

M A HUMAN RESOURCE MANAGEMENT

LOCF SYLLABUS 2023



Department of Human Resource Management

School of Management Studies

St. Joseph's College (Autonomous)

Tiruchirappalli - 620002, Tamil Nadu, India

SCHOOLS OF EXCELLENCE WITH CHOICE BASED CREDIT SYSTEM (CBCS) POSTGRADUATE COURSES

St. Joseph's College (Autonomous), an esteemed institution in the realm of higher education in India, has embarked on a journey to uphold and perpetuate academic excellence. One of the pivotal initiatives in this pursuit is the establishment of five Schools of Excellence commencing from the academic year 2014-15. These schools are strategically designed to confront and surpass the challenges of the 21st century.

Each School amalgamates correlated disciplines under a unified umbrella, fostering synergy and coherence. This integrated approach fosters the optimal utilization of both human expertise and infrastructure. Moreover, it facilitates academic fluidity and augments employability by nurturing a dynamic environment conducive to learning and innovation. Importantly, while promoting collaboration and interdisciplinary study, the Schools of Excellence also uphold the individual identity, autonomy, and distinctiveness of every department within.

The overarching objectives of these five schools are as follows:

1. **Optimal Resource Utilization:** Ensuring the efficient use of both human and material resources to foster academic flexibility and attain excellence across disciplines.
2. **Horizontal Mobility for Students:** Providing students with the freedom to choose courses aligning with their interests and facilitating credit transfers, thereby enhancing their academic mobility and enriching their learning experience.
3. **Credit-Transfer Across Disciplines (CTAD):** The existing curricular structure, compliant with regulations from entities such as TANSCHÉ and other higher educational institutions, facilitates seamless credit transfers across diverse disciplines. This underscores the adaptability and uniqueness of the choice-based credit system.
4. **Promotion of Human Excellence:** Nurturing excellence in specialized areas through focused attention and resources, thus empowering individuals to excel in their respective fields.
5. **Emphasis on Internships and Projects:** Encouraging students to engage in internships and projects, serving as stepping stones toward research endeavors, thereby fostering a culture of inquiry and innovation.
6. **Addressing Stakeholder Needs:** The multi-disciplinary nature of the School System is tailored to meet the requirements of various stakeholders, particularly employers, by equipping students with versatile skills and competencies essential for success in the contemporary professional landscape.

In essence, the Schools of Excellence at St. Joseph's College (Autonomous) epitomize a holistic approach towards education, aiming not only to impart knowledge but also to cultivate critical thinking, creativity, and adaptability -qualities indispensable for thriving in the dynamic global arena of the 21st century.

Credit system

The credit system at St. Joseph's College (Autonomous) assigns weightage to courses based on the hours allocated to each course. Typically, one credit is equivalent to one hour of instruction per week. However, credits are awarded regardless of actual teaching hours to ensure consistency and adherence to guidelines.

The credits and hours allotted to each course within a programme are detailed in the Programme Pattern table. While the table provides a framework, there may be some flexibility due to practical sessions, field visits, tutorials, and the nature of project work.

For postgraduate (PG) courses, students are required to accumulate a minimum of 110 credits, as stipulated in the programme pattern table. The total minimum number of courses offered by the department is outlined in the Programme Structure.

OUTCOME-BASED EDUCATION (OBE)

OBE is an educational approach that revolves around clearly defined goals or outcomes for every aspect of the educational system. The primary aim is for each student to successfully achieve these predetermined outcomes by the culmination of their educational journey. Unlike traditional methods, OBE does not prescribe a singular teaching style or assessment format. Instead, classes, activities, and evaluations are structured to support students in attaining the specified outcomes effectively.

In OBE, the emphasis lies on measurable outcomes, allowing educational institutions to establish their own set of objectives tailored to their unique context and priorities. The overarching objective of OBE is to establish a direct link between education and employability, ensuring that students acquire the necessary skills and competencies sought after by employers.

OBE fosters a student-centric approach to teaching and learning, where the delivery of courses and assessments are meticulously planned to align with the predetermined objectives and outcomes. It places significant emphasis on evaluating student performance at various levels to gauge their progress and proficiency in meeting the desired outcomes.

Here are some key aspects of Outcome-Based Education:

Course: A course refers to a theory, practical, or a combination of both that is done within a semester.

Course Outcomes (COs): These are statements that delineate the significant and essential learning outcomes that learners should have achieved and can reliably demonstrate by the conclusion of a course. Typically, three or more course outcomes are specified for each course, depending on its importance.

Programme: This term pertains to the specialization or discipline of a degree programme.

Programme Outcomes (POs): POs are statements that articulate what students are expected to be capable of by the time they graduate. These outcomes are closely aligned with Graduate Attributes.

Programme Specific Outcomes (PSOs): PSOs outline the specific skills and abilities that students should possess upon graduation within a particular discipline or specialization.

Programme Educational Objectives (PEOs): PEOs encapsulate the expected accomplishments of graduates in their careers, particularly highlighting what they are expected to achieve and perform during the initial years postgraduation.

LEARNING OUTCOME-BASED CURRICULUM FRAMEWORK (LOCF)

The Learning Outcomes-Centric Framework (LOCF) places the learning outcomes at the forefront of curriculum design and execution. It underscores the importance of ensuring that these outcomes are clear, measurable, and relevant. LOCF orchestrates teaching methodologies, evaluations, and activities in direct correlation with these outcomes. Furthermore, LOCF adopts a backward design approach, focusing on defining precise and attainable learning objectives. The goal is to create a cohesive framework where every educational element is in harmony with these outcomes.

Assessment practices within LOCF are intricately linked to the established learning objectives. Evaluations are crafted to gauge students' achievement of these outcomes accurately. Emphasis is often placed on employing authentic assessment methods, allowing students to showcase their learning in real-life scenarios. Additionally, LOCF frameworks emphasize flexibility and adaptability, enabling educators to tailor curriculum and instructional approaches to suit the diverse needs of students while ensuring alignment with the defined learning outcomes.

Some important terminologies

Core Courses (CC): These are compulsory courses that students must undertake as essential components of their curriculum, providing fundamental knowledge within their primary discipline. Including core courses is essential to maintain a standardized academic programme, ensuring recognition and consistency across institutions.

Common Core (CC): A common core course is a shared educational element encompassing fundamental topics across disciplines within a school. It promotes interdisciplinary comprehension and collaboration among students by providing a foundational understanding of key subjects essential for academic and professional success across diverse fields of study.

Elective Courses (ES): Elective courses are offered within the main discipline or subject of study. They allow students to select specialized or advanced options from a range of courses, offering in-depth exposure to their chosen area of study. Typically, ES are more applied in nature and provide a deeper understanding of specific topics.

Generic Elective Courses (EG): These elective courses are chosen from disciplines unrelated to the student's main area of study, aiming to broaden their exposure and knowledge base. As per the Choice Based Credit System (CBCS) policy, students may opt for generic elective courses offered by other disciplines within the college, enhancing the diversity of their learning experience.

Ability Enhancement Course (AE): AE is designed to enhance skills and proficiencies related to the student's main discipline. It aims to provide practical training and hands-on experience, contributing to the overall development of students pursuing academic programmes.

Skill Enhancement Course (SE): SE focus on developing specific skills or proficiencies relevant to students' academic pursuits. While it is open to students from any discipline, SE is particularly beneficial for those within the related academic programme.

Self-paced Learning (SP): This course promotes independent learning habits among students and they have to undergo the course outside the regular class hours within a specified timeframe.

Comprehensive Examinations (CE): These examinations cover detailed syllabi comprising select units from courses offered throughout the programme. They are designed to assess crucial knowledge and content that may not have been covered extensively in regular coursework.

Extra Credit Courses: To support students in acquiring knowledge and skills through online platforms such as Massive Open Online Courses (MOOCs), additional credits are granted upon verification of course completion. These extra credits can be availed across five semesters (2 - 6). In line with UGC guidelines, students are encouraged to enhance their learning by enrolling in MOOCs offered by portals like SWAYAM, NPTEL, and others. Additionally, certificate courses provided by the college are also considered for these extra credits.

Outreach Programme (OR): It is a compulsory course to create a sense of social concern among all the students and to inspire them to dedicated service to the needy.

