibility and the link between business strategy and HR	K5
CO6	recommend to organization management improvements resulting in the effective application of HRM processes	K6

Relationship Matrix											
Semester	Course code		Title of the Course							Hours	Credits
1	23PHR1CC03		Core Course - 3: Strategic Human Resource Management							6	4
Course Outcomes	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	3	2	2	3	3	3	2	3	3	2.7
CO2	3	3	3	2	3	3	3	2	3	3	2.8
CO3	3	3	3	2	3	3	3	2	3	2	2.7
CO4	3	3	3	3	3	2	3	3	3	3	2.9
CO5	3	3	3	2	3	2	3	2	3	3	2.7
CO6	2	3	2	3	2	3	3	2	2	3	2.6
Mean overall Score											2.7 (High)

Semester	Course Code	Title of the Course	Hours/Week	Credits
1	23PHR1ES01	Elective - 1: Managerial Economics	5	3

Course Objectives
To understand concepts and techniques used in micro economic theory and to enable them to apply this knowledge in business decision-making.
To give in-depth knowledge in emerging global trends in business environment and Macro-economic management.
To facilitate students to participate in debates on economic matters.
To develop skills in solving business problems by using various economic techniques.
To familiarize various models, policies and Acts of economics.

UNIT I: Introduction

(12 Hours)

Fundamentals of Economics- Meaning, Definitions, Branches of Economics, Managerial Economics- Definition, Characteristics, Significance and Scope of Managerial Economics in an Organization; Difference between Economics and Managerial Economics; Role of Managerial Economist.

UNIT II: Demand Analysis & Forecasting

(12 Hours)

Demand Analysis & Forecasting: Demand-Meaning, Law of Demand, Demand Schedule and Demand Curve, Why Demand Curve Slopes Downward, Exception to Law of Demand Factors determining Demand, Elasticity of Demand Meaning and Definition, types, Factors and Importance. Demand Forecasting-Meaning, Definition, Types, Objectives, Purpose, Importance, Levels and Approaches

UNIT III: Supply and Production

(12 Hours)

Supply and Production: Supply-Meaning, Supply Schedule, Law of Supply, Supply Curve, Factors determining Supply, Expansion and Contraction of Supply Curve, Elasticity of Supply. Production -Meaning, Types, Factors, Function and Laws of Production.

UNIT IV: Cost and Revenue Concepts

(12 Hours)

Cost and Revenue Concepts: Cost and Concepts, Break Even Analysis-Meaning, Determinants of BEA, Usefulness & Limitations of BEA; Revenue – Meaning, Kinds of Revenue

UNIT V: National Income & Economic Policies

(12 Hours)

National Income, Social Accounting Aggregates, Computation of National Income, Business Cycle and Phases, Characteristics of Business Policy, Inflation and Deflation, Monetary Policy, RBI Functions, RBI and Credit Control measures used by RBI, Fiscal Policy-Meaning, Objectives, Instruments and Limitations. Economic Planning-Definition, Features, and Objectives, Foreign Exchange Management Act 1999, Global Economic Scenario.

Teaching Methodology	Chalk & Talk, Digital Presentation, Group Discussion & Role Play
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Books for Study:

1. Gupta, G.S. (2017). *Managerial economics*. McGraw Hill Education.
2. Mithani, D.M. (2016). *Managerial economics*. Himalaya Publication House.
3. Petersen, H.C., Lewis, W.C., & Jain, S.K. (2008). *Indian economy: Developments and challenges*. Pearson Education.

Books for Reference:

1. Ahuja, H.L. (2014). *Managerial economics*. S Chand Publishers.
2. Salvatore, D. (2016). *Managerial economics: Principles and worldwide applications*. Oxford University Press.
3. Dwivedi, D.N. (2015). *Managerial economics*. Vikas Publishing House.
4. Varshney, R.L. (2014). *Managerial economics*. Sultan Chand & Sons.
5. Baye, M., & Prince, J. (2017). *Managerial economics and business strategy*. McGraw Hill Education.

Semester	Course Code	Title of the Course	Hours/Week	Credits
1	23PHR1ES02	Elective - 2: Accounting for Managers	5	3

Course Objectives
To introduce the students about the fundamentals of Financial, Management and Cost Accounting
To learn the tools and techniques involved in Financial, Management and Cost
To equip the students to handle decisions by applying Financial, Management and Cost accounting
To apply the standard accounting techniques in assessing the different outcomes
To make them know the accounting information will support in decision making

UNIT I: Introduction

(15 Hours)

Financial Accounting- Meaning, Definition, Objectives, Need, Significance and Limitations of Financial Accounting, Accounting Cycle, Relationship between Accountancy, Accounting and Book Keeping, Distinction between book keeping and accounting, Users of Accounting Information, Branches of Accounting-Financial, Cost and Management Accounting.

