M A HUMAN RESOURCE MANAGEMENT

LOCF SYLLABUS 2025

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 TANSCHE 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 92 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.

Discipline Specific 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.

Research Methodology/IPR(RM): *It is a two-credit course offered in the third semester as a common program across disciplines within the school. It is designed to acquaint postgraduate learners with the research foundations and legal frameworks vital for innovation and entrepreneurship in technology and business.*

Open Elective Courses (OE): *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 open elective courses offered by other disciplines within the college, enhancing the diversity of their learning experience.*

Ability Enhancement Course (AEC): *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 (SEC): *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-Learning (SL): *A two-credit course designed to foster students' ability for independent and self-directed learning. There are* Three Self-Learning Courses:
- 'Global Citizenship Education' *a common online course offered to all PG students in Semester I on JosTEL.*
- *Compulsory MOOC on NPTEL-SWAYAM in Semester I or II*
- *A Department-Specific Self-Learning Course in Semester III on JosTEL*

Comprehensive Examination (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 three semesters (2 - 4). 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:

25	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 - Discipline Specific Elective

AE - Ability Enhancement Course

SL - Self-Learning

OE – Open Elective

PW - Project and Viva Voce

CE - Comprehensive Examination

OR - Outreach Programme

IS – Internship

RM – Research Methodology

EVALUATION PATTERN (PG)
Continuous Internal Assessment

Sl No	Component	Marks Allotted
1	Mid Semester Test	30
2	End Semester Test	30
3	*Two Components (15 + 20)	35
4	Library Referencing	5
	Total	**100**

Passing minimum: 50 marks

* *The first component is a compulsory online test (JosTEL platform) for 15 marks comprising 7 questions (1 mark) at K1 level and 4 questions (2 marks) at K2 level; The second component is decided by the course in-charge in accordance with the prescribed K levels.*

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)*	Mid Sem				1(2)	1*		$2 \times 10 = 20$
	End Sem					1(2)	1*	
							Total	**60**

* *Compulsory*

Question Paper Blueprint for Semester Examination

Duration: 3 Hours							Maximum Marks: 100
Section	**K levels**						**Marks**
	K1	**K2**	**K3**	**K4**	**K5**	**K6**	
A *(compulsory)*	10						$10 \times 1 = 10$
B *(compulsory)*		10					$10 \times 3 = 30$
C *(either…or type)*			5				$5 \times 6 = 30$
D *(3 out of 5)*				1(2)	1(2)	1*	$3 \times 10 = 30$
						Total	**100**

* *Compulsory*

Evaluation Pattern for One/Two-credit Courses

Title of the Course	CIA	Semester Examination	Final
• Ability Enhancement Course	20 + 10 + 20 = 50	50 *(Department)*	100
• Self - Learning Course (Dept. Specific) • Comprehensive Examination	25 + 25 = 50	50 *(CoE)*	100
• Internship • Self - Learning Course (Common) • Self - Learning Online Course (NPTEL / SWAYAM)	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:

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

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

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 for PG

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 for PG

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 imbibed 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.

M. A. Human Resource Management				
Programme Structure				
Semester	Specification	No. of Courses	Hours	Credits
1 – 4	Core Course	17	82	59
1 - 4	Core Practical	1	2	1
1, 3 & 4	Discipline Specific Elective	3	12	9
1 – 2	Open Elective	2	8	4
1	Ability Enhancement Course	1	2	1
1 – 3	Self-Learning	3	-	4
2	Skill Enhancement Course	1	4	2
3	Research Methodology	1	4	2
3	Internship	1	-	1
4	Project	1	6	3
4	Comprehensive Examination	1	-	2
2 – 4	Outreach Programme (SHEPHERD)	-	-	4
1 – 4	Extra Credit Course	4	-	12
	Total	**36**	**120**	**92 (12)**