Course Coding

The following code system (10 alphanumeric characters) is adopted for Postgraduate courses:

23	UXX	0	XX	00/X
Year of Revision	PG Department Code	Semester Number	Course Specific Initials*	Running Number/with Choice

***Course Specific Initials**

CC - Core Course

CP - Core Practical

ES - Elective

AE - Ability Enhancement Course

SP - Self-paced Learning

EG - Generic Elective

PW - Project and Viva Voce

CE - Comprehensive Examination

OR - Outreach Programme

IS - Internship

EVALUATION PATTERN**Continuous Internal Assessment**

Sl No	Component	Marks Alloted
1	Mid Semester Test	30
2	End Semester Test	30
3	*Three Components (15 + 10 + 10)	35
4	Library Referencing (30 hours)	5
Total		100

Passing minimum: 50 marks

* The first component is a compulsory online test (JosTEL platform) comprising 15 multiple choice questions (10 questions at K1 level and 5 questions at K2 level); The second and the third components are decided by the course in-charge.

Question Paper Blueprint for Mid and End Semester Tests

Duration: 2 Hours		Maximum Marks: 60						
Section		K levels						Marks
		K1	K2	K3	K4	K5	K6	
A (compulsory)		7						$7 \times 1 = 7$
B (compulsory)			5					$5 \times 3 = 15$
C (either...or type)				3				$3 \times 6 = 18$
D (2 out of 3)	For courses with K5 as the highest cognitive level, one K4 and one K5 question is compulsory. (Note: two questions on K4 and one question on K5)				1	1*		$2 \times 10 = 20$
	For courses with K6 as the highest cognitive level: Mid Sem: two questions on K4 and one question on K5; End Sem: two questions on K5 and one question on K6)				Mid Sem			
						End Sem		
					1	1	1*	
Total								60

* Compulsory

Question Paper Blueprint for Semester Examination

Duration: 3 Hours				Maximum Marks: 100		
UNIT	Section A (Compulsory)	Section B (Compulsory)	Section C (Either...or type)	Section D (3 out of 5)		
	K1	K2	K3	K4	K5	K6
UNIT I	2	2	2	2*	2*	1*
UNIT II	2	2	2			
UNIT III	2	2	2			
UNIT IV	2	2	2			
UNIT V	2	2	2			
Marks	10 × 1 = 10	10 × 3 = 30	5 × 6 = 30	3 × 10 = 30		

* For 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)

Evaluation Pattern for One/Two-credit Courses

Title of the Course	CIA	Semester Examination	Total Marks
• Ability Enhancement Course	20 + 10 + 20 = 50	50 (A member from the Department other than the course instructors)	100
• Self-paced Learning • Comprehensive Examination	25 + 25 = 50	50 (CoE)	100
• Internship	100	-	100
• Skill Enhancement Course: Soft Skills	100	-	100
• Project Work and Viva Voce	100	100	100

Grading System

The marks obtained in the CIA and semester for each course will be graded as per the scheme provided in Table - 1.

From the second semester onwards, the total performance within a semester and the continuous performance starting from the first semester are indicated by Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA), respectively. These two are calculated by the following formulae:

$$SGPA \text{ and } CGPA = \frac{\sum_{i=1}^n C_i Gp_i}{\sum_{i=1}^n C_i}$$

$$WAM = \frac{\sum_{i=1}^n C_i M_i}{\sum_{i=1}^n C_i}$$

Where,

C_i - credit earned for the Course i

Gp_i - Grade Point obtained for the Course i

M_i - Marks obtained for the Course i

n - Number of Courses **passed** in that semester

WAM - Weighted Average Marks

Table - 1: Grading of the Courses

Mark Range	Grade Point	Corresponding Grade
90 and above	10	O
80 and above and below 90	9	A+
70 and above and below 80	8	A
60 and above and below 70	7	B+
50 and above and below 60	6	B
Below 50	0	RA

Table - 2: Grading of the Final Performance

CGPA	Grade	Performance
9.00 and above	O	Outstanding*
8.00 to 8.99	A+	Excellent*
7.00 to 7.99	A	Very Good
6.00 to 6.99	B+	Good
5.00 to 5.99	B	Above Average
Below 5.00	RA	Re-appear

**The Candidates who have passed in the first appearance and within the prescribed duration of the PG programme are eligible. If the Candidates Grade is O/A+ with more than one attempt, the performance is considered "Very Good".*

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)

1. Graduates will be able to accomplish professional standards in the global environment.
2. Graduates will be able to uphold integrity and human values.
3. 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.

PROGRAMME STRUCTURE				
Semester	Course Specification	Number of Courses	Hours	Credits
1 - 4	Core Course	14	75	67
1, 2, 4	Elective	4	20	14
1	Ability Enhancement Course	1	2	1
2	Self-paced Learning	1	-	2
2	Skill Enhancement Course	1	4	3
2, 3	Generic Elective	2	8	6
3	Common Core	1	5	4
3	Internship	1	-	2
2 - 4	Extra Credit Course	3	-	(9)
4	Project Work and Viva Voce	1	6	5
4	Comprehensive Examination	1	-	2
2 - 4	Outreach Program	-	-	4
Total		30	120	110(9)

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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					
	23PSS2SE01	Skill Enhancement Course: Soft Skills	4	3	100	-	100
	-	Generic Elective - 1 (WS): Refer ANNEXURE 1	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
	-	Generic Elective - 2 (BS): Refer ANNEXURE 2	4	3	100	100	100
	23PHR3IS01	Internship	-	2	100	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					
	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 (9)			

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

Passed by	Board of Studies held on 18.12.2023
Approved by	48th Academic Council Meeting held on 27.03.2024

ANNEXURE 1
Generic Elective - 1 (WS)*

Course Details		
School	Course Code	Title of the Course
SMS	23PCO2EG01	Accounting for Managers
	23PCC2EG01	Stress Management
	23PCP2EG01	Personality Development
	23PEC2EG01	Labour Economics

**Offered to students from other Departments within School*

ANNEXURE 2**Generic Elective - 1 (BS)***

Course Details		
School	Course Code	Title of the Course
SBS	23PBI3EG02	First Aid Management
	23PBT3EG02	Food Technology
	23PBO3EG02	Horticulture and Landscaping
SCS	23PCA3EG02	Web Design
	23PCS3EG02	Advances in Computer Science
	23PDS3EG02	Information Security and Ethics
	23PMA3EG02	Operations Research
SLAC	23PEN3EG02	English for Effective Communication
SPS	23PCH3EG02	Health Science
	23PEL3EG02	Computer Hardware and Networks
	23PPH3EG02A	Physics for Competitive Exams
	23PPH3EG02B	Nanoscience

**Offered to students from other Schools*

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

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. Jackson, H., & 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.

Course Outcomes		
CO No.	CO-Statements	Cognitive Levels (K-Level)
	On successful completion of this course, the students will be able to	
CO1	remember the basic concepts and functions of Management.	K1
CO2	understand the planning process of an organization.	K2
CO3	apply the different Organizational Structure based on the size of the organization.	K3
CO4	implement the direction techniques through the sub functions of Leadership, Motivation, Supervision and Communication	K4
CO5	synthesize those concepts into various Controlling techniques of an organization.	K5
CO6	analyze the effective management control system.	K6

Relationship Matrix											
Semester	Course Code		Title of the Course						Hours	Credits	
1	23PHR1CC01		Core Course - 1: Management Principles						6	6	
Course Outcomes	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	1	1	1	2	2	2	2	1	3	3	1.8
CO2	3	2	2	3	2	3	2	2	2	2	2.3
CO3	3	2	2	3	3	3	2	2	3	3	2.6
CO4	3	3	2	3	2	3	3	3	3	3	2.5
CO5	3	3	2	2	2	3	3	2	2	2	2.4
CO6	3	3	3	3	3	2	2	2	2	2	2.5
Mean Overall Score											2.3 (High)

Semester	Course Code	Title of the Course	Hours/Week	Credits
1	23PHR1CC02	Core Course - 2: Organizational 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 Organizational 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. S., & Woodman. (n.d). *Organization Behaviour*, (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.). Englewood 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, the students will be able to	
CO1	know how the individual difference will affect the organization performance.	K1
CO2	analyze the learning approaches and attitudes-behaviour relationship	K2
CO3	apply motivational theories in practice to motivate employees	K3
CO4	ethically use the power in the appropriate place in the organization	K4
CO5	make employees use the strategies for overcoming workplace stress	K5
CO6	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: Organizational 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
CO6	3	2	2	3	2	3	2	3	2	3	2.5
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	5

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 humanresource 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 managemen.*, 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.

Websites and eLearning Sources

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

Course Outcomes		
CO No.	CO-Statements	Cognitive Levels (K-Level)
	On successful completion of this course, the 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 Macroeconomic 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 (15 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 (15 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 (15 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 (15 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 (15 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.