Basic Accounting Terms-Transactions, Proprietor, Capital, Assets, Liabilities, Drawings, Debtors, Creditors, Purchases, Purchase return or returns outward, Sales, Sales return or return inward, Stock, Revenue, Income, Expense, Voucher, Invoice, Receipt, Account, Basic Assumptions: Accounting entity assumption, Money measurement assumption, accounting period assumption, going concern assumption – Passing of Journal Entries, Preparation of Ledgers and Trial Balance

UNIT II: Financial Accounts

(15 Hours)

Final Accounts- Meaning, Parts of Final Accounts-Trading Account, Profit and Loss Account, Balance Sheet- Definitions and Meaning, Only Definitions of the following terms- Closing stock, Outstanding expenses, Prepaid expenses, Accrued incomes, Incomes received in advance, Interest on capital, Interest on drawings, Interest on loan, Interest on investment, Depreciation, Bad debts, Provision for bad and doubtful debts, Provision for discount on debtors, Provision for discount on creditors – Preparation of Final Accounts with Simple Adjustments.

Financial Statement Analysis-Meaning, Objectives, Nature, Importance and Limitations of Financial Statements, Window Dressing –meaning, methods, Techniques or Tools for Financial Statement Analysis, Limitations of Financial Statements analysis – Ratio Analysis.

UNIT III: Management Accounting**(15 Hours)**

Management Accounting-Meaning, Definition, Characteristics, Scope and Importance and Limitations of Management Accounting, Difference between Management Accounting and Financial Accounting, Installation of Management Accounting System, Functions and Duties of Management Accountant.

UNIT IV: Cost Accounting**(15 Hours)**

Cost Accounting - Definitions, Objectives, Scope, Advantages and Limitations of Cost Accounting, Difference between Cost Accounting and Financial Accounting, Difference between Cost Accounting and Management Accounting, Classification of Cost, Methods of Costing, Elements of Cost-Material (Direct and indirect material), Labour (Direct and Indirect), Expenses (Direct and indirect), Direct and Indirect Costs/ Overheads, Classification of Overhead-Factory Overhead, Administration or Office Overhead, Selling and Distribution Overhead, Cost Sheet – Preparation of Cost Sheets.

UNIT V: Marginal Costing**(15 Hours)**

Marginal Costing- Definition, Marginal Cost-Definition, Features of Marginal Costing, Advantages of Marginal Costing, Limitations of Marginal Costing, Cost-Volume-Profit Analysis-Meaning, Important Concepts used in Cost-Volume-Profit analysis-Fixed Cost, Variable Cost, Contribution, Contribution to sales, Profit Volume ratio, Break even analysis and Break-even point, Composite Breakeven point, Margin of Safety – Simple Problems.

Teaching Methodology	Chalk & Talk, Videos, PPTs, Demonstration and Creation of Models
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Books for Study:

1. Kuchhal, S.C. (2017). *Financial management – Analysis & conceptual approach*. S.S. Chand.
2. Prasad, N.K. (2017). *Principles and practices of cost accounting*, Sultan Chand.
3. Pandey, I.M. (2019). *Management accounting*, Pearson Publications.
4. Maheswari, S. N. (2018). *Financial management*, Sultan Chand.

Books for Reference:

1. Hingorani., Ramanathan., & Grewa. (2018). *Management accounting*, Sultan Chand.
2. Anthony, R.N. (2020). *Management accounting – Text and cases*. Irwin.
3. Maheswari, S.N. (2015). *Management accounting*. Sultan Chand.
4. Guthman, H.G. (2020). *Analysis of financial statements*, Prentice Hall.

Semester	Course Code	Title of the Course	Hours/Week	Credits
1	23PHR1AE01	Ability Enhancement Course: Corporate Communication	2	1

Course Objectives
To familiarize the students with the basic concepts of business communication and its applications in business
To develop communication skills of the students
To equip students to apply IT and audio-visual tools for effective communication
To stimulate the thinking skills of the students
To improve both the technical and the business communication of the students

UNIT I: Introduction to Communication (8 Hours)

Communication-Functions and Importance of communication in Business organization; Communication process; Types and Channels of Communication –Barriers of Communication.

UNIT II: Oral Communication (8 Hours)

Oral Communication: inter personal communication- interviews- Group discussions conversational skill- public speaking- nature, structure and styles of speeches- public meeting- board meeting- business presentations-Video Conferencing-role of IT and computers in oral presentations-Cyber Security and Cyber Information.

UNIT III: Written Communication (8 Hours)

Written Communication- letter writing: different types- report writing- types of report appointment orders-preparation of resume and job applications- memorandum.

UNIT IV: Business Correspondence (8 Hours)

Business Correspondence; structure and formats of various official documents like memo, note, quotation, inter office and intra office communications, correspondence with external organizations. Managing business communications; role of computer networks in business communication.

UNIT V: Non-verbal Communication (8 Hours)

Non-verbal communication-Art of listening- listening vs. hearing – barriers to effective listening- non-verbal communication- body language- NLP

Teaching Methodology	Chalk & Talk, Digital Presentation, Group Discussion & Role Play
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Books for Study

1. Guffey., Ellen, M., Seefer., & Carolyn, M. (2010). *Essentials of business communication*. Cengage Learning.
2. Lesikar., Raymond, V. (2005). *Basic business communication*. Mc Graw Hill.