**M. A. HUMAN RESOURCE MANAGEMENT PROGRAMME PATTERN**

			Course Details			**Scheme of Exams**		
Sem.	**Course Code**	**Course Type**	**Title of the Course**	**Hours**	**Credits**	**CIA**	**SE**	**Final**
I	25PHR1CC01	**CC Major**	**Core Course – 1:** Management Principles	5	4	100	100	100
	25PHR1CC02		**Core Course – 2:** Organizational Behaviour	6	4	100	100	100
	25PHR1CC03		**Core Course – 3:** Strategic Human Resource Management	5	4	100	100	100
	25PHR1CC04		**Core Course – 4:** Managing Interpersonal Effectiveness	4	3	100	100	100
	25PHR1ES01A	**DSE**	**Discipline Specific Elective – 1:** Managerial Economics	4	3	100	100	100
	25PHR1ES01B		**Discipline Specific Elective – 1**: Human Resource Development					
	25PHR1AE01	**AEC**	**Ability Enhancement Course:** Corporate Communication	2	1	100	-	100
	25PHR1OE01	**OE**	**Open Elective - 1 (WS):** Human Behaviour in Organization	4	2	100	100	100
	25PGC1SL01	**SL**	Global Citizenship Education (Online)	0	1	100	-	100
			Extra Credit Course	0	(3)			
			Total	**30**	**22 (3)**			
II	25PHR2CC05	**CC Major**	**Core Course – 5:** Labour Legislation - 1	5	4	100	100	100
	25PHR2CC06		**Core Course – 6:** Industrial Relation Management	6	4	100	100	100
	25PHR2CC07		**Core Course – 7:** Total Quality Management	4	3	100	100	100
	25PHR2CC08		**Core Course – 8:** HR Analytics (Internship Embedded Course)	3	3	100	100	100
	25PHR2CP01		**Core Practical – 1:** HR Analytics	2	1	100	100	100
	25PHR2CC09		**Core Course – 9:** Field Exposure - 1	2	1	100	100	100
	25PHR2OE02	**OE**	**Open Elective - 2 (BS):** Counselling and Guidance	4	2	100	100	100
	25PSS2SE01	**SEC**	**Skill Enhancement Course:** Soft Skills	4	2	100	-	100
	25PHR2SL02	**SL**	Online Courses: NPTEL / SWAYAM	0	2	-	100	100
			Extra Credit Course	0	(3)			
			Total	**30**	**22 (3)**			
III	25PHR3CC10	**CC Major**	**Core Course – 10:** Organizational Development	6	4	100	100	100
	25PHR3CC11		**Core Course – 11:** Research Methodology	6	4	100	100	100
	25PHR3CC12		**Core Course – 12:** Labour Legislation - 2	6	4	100	100	100
	25PHR3CC13		**Core Course – 13:** Global HRM and Cross-Cultural Management	4	3	100	100	100
	25PHR3ES02A	**DSE**	**Discipline Specific Elective – 2**: Compensation Management	4	3	100	100	100
	25PHR3ES02B		**Discipline Specific Elective – 2**: Accounting for Managers					
	25SMS3RM01	**RM**	Intellectual Property Rights	4	2	100	100	100
	25PHR3IS01	**IS**	Internship	0	1	100	100	100
	25PHR3SL03	**SL**	**Self-Learning:** Talent Management*	0	1	50	50	50
			Extra Credit Course	0	(3)			
			Total	**30**	**22 (3)**			
IV	25PHR4CC14	**CC Major**	**Core Course – 14:** Managerial Counselling	6	5	100	100	100
	25PHR4CC15		**Core Course – 15:** Performance Management	6	4	100	100	100
	25PHR4CC16		**Core Course – 16:** Corporate Social Responsibility	6	4	100	100	100
	25PHR4CC17		**Core Course – 17:** Field Exposure - 2	2	1	100	100	100
	25PHR4ES03A	**DSE**	**Discipline Specific Elective – 3:** Entrepreneurship Development	4	3	100	100	100
	25PHR4ES03B		**Discipline Specific Elective – 3:** Marketing Management					
	25PHR4PW01	**PW**	Project	6	3	100	100	100
	25PHR4CE01	**CE**	Comprehensive Examination*	0	2	50	50	50
			Extra Credit Course	0	(3)			
			Total	**30**	**22 (3)**			
I-IV	25PCW4OR01	**OR**	Outreach Programme	0	4			
			Total (Four Semesters)	**120**	**92 (12)**			

*For Grade Calculation: Marks obtained out of 50 will be converted into 100 in the mark statements.