Course Outcomes		
CO No.	CO-Statements	Cognitive Levels (K-Level)
	On successful completion of this course, the students will be able to	
CO1	describe the basic terms of managerial economics	K1
CO2	restate the fundamental concepts of managerial economics and their managerial implications in human resources	K2
CO3	illustrate the concepts like demand, supply, production and economic policies in competitive examinations	K3
CO4	investigate the trade policies and its impact in human resources of an organization	K4
CO5	justify their decision by sharing their enriched skills and knowledge in managerial economics with the HR professionals	K5
CO6	create opportunities for developing business policies to meet competitive demand and production	K6

Relationship Matrix											
Semester	Course Code		Title of the Course							Hours	Credits
1	23PHR1ES01		Elective - 1: Managerial Economics							5	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	2	2	2	2	2	2	2	2	2	2	2.0
CO2	3	3	3	2	3	3	3	3	2	3	2.8
CO3	2	2	2	3	3	2	2	2	3	3	2.4
CO4	2	3	3	2	3	2	3	3	2	3	2.6
CO5	2	3	3	2	3	2	3	3	2	3	2.6
Mean Overall Score											2.4 (High)

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 Accounting.				
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.

Course Outcomes		
CO No.	CO-Statements	Cognitive Levels (K-Level)
	describe the various types of the organization and the financial system they follow.	
CO1	ascertain the trading results of a concern	K1
CO2	evaluate profitability, liquidity, financial and turnover ratio of the various companies	K2
CO3	analyze the data of the financial statements of different companies.	K3
CO4	know how the different accounting practices are to planning	K4
CO5	apply the accounting information in managerial decision making	K5
CO6	describe the various types of the organization and the financial system they follow.	K6

Relationship Matrix											
Semester	Course Code		Title of the Course							Hours	Credits
1	23PHR1ES02		Elective - 2: Accounting for Managers							5	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	3	2	3	2	2	3	2	2	2	2
CO2	2	2	2	3	2	3	2	3	2	2	2
CO3	2	2	2	2	3	2	3	2	3	2	2
CO4	3	2	3	3	2	3	2	3	2	2	2
CO5	2	2	3	2	2	2	2	3	3	3	3
CO6	2	2	3	2	2	2	2	3	3	3	3
Mean Overall Score											2.3 (High)

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 (6 Hours)

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

UNIT II: Oral Communication (6 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 (6 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 (6 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 (6 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. S. & 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, Bonny, E. Stuart, L. & Sarow. (2012). *Integrated business communication: In a global marketplace*. Wiley India.
3. Raman, Meenakshi, S. & Prakash. (2012). *Business communication(2/e)*. Oxford University Press.

Course Outcomes		
CO No.	CO-Statements	Cognitive Levels (K-Level)
	On successful completion of this course, the students will be able to	
CO1	have the skills that will maximize the effectiveness to be a part in team.	K4
CO2	effectively solve the real life problems using the communication skills.	K5
CO3	create official documents in the real work environment	K6

Relationship Matrix											
Semester	Course Code		Title of the Course							Hours	Credits
1	23PHR1AE01		Ability Enhancement Course: Corporate Communication							2	1
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	2	2	2	3	2.4
CO2	3	2	2	2	2	3	2	2	2	2	2.2
CO3	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	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, PDSA 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

Course Outcomes		
CO No.	CO-Statements	Cognitive Levels (K - Level)
	On successful completion of this course, students will be able to	
CO1	remember the principles and concepts of TQM in today's context.	K1
CO2	understand the TQM systems adopted by other countries.	K2
CO3	apply TQM concepts and systems for the organizational effectiveness.	K3
CO4	explore the Practical knowledge through Statistical Process Control.	K4
CO5	evaluate the possibilities to become committed TQM expert.	K5
CO6	discuss the quality issues in the organization and suggest measures for improvement.	K6

Relationship Matrix											
Semester	Course Code			Title of the Course						Hours	Credits
2	23PHR2CC06			Core Course - 6: Total Quality 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	2	2	2	2	2	2.0
CO2	3	3	3	2	2	3	3	3	2	2	2.6
CO3	2	2	3	3	3	2	2	3	3	3	2.6
CO4	2	3	3	2	3	2	3	3	2	3	2.6
CO5	2	2	2	3	3	2	2	2	3	3	2.4
CO6	2	2	2	3	3	2	2	2	3	3	2.4
Mean Overall Score											2.4 (High)

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.

Course Outcomes		
CO No.	CO-Statements	Cognitive Levels (K - Level)
	On successful completion of this course, students will be able to	
CO1	remember talent management practices in the competitive business environment.	K1
CO2	restate talent planning process according to the situational demands.	K2
CO3	apply their talents appropriately in the arising circumstances.	K3
CO4	analyze the organizational talents to meet the challenging demands.	K4
CO5	evaluate the right talents of the employees and reinforce them with rewards.	K5
CO6	combine Talent acquisition with Recruitment	K6

Relationship Matrix											
Semester	Course code		Title of the Course							Hours	Credits
2	23PHR2SP01		Self-paced Learning: Talent Management							-	2
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	2	2.5
CO2	3	3	1	3	3	3	2	2	2	2	2.4
CO3	3	2	2	3	1	3	1	2	3	3	2.3
CO4	3	3	3	3	3	3	3	1	3	3	2.8
CO5	3	3	3	3	2	3	2	2	2	2	2.5
CO6	3	3	3	3	3	2	2	2	2	2	2.5
Mean Overall Score											2.5 (High)

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

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

Books for Reference

- Prasad, N. K. (2015). *Principles & Practice of accounting*. Sultan Chand & Sons.
- 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 role played 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). *Organizational 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 Reference

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*

Course Outcomes		
CO No.	CO-Statements	Cognitive Levels (K - Level)
	On successful completion of this course, students will be able to	
CO1	recall various soft skill sets	K1
CO2	understand personal effectiveness in any managerial positions	K2
CO3	apply verbal and non-verbal reasoning skills to solve problems	K3
CO4	differentiate problems at work and home; and design solutions to maintain work-life balance	K4
CO5	assess growth and sustainability and infuse creativity in employment that increases professional productivity	K5
CO6	construct plans and strategies to work for better human society	K6

Relationship Matrix											
Semester	Course Code			Title of the Course						Hours	Credits
2	23PSS2SE01			Skill Enhancement Course: Soft Skills						4	3
Course Outcomes	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Scores of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	3	3	3	2	3	2	3	2	3	2.7
CO2	3	3	3	2	3	3	3	3	3	3	2.9
CO3	3	2	2	3	3	3	3	3	3	3	2.8
CO4	3	3	2	2	3	3	3	3	3	3	2.8
CO5	3	3	3	2	2	3	3	3	3	3	2.8
CO6	3	3	3	2	2	3	3	3	3	3	2.8
Mean Overall Score											2.8 (High)

Semester	Course Code	Title of the Course	Hours/Week	Credits
3	23PHR3CC08	Core Course - 8: Organizational Development	7	6

Course Objectives	
To understand the assumptions, values and models of OD.	
To Study the operational components of OD.	
To develop insight in diagnostic problems in OD	
To provide necessary self-insight, skills and techniques to become effective change agents and internal OD consultants.	
To gain knowledge for handling future organizational initiatives.	

UNIT I: Introduction (21 Hours)

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

UNIT II: Operational Components (21 Hours)

Operational concepts: Diagnostic Component, Action Component, Process Maintenance Component and Action Research.

UNIT III: OD Interventions (21 Hours)

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

UNIT IV: Implementation and Assessment (21 Hours)

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

UNIT V: Some Key Considerations & Issues in OD (21 Hours)

Organizational Changes: Challenges of changes, types of changes, resistance to change, overcoming changes, promoting changes through individual, team and organization.

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

- French, B., & Zawacki. (2017). *Organization Development Theory, Practice and Research*, (3rd Ed.). Universal Book Stall [Unit-1,2,3]-Chapter 16,21,25,28
- Wendell, L. F., & Cecil, H. B. Jr. (2016). *Organization Development*, (3rd, 4th, 6th Ed.). PHI. [Unit4, 5]-Chapter 7 and 8.