Books for Reference

1. Chaturvedi, P.D., Chaturvedi., & Mukesh. (2011). *Business communication*. Pearson Education.
2. Stuart., Bonnye, E., Stuart, L., & Sarow. (2012). *Integrated business communication: In a global marketplace*. Wiley India.
3. Raman., Meenakshi., Singh., & Prakash. (2012). *Business communication(2/e)*. Oxford University Press.

Semester	Course Code	Title of the Course	Hours/Week	Credits
2	23PHR2CC04	Core Course - 4: Labour Legislation - 1	6	5

Course Objectives
To make the students understand about the Judicial setup existing in the country
To be Competent with updated knowledge in various spheres of Indian Labour Legislations.
To be Potential to discuss with teams on latest labour legislation in India
To be Efficient enough to face competitive exams with the necessary inputs in labour laws.
To be Expert in integrating labour legislations with developments among human resources in industrial avenues

UNIT I: Basic Concepts of Labour Laws (18 Hours)

Labour Laws: Definition, Meaning of employment, Significance of labour, Historical perspectives. **Labour welfare:** Nature, Scope, need and Sources and Principles of Labour Welfare. Provisions in the Constitution of India. **International Labour Organisation:** Concepts, Organs, Conventions of ILO

UNIT II: Introduction to Occupational Safety, Health and Working Conditions Code (18 Hours)

Occupational safety, health, working conditions: Short title, extent, Definitions of different terms, commencement and applications. **Registration:** Registration of certain establishments, Appeal, Notice by employer of commencement and cessation of operation. **Duties of Employer and Employees:** Duties of Employer, Duties and responsibilities of owner, agent and manager relation to mine, Duties of manufacturers, designer, importers or suppliers, Notice of certain accidents, Certain dangerous occurrences and certain diseases, Duties and Rights of employee.

UNIT III: Codes of Occupational Safety, Health and Working Conditions (18 Hours)

Codes of Occupational safety, health and working conditions: National occupational safety and health advisory board, state occupational safety and health advisory board, occupational safety and health standards, research related activities, safety and occupational health surveys, safety committee and safety officers. **Health, Safety and Working conditions:** Responsibility of employer to maintaining health and working conditions. **Welfare provisions:** Welfare facilities in the establishment. **Hours of work and Annual leave with wages:** weekly and daily working hours and leave, weekly and compensatory holidays, extra wages for overtime, nightshifts, prohibition of overlapping shifts, restriction on double employment in factory and mine, notice of periods of work, annual leave with wages. Maintenance of Registers and Records and filing of returns. **Inspectors-cum-Facilitators and other authority:** Appointment, Powers of Inspectors and Facilitators, Special powers of Inspectors cum facilitators in respect of Factory, Mine, Dock, Building or other construction work. Special provisions relating to employment of women.

UNIT IV: Contract Labour and Inter-State Migrant Worker (18 Hours)

Contract labour: Applicability of this part, appointment of licensing of contractors, licensing of contractors, grant of license, no fees or commission or any cost to workers, information regarding work order to be given to the appropriate government, revocation, suspension and amendment of license, appeal, liability of principal employer for welfare facilities, effect of employing contract labour from a non - licensed contractor, responsibility for payment of wages, experience certificate, prohibition of employment of contract labour, power to exempt in special cases. **Inter - state migrant worker-** facilities to interstate migrant workers, displacement allowance, journey allowance, past liabilities. **Mines -** managers, code not to apply in certain cases, exemptions from provision regarding employment,

employment of persons below eighteen year of age, decision of question whether a mine is covered under this code. **Beedi and cigar workers** -license to industrial premises and person, appeals, permission to work by employees outside industrial premises, part not to apply to self - employed persons to private dwelling houses. Building and other construction workers - prohibition of employment of certain persons in certain building or other construction work.

UNIT V: Codes of Factories

(18 Hours)

Codes of Factories - approval and licensing of factories, liability of owner of premises in certain circumstances, power to apply the code to certain premises, dangerous operation, constitution of appraisal committee, compulsory of disclosure of information by occupier, specific responsibility of occupier in relation to hazardous process, national board to inquire into certain situations, emergency standards, permissible limits of exposure of chemicals and toxic substances, right of workers to warn about imminent danger, appeal against the notification of Inspector-cum-Facilitator in case of factory, power to make exempting rules and order. Offences and Penalties.

Teaching Methodology	Videos, Power Point Presentation and Case Study
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Book for Study

1. *Code on Occupational Safety, Health and Working Conditions, 2019, Published by Ministry of Law and Justice (Legislative Department), New Delhi, the 29th September, 2020*

Books for Reference

1. Kapoor, N.D. (2016). *Handbook of Industrial Law*; Sultan Chand & Sons.
2. Sinha, P.R.N. (2019). *Labour Legislation*. Pearson Education.
3. Kumar, H.L. (2017). *Labour Laws*. Universal Laws Publishing Co. Pvt. Ltd.
4. Malik, P.L. (2015). *Labour and Industrial Laws* (Pocket Edition).