Open Elective - 1 (WS): 1st Semester

School	Course Code	Title of the Course
SMS		
Commerce	25PCO1OE01	Supply Chain Management
Commerce Computer Application	25PCC1OE01	Financial Planning and Wealth Management
Counselling Psychology	25PCP1OE01	Organizational Behavior
Economics	25PEC1OE01	Labour Economics
Human Resource Management	25PHR1OE01	Human Behaviour in Organization

Open Elective – 2 (BS): 2nd Semester
Offered to students from other Schools

School	Course Code	Title of the Course
SBS		
Botany	25PBO2OE02	Sustainable Horticulture and Urban Landscaping
Biochemistry	25PBI2OE02	First Aid Management
Biotechnology	25PBT2OE02	Food Technology
SCS		
Artificial Intelligence and Machine Learning	25PAI2OE02	Cyber Security
Computer Science	25PCA2OE02A	Web Design
	25PCA2OE02B	Cyber Security
Information Technology	25PCS2OE02	Recent Trends in Computing
Data Science	25PDS2OE02	Discrete Mathematics
Mathematics	25PMA2OE02	Operations Research
Visual Communication	25PVC2OE02	Women and Media
SLAC		
English	25PEN2OE02	English for Digital Media
History	25PHS2OE02	Public Administration
Tamil	25PTA2OE02	விளம்பரக்கலை (Art of advertising)
SMS		
Commerce	25PCO2OE02	Basics of Tally Prime
Commerce Computer Application	25PCC2OE02	Behavioural Dynamics and Psychology
Counselling Psychology	25PCP2OE02	Artificial Intelligence in Psychology
Economics	25PEC2OE02	Managerial Economics
Human Resource Management	25PHR2OE02	Counselling and Guidance
SPS		
Chemistry	25PCH2OE02	Chemistry of Health and Nutrition
Electronics	25PEL2OE02	Computer Hardware and Networks
Physics	25PPH2OE02A	Physics for Competitive Exams
	25PPH2OE02B	Nanoscience

Semester	Course Code	Title of the Course	Hours	Credits
1	25PHR1CC01	**Core Course - 1:** Management Principles	5	4

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: Concepts of Management   **(15 Hours)**

Management - Definition, Functions, Principles, Roles and Skills. Distinction between Management and Administration. Indian Management Thoughts

Unit–II: Development of Management Thought   **(15 Hours)**

Classical Approach - Contributions of Adam Smith, F. W. Taylor and Gilbreths towards Scientific Management. Contributions of Max Weber and Henry Fayol towards Administrative Management. **Human Resource Approach** - Contributions of Elton Mayo, McGregor towards Behavioural Management. **Modern Approach** - Contributions of Peter Drucker, Chester Barnard, Open systems, Contingency theory and Z theory.

Unit–III: Planning & Organizing   **(15 Hours)**

Planning - Meaning, Objectives, Steps, Types and Importance. **Organizing -** Organizational structure, Departmentalization, Span of Management, Delegation, Centralization and Decentralization. **Decision making -** Meaning, Steps, Techniques

Unit–IV: Directing & Coordinating   **(15 Hours)**

Direction - Meaning, Principles and Techniques. **Supervision - D**efinition, Functions, Importance and Qualities of Supervisor. **Coordination -** Concept, Types, Techniques, Steps for effective Coordination. **Communication -** Process, Barriers and Tips for effective Communication.

Unit–V: Controlling   **(15Hours)**

Controlling - Meaning, Steps, Areas, Resistance and Effectiveness of managerial controlling systems. **Techniques of controlling -** General techniques, Special techniques and Advanced Techniques. **Benchmarking** – Definition, Levels and Phase. **Inventory Management** – Definition, Lead time influences on Inventories.

Teaching Methodology	PPT, Videos, Role Play, Case studies
Assessment methods	Tests, Assignments, Presentations

Books for Study:
1. Prasad, L.M (2018), *Principles and Practice of Management*, New Delhi, Sultan Chand and Sons. (**Unit-I**: *chapter 1 and 3*; **Unit-II**: *chapter 4,11, 12 and 26*; **Unit-III**: *Chapter 22 and 16;* **Unit-IV**: *chapter 24 and 25*; **Unit-V**: *chapter 27 and 28*)
2. Fred Luthans (2016) *Organisational Behaviour*, New Delhi, Mcgraw Hill Publishers, (**Unit III**) *Chapters 3,4,5*
3. Steven L Mcshane, Mary Ann Von Glinow, Radha R Sharma (2014) *Organisational Behaviour: Emerging Knowledge and Practice for the Real World*, TMH (**Unit-5**)

Books for Reference:
1. Stoner& Freeman (2002), *Management*, New Delhi, PHI
2. Prahalad. C. K, (2014) *Future at the bottom of pyramid*, Wharton school Publishing
3. Davis &Newstrom, 2015, *Organisational Behaviour*, New Delhi, McGraw Hill Publishers.