Book for Reference

- Luthans., & Fred. (2014). *Organizational 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	explain various terms and components in OD.	K1
CO2	identify organizational situations resulting towards OD interventions.	K2
CO3	apply theories in current research undertakings, relating to individuals, groups, organizations to the process of change.	K3
CO4	diagnose on go in activities within an organization design, and plan for the implementation of selected OD interventions.	K4
CO5	generate group dynamics, demonstrate skills in working with a team and team-processes.	K5
CO6	create models of change for effective functioning as a team	K6

Relationship Matrix											
Semester	Course Code		Title of the Course							Hours	Credits
3	23PHR3CC08		Core Course - 8: Organizational Development							7	6
Course Outcomes	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
C01	2	3	2	3	2	2	2	3	2	3	2.4
C02	2	3	2	2	2	2	2	2	2	2	2.1
C03	3	2	2	2	3	2	3	2	2	2	2.3
C04	2	3	2	2	2	2	3	2	2	3	2.3
C05	3	2	2	2	2	2	2	2	2	2	2.1
C06	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
3	23PHR3CC09	Core Course - 9: Research Methodology	7	6

Course Objectives
To understand the fundamental Concepts of research
To Demonstrate the ability to select and formulate research problems
To distinguish between different types of research
To apply research design principles and select appropriate data collection methods
To Demonstrate proficiency in data processing and data interpretation

UNIT I: Basic Concepts & Types of Research (21 Hours)

Research - meaning, nature, scope, process and needs; qualities of a researcher; Types of research, selecting a topic for research, Research Problem selection, formulation and statement; review of literature; theories and models. Feasibility study; pilot study; variables and hypothesis: Meaning, types and sources,

UNIT II: Research Design & Data Collection (21 Hours)

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

UNIT III: Sampling Techniques & Scaling (21 Hours)

Population, universe; sampling - meaning, need, 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 - construction, reliability and validity; attitude scales - meaning, importance and types (Likert scale and Semantic differential scale).

UNIT IV: Data Processing & Analysis (21 Hours)

Data processing - editing, coding, classification and tabulation, Data analysis - Frequency distribution; Measures of central tendency - mean, median and mode; Measures of dispersions, mean and standard deviations; Measure of association - Correlation, Rank Correlation and regression analysis; Test of Hypothesis - parametric tests: student '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). Learning Statistical applications in the Computer Lab.

UNIT V: Data Interpretation & Report Writing (21 Hours)

Interpretation of data-meaning, importance and interpretation; Report writing- outline of a research report, the content of the research report, and types of research report. Research Ethics, IPR, Plagiarism, Citation, foot notes, Bibliography and reference writing, (APA and Harvard model) and guidelines for writing a standard research report and oral report presentation.

Teaching Methodology	PPT, Lectures and Discussions, Group Activities, peer review, Ethics discussion, Practical exercise, Journal articles presentation, Critical thinking exercise
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Books for Study

1. Kothari, C. R. (2017). *Research Methodology*. Viswa Prakasan.
(Unit I, II, III, IV & V- Chapter 1, 2, 4, 6, 8, 17)
2. Kumar, R. (2014). *Research Methodology a step-by-step guide for beginners*, (4th Ed.). SAGE Publications India Pvt Ltd.

Books for Reference

1. Ahuja., & Ram. (2014). *Research Methods*. Rawat publication.
2. Dooley., & David. (2015). *Social Research Methods*. Prentice Hall.
3. Raj Kumar. (2012). *Methodology & Social Science Research*. Book Enclave.
4. Young., & Pauline, V. (2015). *Scientific Social Surveys and Research*. Macmillan Publication.

Course Outcomes		
CO No.	CO-Statements	Cognitive Levels (K - Level)
	On successful completion of this course, students will be able to	
CO1	acquire knowledge of major concepts relevant to conduct in dependent research.	K1
CO2	understand the nature, strength of various research designs and measurements and data collection methods.	K2
CO3	apply a range of quantitative and qualitative research techniques to Human Resource Management problems.	K3
CO4	demonstrate knowledge of data analysis and compile skills required for writing and presenting research reports.	K4
CO5	develop necessary critical thinking skills to evaluate different research approaches utilized in various sectors.	K5
CO6	craft an Empirical research question.	K6

Relationship Matrix											
Semester	Course Code		Title of the Course						Hours		Credits
3	23PHR3CC09		Core Course - 9: Research Methodology						7		6
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	3	2	2	3	1	2	3	2	2	3	2.3
CO5	3	2	2	2	3	3	3	2	2	3	2.5
CO6	2	3	2	1	2	3	3	2	2	3	2.3
Mean Overall Score											2.4 (High)

Semester	Course Code	Title of the Course	Hours/Week	Credits
3	23PHR3CC10	Core Course - 10: Labour Legislation - 2	7	7

Course Objectives
To be Potential to discuss with teams on latest labour legislation in India
To be Sensitized with the changes in the industrial and social environment and capable of applying the updated laws according to the need
To be Expert in integrating labour legislation with developments among human resources in industrial avenues
To develop models for resolving organizational legal issues
To maintain proper documentation related to employment of workers

UNIT I: The Code on Social Security, 2020 (21 Hours)

Chapter 1: Short title, extent, commencement and application, Definitions of different terms. Registration and cancellation of an establishment.

Chapter II: Social Security Organization - Constitution of Board of Trustees of Employees' Provident Fund, Constitution of ESI Corporation, National Social Security Board and State Unorganized workers Board.

Chapter III: Employees' Provident Fund - Appointment of officers of Central Board, Schemes, Funds, Contribution in respect of employees and contractors, Fund to be recognized under Act 43 of 1961, Priority of payment of contributions over other debts, Authorizing certain employers to maintain provident fund accounts, Transfer of accounts, Appeal to Tribunal.

UNIT II: Employees State Insurance Corporation (21 Hours)

Employees State Insurance Corporation: Principal Officers and other staff, Employees' State Insurance Fund, Purposes for which Employees' State Insurance Fund may be expended, Holding of property, All employees to be insured, Contributions, Administrative expenses, Provisions as to payment of contributions by employer, Benefits, Corporation's power to promote measures for health of Insured Persons, Presumption as to accident arising in course of employment, Accidents happening while acting in breach law, Occupational disease., References to medical board, Dependents' benefit, Medical benefit, Provision of medical treatment by State Government or by Corporation, General provisions as to benefits, Corporation's rights when an employer fails to register, Liability of owner or occupier of factories, etc., for excessive sickness benefit, Scheme for other beneficiaries, Schemes for Unorganized workers, Gig workers and platform workers, Constitutions of Employees' Insurance court.

UNIT III: Gratuity & Maternity Benefits (21 Hours)

Chapter V: Gratuity: Payment of gratuity, Continuous service, Nomination, Determination of amount of gratuity, Compulsory insurance, competent authority. **Maternity Benefit:** Employment of, or work by, women prohibited during certain period, Right to payment of maternity benefit, Continuance of payment of maternity benefit in certain cases, Notice of claim for maternity benefit and payment thereof, Payment of maternity benefit in case of death of a woman, Payment of medical bonus, Leave for miscarriage, etc., Nursing breaks, Creche facility, Dismissal for absence during pregnancy, Noduction of wages in certain cases, Forfeiture of maternity benefit, Duties of employer, Power of Inspector - cum-Facilitator to direct payments to be made.

UNIT IV: Employee's Compensation (21 Hours)

Employee's Compensation: Reports of fatal accidents and serious bodily injuries, Employer's liability for compensation, Compensation in case of death of or injury in plantation, Amount of compensation, Compensation to be paid when due and damages for default, Method of calculating monthly wages for purposes of compensation, Distribution of compensation, Notice and claim, Special provisions relating to accidents occurring outside Indian territory, Medical examination, Contracting, Remedies of employer against stranger, Insolvency of employer, Power to require from employers statements regarding fatal accidents.

UNIT V: The Code on Wages, 2019**(21 Hours)**

The Code on Wages, 2019: Chapter II: Minimum Wages- Payment of minimum rate of wages, Fixation of minimum wages, Components of minimum wages, Procedure for fixing and revising minimum wages, Power of Central government for fixing floor wage, Wages for overtime work.

Chapter III: Payment of Wages: Mode of payment of wages, Fixation of wage period, Time limit for payment of wages, Deductions which may be made from wages, Fines, Deductions for absence from duty, Deductions for damage or loss, Deductions for services rendered, Deductions for recovery of advances, Deductions for recovery of loans, Chapter not to apply to Government establishments.

Chapter IV: Payment of Bonus -Eligibility for bonus, etc., Proportionate reduction in bonus in certain cases, Computation of number of working days, Disqualification for bonus, Payment of bonus out of allocable surplus, Computation of available surplus, Set on and set off of allocable surplus, Adjustment of customary bonus or interim bonus against bonus payable, Deduction of certain amounts from bonus payable and Time limit for payment of bonus.

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

1. Code on Social Security. (2020). Ministry of Law and Justice (Legislative Department).
2. Code on wages. (2019). Ministry of Law and Justice (Legislative Department).

Books for Reference

1. Puri, S. K. (2016). *Labour & Industrial Laws*. Universal Law Publishing Company Private Ltd.
2. Mehta, P. L., & Tasmal S.G. (2017). *Labour Laws*. Rai Technology University.