Course Outcomes		
CO No.	CO-Statements	Cognitive Levels (K - Level)
	On successful completion of this course, students will be able to	
CO1	remember the recent labour codes with its amalgamation of different acts	K1
CO2	comprehend the practical application of labour codes at various areas of industry	K2
CO3	face the competitive exams in the key areas of labour codes.	K3
CO4	analyze and integrate labour codes with developments among human resources in industrial avenues.	K4
CO5	undertake researches pertaining to employees' issues in an industrial environment.	K5
CO6	discuss the hazardous process of the Industrial establishment.	K6

Relationship Matrix											
Semester	Course Code		Title of the Course						Hours	Credits	
2	23PHR2CC04		Core Course - 4: Labour Legislation - 1						6	5	
Course Outcomes	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	3	2	2	2	3	3	3	2	1	2.4
CO2	3	2	2	1	1	2	3	2	2	2	2.0
CO3	3	3	3	3	3	3	3	1	3	3	2.8
CO4	3	3	3	2	2	3	3	3	2	2	2.6
CO5	3	3	3	2	2	3	3	1	2	2	2.4
CO6	3	3	3	3	2	3	2	2	2	2	2.5
Mean Overall Score											2.4 (High)

Semester	Course Code	Title of the Course	Hours/Week	Credits
2	23PHR2CC05	Core Course - 5: Industrial Relation Management	6	5

Course Objectives
To understand the basic concepts and nuances of industrial relations.
To prepare them for handling strikes, negotiation, collective bargaining.
To make them understand the disciplinary methods and strategies.
To Implement the various settlement machineries
To develop strategies for employee welfare and Social Security measures.

UNIT I: Concept of Industrial Relations & Trade Unions (18 Hours)

Concept of industrial relations-Preliminary-short title, extent and commencement, definitions. Bi-Partite Forums - Works Committee, Grievance Redressal Committee. Codes of Trade Unions.

UNIT II: Codes for Standing Orders (18 Hours)

Codes for Employment of standing orders. Power of appropriate government to exempt. Voluntary reference of dispute to arbitration.

UNIT III: Mechanism for Resolution of Industrial Disputes (18 Hours)

Mechanism for resolution of Industrial Disputes -Powers of Tribunal and National Industrial Tribunal to give appropriate relief in case of discharge or dismissal of worker, transfer of pending cases, adjustment of services of presiding officers under repealed Act, conciliation and adjudication of dispute, functions of National Industrial Tribunal, form of award-its communication and commencement, payment of full wages to worker pending proceedings in higher courts, persons on whom settlements and awards are binding, period of operation of settlements and awards, recovery of money due from employer.

UNIT IV: Employee Separation (18 Hours)

Strikes and Lock-outs: Prohibition of strikes and lockouts, Illegal strikes and Lockouts, prohibition of financial aid to illegal strikes or lockouts. Lay-off, Retrenchment and Closure - application of section 67 to 69, definition of continuous service, rights of workers laid-off for compensation, duty of an employer to maintain muster rolls of workers, workers not entitled for compensation in certain cases, conditions precedent to retrenchment of workers, procedure for retrenchment, Reemployment of retrenched workers, Compensation to workers in case of transfer of establishment, Sixty days' notice to be given of intention to close down any undertaking, Compensation to workers in case of closing down of undertakings.

UNIT V: Special Provisions to Lay Off, Retrenchment & Closure (18 Hours)

Special provisions to Lay - off, Retrenchment and Closure - Application of this chapter, Prohibition of Lay-off, Conditions precedent to retrenchment of workers to which Chapter X applies, Procedure for closing down an undertaking, Duty of an employer to maintain muster rolls of workers, Worker re-skilling fund. Prohibition of unfair labour practice. Offences and penalties - Power of officers of appropriate Government to impose penalty in certain cases, penalties, cognizance of offences, offences by companies and composition of offences.

Teaching Methodology	PPT, Videos, Role Play, Case studies
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Books for Study

1. Mamoria, C.B. (2016). *Industrial Labour and Industrial Relations in India*.
[Unit 2] - Chapter 3,4.
2. Sinha, P.R.N. (2019). *Labour Legislation*. Pearson Education.
[Unit 1 & 3] - Chapter 9,14.
3. Kumar, H.L. (2017). *Labour Laws*. Universal Laws Publishing Co. Pvt. Ltd.
[Unit 5] - Chapter 22, 28.

Books for Reference

1. Bhagoliwal. (2015). *Personnel Management and Industrial Relations*, Kitab Mahal Publishers.
2. (2019). *Industrial Relations Code*.
3. Bhatia, S.K. (2016). *Constructive Industrial Relations and Labour Laws*. Deep and Deep.