Website and e-Learning Source:
1. https://byjus.com/commerce/henri-fayol-14-principles-of-management/
2. https://ncert.nic.in/textbook/pdf/lebs102.pdf

CO No.	CO–Statements	Cognitive Levels (K–Levels)
	On successful completion of this course, students will be able to	
CO – 1	Remember the basic concepts and functions of Management.	K1
CO – 2	Understand the planning process of an organization.	K2
CO – 3	Apply the different Organisational Structure based on the size of the organization.	K3
CO – 4	Implement the direction techniques through the sub functions of Leadership, Motivation, Supervision and Communication	K4
CO – 5	Synthesize those concepts into various Controlling techniques of an organization.	K5
CO – 6	Analyze the effective management control system.	K6

Relationship Matrix											
Semester	**Course Code**	**Title of the Course**							**Hours**	**Credits**	
1	25PHR1CC01	Core Course - 1: Management Principles							5	4	
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Scores of Cos
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO-1	1	1	1	2	2	2	2	1	3	3	1.8
CO-2	3	2	2	3	2	3	2	2	2	2	2.3
CO-3	3	2	2	3	3	3	2	2	3	3	2.6
CO-4	3	3	2	3	2	3	3	3	3	3	2.5
CO-5	3	3	2	2	2	3	3	2	2	2	2.4
CO-6	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	Credits
1	25PHR1CC02	**Core Course - 2:** Organizational Behaviour	6	4

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 1: 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 2: 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 and Indian values system.

Unit 3: 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 4: 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 5: 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
Assessment methods	Tests, Assignments, Presentations

Books for Study:
1. Stephen P.Robbins, Organizational Behaviour, 15th Edition Personal education, New Delhi, 2013.
2. Fred Luthans, Organization behaviour, 12th edition, TATA McGraw Hill.

Books for Reference:
1. Hell Reigel, Slocum and Woodman, organization behaviour, south western, Thomson learning, 9th Edition.
2. R.S. Dwivdi, Human Relations and Organizational Behaviour, 5th edition, Englewood Cliffs, Prentice Hall 1995.
3. Staw, B. M. Psychological Dimensions of Organizational Behaviour, 3rd edition, Engle wood Cliffs, Prentice Hall 1995.

4. Steven L. Mc. Shane, Mary Ann von Glinow, Organizational Behaviour, 7th edition, Tata Mc.Graw Hill.
5. Hersey & Blanchard: Management of Organizational Behaviour, 10th Edition, and PHI.

Website and e-Learning Source:
1. https://mdu.ac.in/UpFiles/UpPdfFiles/2021/Jul/4_07-01-2021_12-32-15_Organizational%20Behaviour.pdf
2. https://www.hbs.edu/ris/Publication%2520Files/98-115_2dcf4172-0442-416c-a6a9-2a6edf6c0d33.pdf
3. https://online.hbs.edu/blog/post/organizational-change-management
4. https://www.uakron.edu/armyrotc/ms1/14.pdf
5. https://online.hbs.edu/blog/post/what-is-organizational-leadership

	Course Outcomes	
CO No.	**CO–Statements** On successful completion of this course, students will be able to	**Cognitive Levels (K–Levels)**
CO – 1	To know how the individual difference will affect the organization performance.	**K1**
CO – 2	To analyze the learning approaches and attitudes - behaviour relationship	**K2**
CO – 3	To apply motivational theories in practice to motivate employees	**K3**
CO – 4	To ethically use the power in the appropriate place in the organization	**K4**
CO – 5	To make employees use the strategies for overcoming workplace stress	**K5**
CO – 6	To enhance the employees to learn about values, attitudes and power.	**K6**