Course Outcomes		
CO No.	CO-Statements	Cognitive Levels (K-Level)
	On successful completion of this course, students will be able to	
CO1	demonstrate a strong foundation in terms of labour legislation.	K1
CO2	share the enriched knowledge in labour laws with the stakeholders in the organisation.	K2
CO3	conduct research in the application of labour laws pertaining to industrial environment.	K3
CO4	analyse the changes in the industrial and social environment and apply the changing laws according to the need.	K4
CO5	develop competency to interpret and implement labour legislation within organization.	K5
CO6	adapt the social security schemes for Unorganized workers	K6

Relationship Matrix											
Semester	Course Code			Title of the Course					Hours		Credits
3	23PHR3CC10			Core Course - 10: Labour Legislation - 2					7		7
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	1	3	2	3	2	2	2.2
CO2	3	3	2	2	2	3	3	3	2	2	2.5
CO3	2	2	3	2	2	3	3	2	2	2	2.3
CO4	3	2	2	3	2	3	2	2	2	3	2.4
CO5	2	2	2	2	3	2	3	2	2	3	2.3
CO6	2	3	2	3	2	3	2	3	2	3	2.5
Mean Overall Score											2.4 (High)

Semester	Course Code	Title of the Course	Hours/Week	Credits
3	23SMS3CC01	Common Core: Human Resource Management	5	4

Course Objectives
To be competent with knowledge and skill of human resource management.
To nurture with the recent strategic HRM practices entitled to succeed competitive examinations
To be Potential enough to carry research activities in the areas of human resource management as per the need of the hour
To be Sensitized in the changing scenario of HR practices and being competent to start new ventures (Entrepreneurs)
To be Efficient to train subordinate by sharing the equipped and enriched knowledge in various fields of HR

UNIT I: Introduction to Human Resource Management (15 Hours)

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 & Recruitment (15 Hours)

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

UNIT III: Strategic HRM & Performance Appraisal (15 Hours)

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

UNIT IV: Training & Development (15 Hours)

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

UNIT V: Compensation Administration (15 Hours)

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

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

1. Durai, P. (2010). *Human Resource Management*. Pearson Education Books.
2. (Unit I & Unit III- Chapter 16,19,23)
3. Prasad, L. M. (2017). *Human resource management*. Sultan Chand and Sons.
4. (Unit II- Chapter 5 and 7) (Unit IV- Chapter 8,9 and 10) (Unit V-Chapter 11,15 and 25)

Books for Reference

1. Rao, V.S.P. (2002). *Human Resource Management: Text & Cases*. Excel Books.
2. Flippo, E. (1984). *Personnel Management*. Tata McGraw Hill.
3. Dessler, G. (2016). *Human Resources Management*, (15th Ed.). Pearson Publisher.
4. Mamoria, C. B., & Gankar, S. V. (2008). *Human Resource management*. Himalaya Publishing House.
5. Monappa, A., & Saiyadain, M. (2001). *Personnel management*. Mc-Graw Hill Education.
6. DeCenzo, D. A., & Robbins, S. P. (2001). *Fundamentals of Human Resource Management*. John Wiley and Sons.

Course Outcomes		
CO No.	CO-Statements	Cognitive Levels (K - Level)
	On successful completion of this course, students will be able to	
CO1	describe the principles of Human resource management.	K1
CO2	explain the features of Job evaluation techniques, compensation policies and procedures.	K2
CO3	illustrate various methods of recruitment, training and development.	K3
CO4	analyze and interpret the factors influencing employee relations and grievance handling mechanisms.	K4
CO5	recognize the Employees' empowerment in Indian and Global Scenario.	K5
CO6	integrate the managerial functions with operative functions	K6

Relationship Matrix											
Semester	Course Code	Title of the Course								Hours	Credits
3	23SMS3CC01	Common Core: Human Resource 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	3	3	3	2	3	3	2	3	3	2	2.7
CO2	3	3	3	2	2	3	3	3	2	2	2.6
CO3	3	3	3	3	2	3	3	2	3	3	2.8
CO4	3	3	2	3	2	3	3	2	2	2	2.5
CO5	3	3	3	2	2	3	3	3	2	3	2.7
CO6	3	3	3	2	2	3	3	3	2	3	2.7
Mean Overall Score											2.7 (High)

Semester	Course code	Title of the Course	Hours/Week	Credits
3	23PHR3IS01	Internship	-	2

Course Objectives				
To understand concepts and techniques used in the field of HR and to enable them to apply this knowledge in industrial decision-making.				
To give in-depth knowledge in emerging global HR trends in managing HR				
To facilitate students to participate in debates on HR matters.				
To develop skills in solving employee related problems by using various HR interventions				
To familiarize various Labour codes, behavioural policies and HR functions.				

UNIT I: Orientation about the Organization

Introduction about internship - Orientation- organization culture- organization structure - Recruitment and Selection Procedure and Welfare Facilities-Social Security Enactments-Communication Systems- Leadership & Motivational Programmes - Worker's Participation in Management-Total Quality Management

UNIT II: Wage and Salary Administration

Wage and Salary Administration- Pay roll- Bonus calculation- Incentive matrix- loan fixation- allowance mapping- insurance deduction- advances- PF deduction- ESI contribution- compensation decision.

UNIT III: Application of Labour Codes

Code on Wages, Industrial Relations Code, Social Security Code and Occupational Safety, Health and Working Conditions Code- its functions in an organization

UNIT IV: HR Department Functions

Time office function -book keeping function- holding attendance register- grievance handling- conducting enquiry. Competency building, interpersonal relation maintenance, HRIS and Knowledge sharing.

UNIT V: Employee Retention Activities

Counselling- mentoring- coaching- Performance Appraisal- learning & Development-Trade Union- Corporate Social Responsibility- External and internal environment impact on the organization- manage day to day activities.

Teaching Methodology	Interviews with HR professionals (Managers, Officers, Supervisors and Executives) mentoring and coaching by industrial HR guides.
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Course Outcomes		
CO No.	CO-Statements	Cognitive Levels (K-Level)
	On successful completion of this course, students will be able to	
CO1	enlist the practical functions of Human Resource Department.	K1
CO2	outline the implementation of the Labour Laws as per the government regulations.	K2
CO3	examine the skills learnt according to the demands of the industrial scenario.	K3
CO4	categories the changes in the industrial and social environment and take decision according to the changing laws.	K4
CO5	recommend new methods in leadership, problem solving and decision-making process as per HR guidelines.	K5
CO6	organize practical ideas and terminologies to be learnt from the internship training.	K6

Relationship Matrix											
Semester	Course Code		Title of the Course						Hours		Credits
3	23PHR3IS01		Internship						-		2
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	2	2	2	2	2	2.0
CO2	3	2	2	3	3	3	2	2	3	3	2.6
CO3	3	3	3	2	3	3	3	3	2	3	2.8
CO4	2	3	3	2	3	2	3	3	2	3	2.6
CO5	2	2	3	2	3	2	2	3	2	3	2.4
CO6	2	2	3	2	3	3	2	2	2	3	2.4
Mean Overall Score											2.4 (High)

Semester	Course Code	Title of the Course	Hours/Week	Credits
4	23PHR4CC11	Core Course - 11: Managerial Counselling	6	6

Course Objectives
To define and explain key terminologies in counseling psychology.
To understand the objectives, principles, and importance of professional counseling,
To apply counseling processes in various counseling contexts.
To analyse and compare important schools of counseling.
To develop essential counseling skills for effective counselling practice.

UNIT I: Basic Concepts & Growth of Counselling Psychology (18 Hours)

Meaning of the terms guidance, counselling, counsellor, counselee. Counselling-Objectives, principles and importance for professional counselling, Qualities of a good Counsellor. Process of counselling the emergence of counselling. Barefoot Counselling, Assertiveness and Interpersonal Skills for Counsellors, Counselling Relationship. Difference between Counselling and guidance.

UNIT II: Development of Counselling Skill (18 Hours)

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 Intervention in Organisation (18 Hours)

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

UNIT IV: Psychometric Testing (18 Hours)

Theory and Issues in Psychological Testing, Intelligence Testing- Theoretical Background, Aptitude Testing - The DAT, Personality Assessment - Self-Report Inventories - The MMPI, Multi-factor Personality Tests - The 16 PF, Typological Tests - The MBTI, Projective Techniques-The TAT, Assessment Centres, Integration of Profiles.

UNIT V: Ethical, Professional Preparation & Training (18 Hours)

Ethical standards/principles-responsibility, counselling in different settings; group-educational, family, clinical, career guidance and industries.