Website and eLearning Source

1. https://labour.gov.in/sites/default/files/364_2019_LS_Eng.pdf

Course Outcomes		
CO No.	CO-Statements	Cognitive Levels (K - Level)
	On successful completion of this course, students will be able to	
CO1	remember the concepts of Industrial Relations.	K1
CO2	comprehend the disciplinary proceedings and grievance handling measures in the context of socio-economic and industrial environment.	K2
CO3	apply the latest IR codes while dealing with the trade unions.	K3
CO4	analyze the labour codes for research activities in the dynamic areas of industrial relations.	K4
CO5	synthesize labour codes by sharing their enriched knowledge and skill with the concerned people.	K5
CO6	create abilities/skills in decision making power	K6

Relationship Matrix											
Semester	Course Code	Title of the Course						Hours	Credits		
2	23PHR2CC05	Core Course - 5: Industrial Relation Management						6	5		
Course Outcomes	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	3	2	2	1	3	3	1	3	3	2.4
CO2	3	3	2	2	3	2	2	2	3	3	2..5
CO3	3	2	2	2	2	3	2	2	3	2	2.3
CO4	3	3	3	2	1	3	3	2	2	3	2.5
CO5	3	2	2	3	3	3	1	2	3	3	2.5
CO6	3	2	2	3	3	3	1	2	3	3	2.5
Mean Overall Score											2.4 (High)

Semester	Course Code	Title of the Course	Hours/Week	Credits
2	23PHR2CC06	Core Course - 6: Total Quality Management	5	4

Course Objectives
To understand concepts and techniques used in TQM and to enable them to apply this knowledge in business decision-making.
To give in-depth knowledge in emerging global trends in TQM principles
To facilitate students to participate in debates on TQM tools
To develop skills in solving business problems by using various TQM models.
To familiarize various TQM models, SPC and Quality systems

UNIT I: Introduction to TQM (15 Hours)
 Quality: definition, Dimensions, planning, need for quality, evolution of quality and Quality cost. TQM: meaning, definition, fundamental concepts and need for adopting TQM. Historical review: contribution from W. Edwards Deming and Joseph. M. Juran

UNIT II: TQM Principles (15 Hours)
 Customer satisfaction, Customer perception, customer complaints, customer retention Employee involvement - motivation, empowerment, teams, recognitions and rewards, and supplier partnership. Continuous process improvements - Juran Trilogy, PDCA cycle and 5S, Kaizen.

UNIT III: Models of TQM (15 Hours)
 TQM Models: Fuji Xerox model, Norman Rickad model, Eicher group model, Basic framework model, Operational model, Diamond model, Umbrella model, Kano's basics of TQM model, Westing house model, Itoh model, Peratech model, Kehoe's integrated model, Eight components model, Building block model and Dhruv model.

UNIT IV: Statistical Process Control & TQM Tools (15 Hours)
 TQM Tools: Seven basic QC tools-Check sheets, Cause and Effect diagram, Pareto Analysis, Scatter diagram, Histogram, Control charts and Flow diagram. Concept of Six Sigma, Benchmarking, Brainstorming and Quality circle.

UNIT V: Quality Systems (15 Hours)
 Quality audit, Quality awards - Malcolm Baldrige National Quality Award (United States), Deming Price (Japan), European Quality Award, Golden Peacock National Quality Award, Australian Quality Award, Navratna and Maharatna awards. ISO 9000, 2000 and 14000; Case studies.

Teaching Methodology	Chalk & Talk, Digital Presentation, Group Discussion & Role Play
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Book for Study

- Sharma, D.D. (2015). *TQM-Principles, Practices and Cases*. Sultan Chand Publications.
Unit I - Chapter 2,3,4 & 6
Unit II - Chapter 14,16, & 8
Unit III - Chapter 3
Unit IV - Chapter 7,9, 10,15 & 31
Unit V - Chapter 25 & 32

Book for Reference

- Krishnan, K., Karmegam, G. and Somasundaram. (2016). *TQM*, R.K. Publishers

Semester	Course Code	Title of the Course	Hours/Week	Credits
2	23PHR2SP01	Self-paced Learning: Talent Management	-	2

Course Objectives
To remember talent management practices in the competitive business environment.
To apply their talents appropriately in various circumstances.
To analyze the organizational talents to meet the day today requirements.
To evaluate the right talents of the employees.
To combine talent acquisition with recruitment process.

UNIT I: Introduction to Talent Management

Talent Management: Introduction, employment life cycle, Talent: - engine of new economy, difference between talents and skill, leveraging talent, the talent value chain, elements of talent friendly organizations. Responsibilities of Talent Management manager. How your business can from it.

UNIT II: Talent Management System

Talent Management System - elements and benefits of Talent Management System; challenges of TMS; building blocks of talent management: competencies, evaluating employee potential, talent management strategy aligned with business strategy, Talent acquisition.

UNIT III: Talent Planning & Development

Talent Planning - succession management process; cross functional capabilities and fusion of talents, 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.

UNIT V: Talent Acquisition

Talent Acquisition; On boarding Talent Review Sessions; Talent and Acceleration Pools Retention and Engagement Career Management / Development Planning Measuring effectiveness. Difference between Talent Acquisition and Recruitment. **SMR Model** (Satisfy, Motivate and Reward): The formula to win your employees and retain them.