Relationship Matrix											
Semester	**Course Code**		**Title of the Course**							**Hours**	**Credits**
1	**25PHR1CC02**		**Core Course - 2:** Organizational Behaviour							6	4
Course Outcomes (COs)	**Programme Outcomes (POs)**					**Programme Specific Outcomes (PSOs)**					**Mean Score of Cos**
	PO–1	**PO–2**	**PO–3**	**PO–4**	**PO–5**	**PSO–1**	**PSO–2**	**PSO–3**	**PSO–4**	**PSO–5**	
CO–1	3	2	2	3	2	3	2	3	2	3	2.5
CO–2	3	3	2	2	2	3	2	2	2	2	2.3
CO–3	3	2	3	2	3	2	3	2	2	2	2.4
CO–4	2	3	2	2	2	2	2	2	2	3	2.2
CO–5	3	2	2	2	2	2	2	2	2	2	2.1
CO-6	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	Credits
1	25PHR1CC03	**Core Course - 3:** Strategic Human Resource Management	5	4

Course Objectives
To understand the core concepts, principles, and frameworks of Human Resource Management (HRM).
To examine the strategic role of HR systems in aligning with organizational goals.
To develop skills for applying SHRM approaches in various business contexts.
To analyse and implement competitive compensation and performance evaluation practices.
To integrate emerging trends and innovations in HRM.

UNIT I: Introduction (15 Hours)

Definition of HRM, Objectives, Importance, Nature, Scope, Role, and Qualities of an HR Manager. Human Resource Planning - Meaning, Definition, Importance, Factors affecting HRP, Process involved in HRP. Job Analysis, Need for Job Analysis, Steps in Job Analysis, Job Description and Specification. Ancient Indian Perspectives on Human Resource Management – Chanakya's Arthashastra and its relevance in HR practices today.

UNIT-II: Procurement and Development Function (15 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 for Training and Development, Inputs in Training, Training Process. Traditional Indian Learning Systems – Gurukul system and its relevance in training and leadership development.

UNIT III: Maintenance Function (15 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 (15 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 contexts. Investment perspective of SHRM, Porter's 5P's model.

UNIT V: Aligning HR Systems with Business Strategy and Evaluating HR Function

(15 Hours)

Sustained Competitive Advantage, How HR Adds value to the firm, HR as a 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 company-wide HR standards, HRM leading strategy formulation. Alternative HR Systems; Universalistic, Contingency, Configuration, Congruence, and Integrated HR Systems. Evaluation of HR function - Approaches to evaluation; HR Scorecard, Benchmarking, HR Accounting.

Teaching Methodology	PPT, Videos, Role Play, Case Studies.
Assessment Methods	Case study analysis and presentations, Quizzes and multiple-choice questions (MCQs), Group discussions and role plays, Research-based assignments on SHRM and IKS-based HR practices, Industry interaction and project reports.

Books for Study:
1. Ashwatappa, K. (2013). Human resource management: Text and cases, (7th Ed.). McGraw Hill Education.
2. DeCenzo, D. A., Robbins, S. P. & Verhulst, S. L. (2016). Fundamentals of human resource management.
3. Greer, C. R. (2003). Strategic human resource management. Pearson Education.

4. Mello, J. A. (2002). Strategic human resource management. Thompson Learning.
5. Sharma, R. (2019). Ancient Indian Management Practices. Oxford University Press.

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

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

CO No.	Course Outcomes	Cognitive Levels (K–Levels)
	CO–Statements On successful completion of this course, students will be able to	
CO – 1	Understand and apply the core concepts of HRM.	**K1**
CO – 2	Gain competency in recruiting and selecting the right workforce.	**K2**
CO – 3	Implement Performance Evaluation and Compensation Strategies effectively.	**K3**
CO – 4	Develop employability skills essential for workplace success.	**K4**
CO – 5	Establish a strategic link between business objectives and HRM.	**K5**
CO – 6	Recommend strategic HR solutions for organizational excellence.	**K6**

Relationship Matrix											
Semester	**Course Code**	**Title of the Course**								**Hours**	**Credits**
1	**25PHR1CC03**	**Core Course - 3:** Strategic 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	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	Credits
1	25PHR1CC04	**Core Course - 4:** Managing Interpersonal Effectiveness	4	3

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: Personal Effectiveness (12 Hours)

Understanding of self-JOHARI Window - Attitude: steps to build positive attitude - Self Esteem - Subconscious Mind and Habits.