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.
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Books for Study

- Charles, J. G., & Bruce, R. F. (2016). *Counseling Psychology*. PRISM Books Pvt Ltd.
(Unit I -Chapter 1-2) (Unit II -Chapters 4 & 5) (Unit III -Chapter 9)
(Unit IV- Chapter 6) (Unit V-Chapters 3 & 8)
- Rao, N. (2017). *Counseling and Guidance*. Tata McGraw- Hill, New Delhi
(Unit I -Chapter 1) (Unit II -Chapters 3 & 4) (Unit III -Chapters 5-7)
(Unit IV- Chapter 8) (Unit V-Chapters 13-15)

Books for Reference

- Antony, D. J. (1994). *Dynamics of Counseling*. Nagercoil. AnugrahaPublications.
- Lister-Ford, C. (2007). *A short introduction to Psychotherapy*. Sage Publications.
- Diane, E. P., Old, S.W., & Feldman, R.D. *Human Development*.
- Eggert, A. M. (1999). *Perfect Counseling*. Random House Business Books.
- Groth-Marnat, G. (2006). *The handbook of Psychological Assessment*. John Wiley & Sons, E-book.
- Urbina, S. (2004). *Essentials of Psychological Testing*. John Wiley & Sons Inc, E-book

Websites and eLearning Sources

1. [https://www.researchgate.net/publication/325844365_INTRODUCTI
ON_TO_COUNSELING](https://www.researchgate.net/publication/325844365_INTRODUCTI_ON_TO_COUNSELING)
2. [https://www.counsellingconnection.com/wp-
content/uploads/2013/03/The-Counselling-Relationship-3.pdf](https://www.counsellingconnection.com/wp-content/uploads/2013/03/The-Counselling-Relationship-3.pdf)
3. <https://counsellingtutor.com/basic-counselling-skills>

Course Outcomes		
CO No.	CO-Statements	Cognitive Levels (K-Level)
	On successful completion of this course, students will be able to	
CO1	recall the fundamental concepts of counselling.	K1
CO2	understand emotional problems with their sources and developabilities to deal with them.	K2
CO3	develop listening skills for effective communication.	K3
CO4	describe different schools of counselling and construct one's style of counselling.	K4
CO5	differentiate the problems and issues to attain workable solutions.	K5
CO6	apply psychological theory in the helping process.	K6

Relationship Matrix											
Semester	Course Code		Title of the Course						Hours		Credits
4	23PHR4CC11		Core Course - 11: Managerial Counselling						6		6
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	3	3	3	2	3	3	2.6
CO2	2	3	2	3	3	3	3	2	3	3	2.7
CO3	2	2	3	2	3	3	3	2	3	2	2.5
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	2	2	3	2	3	3	3	2	3	2	2.5
Mean Overall Score											2.5 (High)

Semester	Course Code	Title of the Course	Hours/Week	Credits
4	23PHR4CC12	Core Course - 12: Performance Management	6	5

Course Objectives
To gain a working knowledge of performance management systems.
To equip students with appropriate terminologies.
To apply the practices regarding performance management in Industries
To acquaint the students with the various methods, process and strategies used to measure performance employees
To develop High Performance team for leading organizations

UNIT I: Basic Concepts (18 Hours)

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

UNIT II: Performance Appraisal Process (18 Hours)

Performance appraisal- stages- characteristics- implementation, how to conduct a performance appraisal- where, how and whom to be covered, HR Role in Performance Appraisal; performance appraisal system - training, monitoring, steps and Performance Standards- defining & setting.

UNIT III: Performance Evaluation (18 Hours)

Performance Measurements - purpose 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, HR score card; Recent methods-computerized appraisal process, Designing e-Appraisal Forms; electronic performance monitoring, assessment centers and KPI(key performance indicator)and KRA (key result areas). Employee assessment system - Criteria for evaluating performance of junior level managers, middle level managers and top level managers;

UNIT IV: Performance Management & Issues (18 Hours)

Performance Management- Principle, ethics, benefits, skills-Characteristics of Effective Performance Management; Performance Management issues - problems with rating scales, measures to avoid pitfalls, how to handle defensive employee and to provide constructive criticism; legal and ethical issues for written warning; Designing Reward System, Characteristics of an Effective Performance Reward Plan.

UNIT V: Performance Development (18 Hours)

Performance development-meaning, purpose, planning; performance development review- performance review meeting - Performance review issues, performance development training- Managing continuous learning, Coaching, Mentoring and counselling; Appraisal Interview-types, skills and process; managing under-performers.

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

1. Armstrong, M., & Angela, B. (2017). *Performance Management*. Jaico Publishing House. (Unit1: Chapter1-4; Unit 3: Chapter 15 and18; Unit 5: Chapter 12, 19,20 and 21)
2. Pattanayak, B. (2019). *Human Resource Management*. Prentice Hall of India Private Limited. (Unit2: Chapter 8 and 9; Unit 2: Chapter 8; Unit 3: Chapter8 and 11; Unit4: Chapter 8; Unit 5: Chapter 8)
3. Dessler, G., & Varkkey, B.. (2018). *Human Resource Management*. Pearson Education Inc, Dorling Kindersley Pvt. Ltd. (Unit1 to 5: Chapter 9)

Books for Reference

1. Cardy, R. (2014). *Performance Management*. Prentice Hall of India, Private Limited.
2. Jyothi, P., & Venkatesh, D. N. (2018). *Human Resource Management*. OUP.
3. Neale, F.. (2015). *Hand Book of Performance Management*. Jaico Publishing House.
4. Rao, T. V. (2005). *Performance Management and Appraisal Systems*. Sage Publishers.
5. Suri, G. K. (2008). *Performance Measurement and Management*. Excel Publications.

Course Outcomes		
CO No.	CO-Statements	Cognitive Levels (K - Level)
	On successful completion of this course, students will be able to	
CO1	understand the basic ideas of performance and the way it is managed.	K1
CO2	outline the difference between performers and underperformers and its impact in an organisation.	K2
CO3	classify the various techniques of performance appraisal in the emerging competitive HR scenario.	K3
CO4	categorize their decision by sharing enriched skills and knowledge in Performance management issues with the HR professionals.	K4
CO5	evaluate the possibilities to become committed performance appraiser	K5
CO6	construct new performance measurement systems by carrying out research in the current HR environment.	K6

Relationship Matrix											
Semester	Course Code			Title of the Course						Hours	Credits
4	23PHR4CC12			Core Course - 12: Performance 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	2	2	2	3	2	2	2	2	3	2	2.2
CO2	3	2	3	2	3	3	2	3	2	3	2.6
CO3	2	3	3	2	2	2	3	3	2	2	2.4
CO4	2	2	3	3	3	2	2	3	3	3	2.6
CO5	3	2	3	2	3	3	2	3	2	3	2.6
CO6	3	2	2	3	3	2	2	3	3	2	2.5
Mean Overall Score											2.5 (High)

Semester	Course Code	Title of the Course	Hours/Week	Credits
4	23PHR4CC13	Core Course - 13: Corporate Social Responsibility	7	5

Course Objectives
To understand concepts and techniques used in the CSR
To give in-depth knowledge in the emerging global CSR
To facilitate students to participate in the debates on CSR and business ethics
To develop skills in solving CSR related problems by using various government regulations
To familiarize various CSR contexts

UNIT I: CSR -Introduction (21 Hours)

CSR: 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 (21 Hours)

CSR - international context: 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.

UNIT III: CSR in Terms of Business Ethics (21 Hours)

Meaning, sources and the need for business ethics, ethical theories: consequentialist & non-consequentialist, techniques of business ethics management: 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 (21 Hours)

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

UNIT V: Govt Regulation & Business Ethics, Govt as Stakeholder (21 Hours)

Government, Regulation and Business Ethics Government as Stakeholder: Ethical issues in the relation to business and government, Globalization and business- government relations, corporate citizenship and regulation. Companies Act 2013, Provisions of CSR in it.

Teaching Methodology	PPT, Videos, Role Play, Case studies
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Book for study

- Crane, A., & Matten, D. (2015). *Business Ethics*. Oxford University Press.
(Unit 1: Chapter1,3) (Unit 2: Chapter 6) (Unit 3: Chapter 8, 9) (Unit 4: Chapter 10)
(Unit 5: Chapter11)

Books for Reference

- Agarwal, K. S. (2016). *Corporate Social Responsibility in India*. Response Books.
- Aswathappa, K. (2016). *International Business*. Tata McGraw Hill Education Pvt. Ltd.