Teaching Methodology	Through LMS platform
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Books for Study

- Berger, Lance A and Dorothy Berger (Eds.). (2014). *The Talent Management Handbook*. Tata McGraw Hill.
(Unit 1, 3, 4 & 5-Chapter 1, 2, 4, 6, 8).
- Chowdhary & Subir. (2014). *The Talent Era, Financial Times*. Prentice Hall International.
(Unit 1,2,3 & 5- Chapter 7,12,31,33).

Books for Reference

- Chowdhary & Subir. (2014). *Organization*. 2IC, Pearson Education.
- Sanghi & Seema. (2015). *The Handbook of Competency Mapping*. Response Book.

Semester	Course Code	Title of the Course	Hours/Week	Credits
2	23PHR2ES03A	Elective - 3: Compensation Management	5	4

Course Objectives
To understand concepts and techniques of compensation management
To give in-depth knowledge in emerging global compensation management and their role in HRM
To impart skills in designing, analysis and restructure compensation management system, policies and strategies.
To understand the role of compensation in determining the competitive advantage of an organization.
To familiarize the role of human resource manager in dealing with the employees and their compensation

UNIT I: Basic Concepts (15 Hours)

Compensation - meaning and objectives, factors affecting compensation and different components of compensation. Wage and Salary - concept, types of wages - minimum wage, fair wage, living wage, and; wage and salary administration - objectives and principles. Wage fixation - principles and process. Authorized deductions and imposition of fines on employees. Legal measures for wage & salary.

UNIT II: Theories of Wages (15 Hours)

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; ILO on wage policy, National wage policy in India and State wage policy.

UNIT III: Methods of Wage Fixation (15 Hours)

Computation of wage and salary, 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; Payroll system - a theoretical background. Dearness allowance-basis for calculation and fringe benefits; executive remuneration and perks; labour cost; wage survey -features and CTC (cost to the company).

UNIT IV: Machineries of Wage Fixation (15 Hours)

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.

UNIT V: Incentive Systems (15 Hours)

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. Gainsharing - features; productivity-oriented incentive schemes-individual and group bonus schemes; principles to make incentive schemes effective and ESOP schemes.

Teaching Methodology	Chalk & Talk, Digital Presentation, Group Discussion & Role Play
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Books for Study

1. Sharma, A.M. (2018). *Understanding wage system*. Himalaya Publishers. (Units 2, 4 and 5: Chapters 3,4 and 6)
2. Jain, S.P. & Narang, K.L. (2015). *Cost Accounting*. Sulthan Chand & Sons. (Unit 3: Chapter 2)
3. Dipak, K.B. (2019), *Compensation*. Oxford University Press. (Units 1 and 3: Chapters 1 and 5).

Books for Reference

1. Prasad, N. K. (2015). *Principles & Practice of accounting*. Sultan Chand & Sons.
2. Gupta, A. (2016). *Wage & Salary Administration in India*. Anmoe Publications Private Limited.

Course Outcomes		
CO No.	CO-Statements	Cognitive Levels (K - Level)
	On successful completion of this course, students will be able to	
CO1	remember different machineries and the process involved in wage fixation in India.	K1
CO2	understand the key components of compensation.	K2
CO3	apply the familiarized means of computation of wages and benefit schemes	K3
CO4	analyze the theories of wages and critically evaluate the roleplayed by wage policy in safeguarding the interest of the workers.	K4
CO5	evaluate the various incentive schemes and their effectiveness.	K5
CO6	develop, design and restructure reward management systems, policies and strategies.	K6

Relationship Matrix											
Semester	Course Code		Title of the Course						Hours	Credits	
2	23PHR2ES03A		Elective - 3: Compensation Management						5	4	
Course Outcomes	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	2	2	2	2	2	3	2	2	2	2	2.1
CO2	2	2	2	3	2	2	3	2	2	3	2.3
CO3	3	3	2	3	3	3	3	2	3	3	2.8
CO4	2	2	2	3	3	2	2	2	3	3	2.4
CO5	3	3	2	3	2	3	3	2	2	2	2.5
CO6	3	3	2	3	2	3	3	2	2	2	2.5
Mean Overall Score											2.4 (High)

Semester	Course Code	Title of the Course	Hours/Week	Credits
2	23PHR2ES03B	Elective - 3: Managing Interpersonal Effectiveness	5	4

Course Objectives
To gain a working knowledge of interpersonal techniques.
To equip students with appropriate interpersonal terminologies.
To apply the skills regarding correspondence and interpersonal in Industries
To acquaint the students with the various methods, process and strategies used to manage interpersonal effectiveness
To develop job career skills for hierarchical growth in competitive organizations

UNIT I: Private Victory (15 Hours)

Concepts-Manager, effectiveness and Managerial effectiveness. Be proactive: 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, Power of influence.

UNIT II: Public Victory (15 Hours)

Think Win/Win: Six paradigm of human interactions. Seek first to understand then to be understood: Empathetic listening - diagnosing - understanding and perception. Synergize: Synergy in class room, business synergy and Business analysis.