Unit-II: Interpersonal and Group Effectiveness (12 Hours)

Interpersonal relationship skill-Building a positive personality, Goal setting- Success strategies - Values and Vision - Team Building

Unit–III: Private Victory (12Hours)

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–IV: Public Victory (12 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–V: Continuous Renewal (12 Hours)

Sharpen the Saw: Four dimensions of renewal, balance in renewal synergy, synergy in renewal, the upward spiral.

Teaching Methodology	Chalk & Talk, Digital Presentation, Group Discussion & Role Play
Assessment Methods	Tests, Assignments, Presentations

Books for Study:
1. Shiv Khera. You Can Win. Macmillan. (Unit 1 & 2)
2. *Covey R. Stephens, (2014), *The Seven Habits of Highly Effective People*, Simon & Schuster Publications, London, (Unit–3,4 &5)*

Books for Reference:
1. Luthans, Fred, (2016), *Organisational Behaviour*, Tata McGraw Hill Publishers. New   Delhi

Websites and eLearning Sources:
1. https://www.bdu.ac.in/cde/SLM/MBA/MBA%20IV%20Semester/ELECTIVES/HR/Managing%20Interpersonal%20Effectiveness.pdf
2. https://www.scribd.com/document/436133218/MANAGING-INTERPERSONAL-EFFECTIVENESS-pdf
3. https://www.ifheindia.org/dlp/selflearningmaterial2021/Book/10.5%20Business%20Communication%20Block%205.pdf

Course outcome

CO No.	CO–Statements On successful completion of this course, students will be able to	Cognitive Levels (K–Levels)
CO–1	Understand the different types of business correspondence.	**K1**
CO–2	Comprehend knowledge about the effectiveness of a successful manager.	**K2**
CO–3	Prepare a concrete action plan for their future based on their learnings on managing interpersonal effectiveness.	**K3**
CO–4	Apply the acquired basic career skills and enhance employability skills.	**K4**
CO–5	Practice the seven essential habits of highly effective people.	**K5**
CO-6	Improve their professional skills and exhibit them in their daily functions.	**K6**

Relationship Matrix

Semester	Course Code	Title of the Course				Hours		Credits
1	**25PHR1CC04**	**Core Course - 4:** Managing Interpersonal Effectiveness				**4**		**3**

Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of Cos
	PO–1	**PO–2**	**PO–3**	**PO–4**	**PO–5**	**PSO–1**	**PSO–2**	**PSO–3**	**PSO–4**	**PSO–5**	
CO–1	3	2	3	2	2	2	2	2	3	2	**2.3**
CO–2	3	2	2	3	2	3	2	2	3	3	**2.5**
CO–3	3	3	2	2	2	3	2	2	2	3	**2.4**
CO–4	3	2	2	2	2	3	2	2	2	2	**2.2**
CO–5	3	3	2	3	3	3	2	2	3	3	**2.7**
CO-6	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	Credits
1	25PHR1ES01A	**Discipline Specific Elective – 1:** Managerial Economics	4	3

Course Objectives
To equip the students with the basic terms of managerial economics.
To extend their analytical skills in the fundamental concepts of managerial economics and its managerial implications in human resources.
To understand the practical nature of demand, supply, pricing and Indian economic policies
To interpret the importance of trade policies and its impact on human resources in an organization.
To give in-depth knowledge in emerging global trends in business environment and various macroeconomic management

Unit – I: INTRODUCTION & BASIC CONCEPTS   (12 Hours)
Meaning and scope of managerial economics - fundamental concepts - scarcity, Marginalism, opportunity cost - discounting - profits – optimization - risk and uncertainty.

Unit – II: DEMAND & SUPPLY CONCEPTS   (12 Hours)
Demand – types, Demand decisions – demand analysis, demand elasticity, demand distinction, demand forecasting and Uses of elasticity of demand. Supply, Supply analysis - determinants of supply - elasticity of supply and its uses for managerial decision making.

Unit – III: INPUT & OUTPUT FUNCTIONS   (12 Hours)
Input and output decisions - Production function, law of variable proportion - Law of Diminishing returns - ISO quants - optimal product mix - cost - nature, determinants, types and revenue functions - BEP and its applications, Relationship between cost and production function.