Course Outcomes		
CO No.	CO-Statements	Cognitive Levels (K-Level)
	On successful completion of this course, students will be able to	
CO1	remember the basic concepts in CSR and its need through assignment, guest lectures and association meetings.	K1
CO2	describe the ethical theories and enable them practice to be corporate citizens and committed HR professionals.	K2
CO3	discover the value orientation of 2% of the net profit by sharing with the local community of people.	K3
CO4	examine the role of MNCs, Indian companies that are MNCs and Government as a prime player in doing business.	K4
CO5	generate skills through CSR trainings in developing CSR Projects for empowering Civil Society Organizations (CSOs).	K5
CO6	create new ways in implementing Government regulation with ethical values.	K6

Relationship Matrix											
Semester	Course Code			Title of the Course						Hours	Credits
4	23PHR4CC13			Core Course - 13: Corporate Social Responsibility						7	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	3	2	3	2	2	2	2	2.4
CO3	3	2	3	2	2	2	3	2	2	2	2.3
CO4	2	3	2	3	2	2	3	2	2	3	2.4
CO5	3	2	2	2	3	2	3	2	2	3	2.4
CO6	3	2	2	2	3	2	3	2	2	3	2.4
Mean Overall Score											2.4 (High)

Semester	Course Code	Title of the Course	Hours/Week	Credits
4	23PHR4ES04A	Elective - 4: Entrepreneurship Development	5	4

Course Objectives
To acquire skills required to start and manage a business.
To highlight the need for entrepreneurship and to familiarize the growth of entrepreneurship in India.
To expose the students regarding the assistance from financial Institutions and Government.
To classify the different types of business in which the entrepreneurs will act.
To explore the latest trends in entrepreneurship.

UNIT I: Introduction to Entrepreneur (15 Hours)

Entrepreneur: Meaning; Functions, Types, an emerging class, Entrepreneurship - Meaning need, importance and Evolution of entrepreneurship; The entrepreneurial Culture; Stages in entrepreneurial process; Barriers to entrepreneurship.

UNIT II: Creativity & Innovation (15 Hours)

Creativity and Innovation: Exercises on Creativity, Sources of New Ideas, Ideas into Opportunities. Creative problem-solving techniques: Brainstorming, Synaptic and Value Analysis. Innovation and Entrepreneurship: Profits and Innovation, Globalization, Modules of Innovation, Sources and Transfer of Innovation, Why Innovate, What Innovation, How to Innovate, Who Innovates.

UNIT III: Business Planning Process (15 Hours)

Meaning of business plan, Business plan process, Advantages of business planning, Marketing plan, Production/operations plan, Organizational plan and financial plan. Final project report with feasibility study, preparing a model project report for starting a new venture and licensing procedure.

UNIT IV: Funding Agency (15 Hours)

Funding agency: Institutions supporting entrepreneurs Small industry financing in developing countries, overview of financial institutions in India, Central level and state level institutions, SIDBI, NABARD, IDBI, SIDO, Indian Institute of Entrepreneurship, DIC and Single window. Latest Industrial policy of Government of India.

UNIT V: Family Business (15 Hours)

Family Business, Importance, Types, History, Responsibilities and rights of shareholders of a family business, Succession in family business, Pitfalls of the family business, strategies for improving the capability of family business, Improving family business performance, role of family business in national economy.

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

- Poornima, C. (2017). *Entrepreneurship Development - Small Business Enterprise*, Pearson Education.
(Unit-1, Unit-2-Chapter-3,5,9)
- Robert, D. H., Michael, P. P., & Dean, A. S. (2017). *Entrepreneurship*, (6th Ed.). The McGraw - Hill Companies.
(Unit-3,4,5-Chapter-15,20,22,29)

Books for Reference

- Manimala, M.J. (2016). *Entrepreneurship theory at crossroads*. Biztantra.
- Desai, V. (2016). *Entrepreneurial Development and Management*. Himalaya Publishing House.
- Kurakto. (2016). *Entrepreneurship - Principles and practices*, (7th Ed.). Thomson Publications.

Course Outcomes		
CO No.	CO-Statements	Cognitive Levels (K-Level)
	On successful completion of this course, students will be able to	
CO1	remember the basic concepts of Entrepreneur and Entrepreneurship.	K1
CO2	understand the marketing strategies for small businesses.	K2
CO3	apply their creativity and innovation to generate business ideas.	K3
CO4	analyse the viability of launching a new venture.	K4
CO5	evaluate the important components of business project report	K5
CO6	create the means through Entrepreneurial finance, technical Assistance and Entrepreneurial Development Agencies.	K6

Relationship Matrix											
Semester	Course Code			Title of the Course						Hours	Credits
4	23PHR4ES04A			Elective - 4: Entrepreneurship Development						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	3	2	2	2	3	2	2	3	2	2.3
CO2	3	3	3	3	2	3	2	2	3	3	2.7
CO3	3	3	3	3	2	3	3	3	2	2	2.7
CO4	3	3	2	2	2	3	2	2	3	3	2.5
CO5	3	3	2	2	2	3	2	2	3	2	2.4
CO6	3	3	2	2	2	3	2	2	3	2	2.4
Mean Overall Score											2.5 (High)

Semester	Course Code	Title of the Course	Hours/Week	Credits
4	23PHR4ES04B	Elective - 4: Human Resource Development and Planning	5	4

Course Objectives				
To understand the nature and process of HR Development				
To adopt the different Strategies used in HR learning and development				
To induce the leadership and mentoring skills among students				
To implement the evaluation of the development program				
To know about the emerging trends in learning & development.				

UNIT I: Introduction to HRD (15 Hours)

HRD-meaning, philosophy and significance. HRD-climate, matrix, functions. HRD as a system, HRD in changing scenario. Human Resource System designing. Role Analysis and Role effectiveness. HRSD -key performance areas. Roles & Competencies of HRD Professionals

UNIT II: HRD Modules (15 Hours)

HRD modules: performance appraisal, training and development, promotion and motivation, career planning; performance development - Development oriented appraisal system, Interpersonal feedback and performance counselling. Work Force Mapping- Age and Grade Distribution Mapping.

UNIT III: HRD Needs Assessment (15 Hours)

Purpose of Need Assessment, Different Level of Need Assessment (Personal / Task / Organizational /Strategic) Prioritizing HRD Needs and Designing Effective HRD Programs. HRD Interventions-objectives, Make -Versus-Buy Decision, Selecting the Trainer, Preparing a Lesson Plan, Selecting Training Methods, Preparing Training Materials and Scheduling HRD Programs.

UNIT IV: HRD Program Evaluation (15 Hours)

HRD Evaluation- purpose, Models and Frameworks of Evaluation, Accessing the Impact of HRD Programs; Different Approaches for Evaluation - ROI, HREI, Human Capital Measurement and HR Profit Center. Training Evaluation Process- Data Collection for HRD Evaluation and Ethical Issues Concerning Evaluation.

UNIT V: HRD Challenges (15 Hours)

HRDchallengesin22ndcentury, HR outsourcing, human resource audit, human response development, human resource accounting and future of HRD. Global Perspectives of HRD-Current and Future International Trends in HRD and Cultural Diversity Management.

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

1. Prasad, L. M. (2017). *Human Resource Development*. Sultan Chand & Sons.
(Unit-1, Unit-2-Chapter-3,5,9)
2. Ghosh, P. K. (2017). *Strategic HR Planning and Management*. Sultan Chand & Sons.
(Unit-3,4,5-Chapter-15,20,22,29)

Books for Reference

1. Armstrong, M. (2016). *A hand book on Human Resource Development*. Kogan page limited, Oxford University Press
2. Desai, V. (2016). *Human Resource Development and Management*. Himalaya Publishing House.

Course Outcomes		
CO No.	CO-Statements	Cognitive Levels (K-Level)
	On successful completion of this course, students will be able to	
CO1	remember the basic concepts of Human Resource Development.	K1
CO2	discuss the Human Resource Development Modules.	K2
CO3	classify the training methods used to develop the human resources of an organisation.	K3
CO4	investigate the potential appraisal and its impact on organizational development.	K4
CO5	justify their decision by sharing their enriched skills and knowledge in HRD with the HR professionals.	K5
CO6	synthesize new learning techniques by carrying out research in current HRD	K6

Relationship Matrix											
Semester	Course Code			Title of the Course						Hours	Credits
4	23PHR4ES04B			Elective - 4: Human Resource Development and Planning						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	3	2	2	2	3	2	2	3	2	2.3
CO2	3	3	3	3	2	3	2	2	3	3	2.7
CO3	3	3	3	3	2	3	3	3	2	2	2.7
CO4	3	3	2	2	2	3	2	2	3	3	2.5
CO5	3	3	2	2	2	3	2	2	3	2	2.4
CO6	3	2	2	3	2	3	3	3	2	2	2.5
Mean Overall Score											2.5 (High)

Semester	Course Code	Title of the Course	Hours/Week	Credits
4	23PHR4PW01	Project Work and Viva Voce	6	5

Course Objectives
To gain a working knowledge of project work.
To equip students with appropriate research terminologies.
To apply the research practices regarding project work in Industries
To acquaint the students with the various methods, process, SPSS applications and strategies used to carry out project work
To develop project work reports in accordance with industrial needs.