UNIT III: Continuous Renewal (15 Hours)

Sharpen the Saw: Four dimensions of renewal, balance in renewal synergy, synergy in renewal, the upward spiral. Inter-generational living and becoming a transition person.

UNIT IV: Correspondence Skills (15 Hours)

Business letter, qualities of 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: Banking Correspondence, Insurance Correspondence, Import and Export Correspondence.

UNIT V: Job Career Skills (15 Hours)

Application letters, Interview letters, References, Testimonials, Letters of Appointment, Confirmation, Promotion, Retrenchment and Resignation. How to run a meeting: 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 and warning letters.

Teaching Methodology	Chalk & Talk, Digital Presentation, Group Discussion & Role Play
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Books for Study

- Korlahalli & Rajendra, P. (2016). *Essentials of Business Communication*. Sultan Chand & Sons. **Unit 1, 2 - Chapter 2.**
- McGrath S.J. (2015). *Basic Managerial skills for all*. Prentice-Hall of India Private ltd. **Unit 2 - Chapter 2, 6.**
- Stephens, C.R. (2014). *The Seven Habits of Highly Effective People*. Simon & Schuster Publications. **Unit - 3, 4, 5 Chapters 2, 4, 5, 6, 7.**

Book for Reference

1. Luthans & Fred. (2016). *Organisational Behaviour*. Tata McGraw-Hill Publishers.

Course Outcomes		
CO No.	CO-Statements	Cognitive Levels (K - Level)
	On successful completion of this course, students will be able to	
CO1	understand the different types of business correspondence.	K1
CO2	comprehend knowledge about the effectiveness of a successful manager.	K2
CO3	prepare a concrete action plan for their future based on their learnings on managing interpersonal effectiveness.	K3
CO4	apply the acquired basic career skills and enhance employability skills.	K4
CO5	practice the seven essential habits of highly effective people.	K5
CO6	improve their professional skills and exhibit them in their daily functions.	K6

Relationship Matrix											
Semester	Course Code		Title of the Course						Hours	Credits	
2	23PHR2ES03B		Elective - 3: Managing Interpersonal Effectiveness						5	4	
Course Outcomes	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	2	3	2	2	2	2	2	3	2	2.3
CO2	3	2	2	3	2	3	2	2	3	3	2.5
CO3	3	3	2	2	2	3	2	2	2	3	2.4
CO4	3	2	2	2	2	3	2	2	2	2	2.2
CO5	3	3	2	3	3	3	2	2	3	3	2.7
CO6	3	3	2	3	3	3	2	2	3	3	2.7
Mean Overall Score											2.4 (High)

Semester	Course Code	Title of the Course	Hours/Week	Credits
2	23PSS2SE01	Skill Enhancement Course: Soft Skills	4	3

Course Objectives
To provide a focused training on soft skills for students in colleges for better job prospects
To communicate effectively and professionally
To help the students take active part in group dynamics
To familiarize students with numeracy skills for quick problem solving
To make the students appraise themselves and assess others

Unit I: Effective Communication & Professional Communication (12 Hours)

Definition of communication, Barriers of Communication, Non-verbal Communication; Effective Communication - Conversation Techniques, Good manners and Etiquettes; Speech Preparations & Presentations; Professional Communication.

Unit II: Resume Writing & Interview Skills (12 Hours)

Resume Writing: What is a résumé? Types of résumés, - Chronological, Functional and Mixed Resume, Purpose and Structure of a Resume, Model Resume.

Interview Skills: Types of Interviews, Preparation for an interview, Attire, Body Language, Common interview questions, Mock interviews & Practicum

Unit III: Group Discussion & Personal effectiveness (12 Hours)

Basics of Group Discussion, Parameters of GD, Topics for Practice, Mock GD & Practicum & Team Building.

Personal Effectiveness: Self Discovery; Goal Setting with questionnaires & Exercises

Unit IV: Numerical Ability (12 Hours)

Introducing concepts Average, Percentage; Profit and Loss, Simple Interest, Compound Interest; Time and Work, Pipes and Cisterns.

Unit V: Test of Reasoning (12 Hours)

Introducing Verbal Reasoning: Series Completion, Analogy; Data Sufficiency, Assertion and Reasoning; and Logical Deduction. Non-Verbal Reasoning: Series; and Classification

Teaching Methodology	Chalk and talk, Lectures, Demonstrations, PPT.
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Book for study

1. Melchias G., Balaiah, J. & Joy, J. L. (Eds). (2018). *Winner in the Making: A Primer on soft Skills*. Trichy, India: St. Joseph's College.