UNIT I: Introduction (18 Hours)

Introduction to the topic of study, the definition of the topic, meaning, theories, scope, importance, principles, objectives, steps, characteristic features, benefits, dimensions, advantages and disadvantages, factors influencing the topic of the study and conceptual framework of the study.

UNIT II: Review of Related Research & Profile of Study Area (18 Hours)

Review of Related Research-collecting information from the previous research study, information based on the regional study - national study-international study, information to be recorded in the thematic sequences- chronological sequences, collect information only for the past 10 years. Profile of the Study Area (industry/organization) - Origin & location, Administration, Quality policy, Taxes, Duties & Chess, Price Structure, Institutional loan, Management Structure, HRM Dept.-Wage & Salary Administration, Recruitment & Selection, T & D Programme, Labour Welfare Measures, Disciplinary procedure, Employee service register, I R functions, Public relation functions, Performance measurement, CSR activities, labour codes.

UNIT III: Research Methodology (18 Hours)

Define Research, the meaning of research, Statement of the research problem, Pilot study, feasibility study, Title of study, Significance of the study, choosing Research design, formulating Objectives of the study and Research hypotheses, Research question, research gap, Population of the study (finite), universe of the study (infinite), Data collection (Primary & Secondary), Sampling procedure (unit, frame, size), Tools of data collection, Pre - Testing of the tool, Statistical application of testing, Difficulties encountered and Limitations of the study.

UNIT IV: Data Analysis and Interpretation (18 Hours)

Classification of the collected data into completed and non-completed, codification of data, tabulation of data, data analysis through percentage analysis/ratio analysis, testing the hypothesis through parametric and non-parametric tests - Using different software, inference from data analysis and interpretations.

UNIT V: Findings, Suggestion & Conclusion (18 Hours)

General finding of the study, tables related finding, findings from hypothesis testing, researcher's suggestions based on the research study (to be in paragraph), the conclusion arrived from the study (minimum a page), Summary of the study. Appendix: Bibliography/Reference - in alphabetical order, follow APA model of citation - books, journals, websites, include Questionnaire/questionnaire schedule, interview schedule and Statistical Tools used.

Teaching Methodology	Digital presentations, Group Discussion & Role Play, interviews with respondents.
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Books for Study

1. Kothari, C. R. (2000). *Research Methodology*. Viswa Prakasan.
(Unit-1,2-Chapter 4,5, 7)
2. Ahuja., & Ram. (2003). *Research Methods*. Rawat publication.
(Unit-3,4 -Chapter-7, 9,11)
3. Dooley., & David. (1997). *Social Research Methods*. Prentice Hall.

Books for Reference

1. Kumar, R. (2002). *Methodology & Social Science Research*. Book Enclave.
2. Young, P. V. (2002). *Scientific Social Surveys and Research*. Macmillan Publication.
3. Panneerselvam, R. (2011). *Business Research Methodology*. Srivastava Publication.
4. Naresh, K. M. (2010). *Marketing Research: An Applied Orientation*. PHI.

Course Outcomes		
CO No.	CO-Statements	Cognitive Levels (K - Level)
	On successful completion of this course, students will be able to	
CO1	relate the gained knowledge with the fundamentals of project work	K1
CO2	discuss the methodologies of project work in the competitive HR scenario.	K2
CO3	illustrate the methodologies of project work to be used in a critical situation.	K3
CO4	compare and differentiate the traditional and modern analytical tools in the field of HRM.	K4
CO5	recommend sharing their enriched knowledge in research work with the HR professionals	K5
CO6	develop a research plan based on the informal description of the project.	K6

Relationship Matrix											
Semester	Course Code		Title of the Course							Hours	Credits
4	23PHR4PW01		Project Work and Viva Voce							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	2	2	2	2	2	2	2	2	2	2	2
CO2	2	2	2	2	2	2	2	2	2	2	2
CO3	3	3	3	2	2	3	3	3	2	2	3
CO4	2	2	2	3	3	2	2	2	3	3	2
CO5	3	3	2	2	3	3	3	2	2	3	3
CO6	2	2	2	3	3	2	2	2	3	3	2
Mean Overall Score											2.3 (High)

Semester	Course Code	Title of the Course	Hours/Week	Credits
4	23PHR4CE01	Comprehensive Examination	-	2

Course Objectives
To gain a working knowledge of various dimensions of HRM
To equip students with appropriate HR and its related terminologies.
To apply the counselling practices for Organizational development and CSR activities in Industries
To acquaint the students with the various labour codes, OB models, ED strategies
To manage performance in accordance with industrial needs.

UNIT I: HRM Functions, Research Design & Data Collection

HRM - Meaning, Objectives and Functions. Line and Staff views of HRM. Research Design-types; Data Collection-Primary methods and Secondary methods; Population; sampling - type.

UNIT II: OB & Counselling Interventions

Organizational behavior- objectives, Models, Hawthorne Experiments. Organizational Climate-Determinants. Counselling Interventions- Empathy, Listening and Responding; Performance Counselling and Counselling in Problem Situations

UNIT III: The Factories Code & Managerial Economics

The Factories Act, 1948: laws related to health, safety and welfare; working hours of adult; annual leave with wages; safety officer and welfare officer-functions and leave. Managerial Economics- Meaning; fundamental concepts - scarcity, Marginalism, opportunity cost, discounting, risk, uncertainty and profits.

UNIT IV: Performance & Wage Fixation

Performance - meaning, factors, performance appraisal - objectives and benefits; performance management-purpose, comparison between PA and PM, performance cycle-stages; Methods of Wage Fixation: Computation of wage and salary, Payment by-time rate, over time, piece rate, dearness allowance - fringe benefits.

UNIT V: CSR & ED

CSR in terms of business ethics: sources and need for business ethics, codes of ethics, social accounting. Business Planning -process and types, Family Business- Responsibilities and rights of shareholders of a family business. OD- Organizations as Planned Change.

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

1. Varshney., & Maheswari. (1999). *Managerial Economics*. Sultan Chand & sons.
Unit-1-Chapter 3, 5
2. Durai, P. (2010). *Human Resource Management*. Pearson Education Books.
Unit-2, 3 -Chapter 6,9,10
3. Mamoria, C. B. (2001). *Industrial Labour and Industrial Relations in India*. Kitab Mahal.
Unit-3, 4-Chapter 10, 15, 17
4. Cardy, R. (2004). *Performance Management*. Prentice Hall of India, private limited.
Unit-4, 5 - Chapter 18, 23, 29

Books for Reference

1. Habib-Ur-Rehman. (1988). *Managerial Economics*. Himalaya Publishing House.
2. Bhagoliwal. (1995). *Personnel Management and Industrial Relations*. Kitab Mahal Publishers.
3. Malik, P. L. (1995). *Hand book of Industrial Law*. Eastern Book House.
4. Cardy, R. (2004). *Performance Management*. Prentice Hall of India Pvt. Ltd.

Course Outcomes		
CO No.	CO-Statements	Cognitive Levels (K-Level)
	On successful completion of this course, students will be able to	
CO1	describe the principles and policies of various concepts from distinguished papers of HRM.	K1
CO2	comprehend to explain the concepts derived from various HRM papers.	K2
CO3	illustrate the various strategies of labour legislations in the emerging competitive HR scenario.	K3
CO4	identify the causes for behavioral and performance issues in an organization.	K4
CO5	assess new strategies by carrying out research in the current HR environment.	K5
CO6	generate, design and restructure definitions and ideas in the various area of Human Resource Management	K6

Relationship Matrix											
Semester	Course Code		Title of the Course						Hours	Credits	
4	23PHR4CE01		Comprehensive Examination						-	2	
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	2	2	2	2	2	2.0
CO2	3	3	2	2	3	3	3	2	2	3	2.6
CO3	3	3	3	2	3	3	3	3	2	3	2.8
CO4	2	2	3	2	3	2	2	3	2	3	2.4
CO5	2	3	3	2	3	2	3	3	2	3	2.6
CO6	2	3	2	2	3	2	3	2	2	3	2.4
Mean Overall Score											2.4 (High)