Books for References

1. Aggarwal, R. S. (2010). *A Modern Approach to Verbal and Non-Verbal Reasoning*. S. Chand.
2. Covey, S. (2004). *7 Habits of Highly effective people*. Free Press.
3. Gerard, E. (1994). *The Skilled Helper* (5th Ed.). Brooks/Cole.
4. Khera, S. (2003). *You Can Win*. Macmillan Books.
5. Murphy, R. (1998). *Essential English Grammar*, (2nd Ed.). Cambridge University Press.
6. Sankaran, K., & Kumar, M. (2010). *Group Discussion and Public Speaking* (5th Ed.). M.I. Publications.
7. Trishna, K. S. (2012). *How to do well in GDs & Interviews?* (3rd Ed.). Pearson Education.
8. Yate, M. (2005). *Hiring the Best: A Manager's Guide to Effective Interviewing and Recruiting*

Semester	Course Code	Title of the Course	Hours/Week	Credits
2	23PHR2EG01	Generic Elective - 1(WS): Human Behaviour in Organisation	4	3

Course Objectives
To comprehend the fundamental concepts of organizational behaviour.
To analyse the individual behaviour in organizational settings.
To apply the approaches to examine group dynamics.
To explore the organizational factors which influence the employee behaviour.
To apply knowledge gained in Organizational Behavior to real-world scenarios.

UNIT I: Basic Behavioral Concepts (12 Hours)

Organizational Behaviour- Meaning, objectives, approaches, Models of OB. Organizational Culture and climate-Meaning, importance, determinants, and measurements.

UNIT II: Individual Level (12 Hours)

Diversity in Organizations, Attitudes and Job Satisfaction, Emotions & Moods. Personality (meaning, determinants) and values. Perception (meaning, factors, process), communication and Individual Decision making. Motivation Concepts.

UNIT III: Group Level (12 Hours)

Foundations of Interpersonal and group behaviour, Understanding work groups and teams, types of groups, stages of group development, and Intergroup dynamics. Team: norms, roles, skills and Dynamics.

UNIT IV: Organizational Level (12 Hours)

Power, politics and organizational justice, Leadership: concept, theories (Managerial grid, Theory X, Y, Z. Contingency) Alternative behaviours of leaders, path-goal leadership process. Empowerment and Participation.

UNIT V: Organizational Change (12 Hours)

Challenges of change-Pressures for change, types of change, Resistance to change Overcoming Resistance. Promoting change-interpersonal, team and organizational methods and Consequences of change.

Teaching Methodology	PPT, Videos, Role Play, Case studies, Lectures and Discussions, Group Activities, video Analysis, Self-reflection and journaling, Debates, individual counselling practicum, Feedback sessions, class debates. Roles of leadership models demo.
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Books for Study

1. Davis & Newstrom. (2015). *Organisational Behaviour*. McGraw-Hill Publishers.
Unit 1 Chapter-2.
2. Luthans, F. (2016). *Organizational Behaviour*. Mc Graw-Hill Publishers.
Unit 2 & 3 Chapters 3,4,5.
3. Prasad, L.M.(2010). *Organizational Behaviour*. Sultan Chand & Sons.
Unit 4 & 5 Chapters 1, 10, 11.
4. Steven, L., Mcshane, Mary, A.Von G., & Sharma, R.R. (2014). *Organizational Behaviour: Emerging Knowledge and Practice for the Real World*. TMH. **Unit - 5**

Books for Reference

1. Uma, S (2016). *Organisational Behaviour*. Tata McGraw-Hill.
2. Steven, L.M., Mary A., Von G., Sharma, R.R. (2011). *Organizational Behaviour: Emerging Knowledge and Practice for the Real World*. TMH. New Delhi

3. Brookfield, & Stephen, D. (2016). *The Discussion Book: 50 great ways to get people talking*. San Francisco, CA: John Wiley & Sons. 302.224 B79 2016, c1
4. Robbins, Stephen, P. (2016). *Essentials of Organizational Behavior*. (13th Ed.). Singapore: Pearson. 302.35 R53 2016, c2.

Course Outcomes		
CO No.	CO-Statements	Cognitive Levels (K - Level)
	On successful completion of this course, students will be able to	
CO1	gain knowledge on group dynamics and learn skills required for working in groups (teambuilding).	K1
CO2	assesstheprocessesusedindevelopingcommunicationandresolvingconflicts.	K2
CO3	demonstratetheorganizationalbehaviouralissuesinthecontextoforganizational behaviour theories.	K3
CO4	relate the concepts of Leadership as they lead other people towards the achievement of the organization's goals.	K4
CO5	interpret change management and describe its dimensions and discuss the implementation of organizational change.	K5
CO6	combine the concepts of empowerment and participation	K6

Relationship Matrix											
Semester	Course Code		Title of the Course							Hours	Credits
2	23PHR2EG01		Generic Elective - 1(WS): Human Behaviour in Organisation							4	3
Course Outcomes	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	2	2	2	2	3	3	2	2	3	2.4
CO2	2	3	2	1	2	3	3	2	2	3	2.3
CO3	2	2	3	2	3	2	3	2	3	2	2.4
CO4	2	2	2	3	2	2	3	2	2	3	2.3
CO5	2	2	2	2	3	2	3	2	2	3	2.3
CO6	3	2	2	2	2	3	3	2	2	3	2.4
Mean Overall Score											2.4 (High)