Unit – IV: PRICING   (12 Hours)
Price and output decisions - market environment - market research – price and output determination - price under different markets - Perfect competition, Monopoly, Duopoly, Monopolistic competition, Oligopoly. Pricing decisions and Price forecasting - nature of commodity, characteristics of price changes – minimum support price.

Unit – V: RECENT AND INDIAN ECONMICE POLICIES   (12 Hours)
The new economic policy of 1991- Liberalization, Globalization and Privatization – GATT - WTO – IMF - intellectual property. India's trade policy and foreign exchange management in India. Demonetization - effect and consequences of GST.

Teaching methodology	PPTs, Chalk and Talk, Case Analysis
Assessment Methods	Seminar, Snap Test, Group work

Books for Study:
1. Varshney and Maheswari, 2018, *Managerial Economics*, New Delhi: Sultan Chand and Sons, [**Unit I**: Chapter1, 2, 25 & 32] [**Unit-II:** Chapter 4, 5, 6 & 7] [**Unit– III**: Chapter 8, 9, 28, 30 & 36] [**Unit–IV:** Chapter 14, 16, 19, 20, 21, 22, 23 & 24]
2. Jhingan, M.L and Stephen, J.K. (2013). *Managerial Economics* (2nd edition, reprint). New Delhi: Vrinda Publications. [**Unit-5:** *Chapter23*]
3. Petersen, H, C., Lewis, W.C. & Jain, S.K. (2008). *Indian Economy: Developments and Challenges.* New Delhi: Pearson Education [**Unit-2&5**: *Chapter21, 27*]

Books for Reference:
1. Webb, S .C, 2015, *Managerial Economics*, Houghton MI film,
2. Habib-UR-Rehman2014, *Managerial Economics*, New Delhi: Himalaya Publishing House.
3. Dutt and Sundaram, 2014, *Indian Economy*, New Delhi: Sultan Chand Co.
4. Mehta, P. L. (2014). *Managerial Economics*. New Delhi: Sultan Chand and sons
5. G S Gupta (2017)," *Managerial Economics*" published by McGraw Hill Education, ISBN-13: 978-0071067867

6. D.M. Mithani (2016), "*Managerial Economics*" published by Himalaya Publication
   House, ISBN-13: 978-9352623303

Websites and eLearning Sources:
1. https://en.wikipedia.org/wiki/Managerial_economics
2. https://www.distanceeducationju.in/pdf/BCOM%20Course%20No.%20203.pdf
3. https://saylordotorg.github.io/text_principles-of-managerial-economics/s01-introduction-to-managerial-eco.html

CO No.	Course Outcomes CO–Statements On successful completion of this course, students will be able to	Cognitive Levels (K–Levels)
CO–1	Describe the basic terms of managerial economics.	**K1**
CO–2	Restate the fundamental concepts of managerial economics and their managerial implications in human resources.	**K2**
CO–3	Illustrate the concepts like demand, supply, pricing and Indian Economic policies in competitive examinations.	**K3**
CO–4	Investigate the trade policies and its impact in human resources of an organization.	**K4**
CO–5	justify their decision by sharing their enriched skills and knowledge in managerial economics with the HR Professionals.	**K5**
CO-6	Develop or restructure the fundamental terms and economic concepts according to the competitive situation.	**K6**

Relationship Matrix										
Semester	**Course Code**		**Title of the Course**						**Hours**	**Credits**
1	**25PHR1ES01A**		**Discipline Specific Elective – 1:** Managerial Economics						**4**	**3**
Course Outcomes (COs)	**Programme Outcomes (POs)**					**Programme Specific Outcomes (PSOs)**				**Mean Score of Cos**
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**	**PSO3**	**PSO4**	**PSO5**	
CO–1	2	2	2	2	2	2	2	2	2	2	**2.0**
CO–2	3	3	3	2	3	3	3	3	2	3	**2.8**
CO–3	2	2	2	3	3	2	2	2	3	3	**2.4**
CO–4	2	3	3	2	3	2	3	3	2	3	**2.6**
CO–5	2	3	3	2	3	2	3	3	2	3	**2.6**
CO-6	2	3	3	2	2	2	3	3	2	2	**2.4**
									Mean overall Score		**2.4 (High)**

Semester	Course Code	Title of the Course	Hours	Credits
1	25PHR1ES01B	**Discipline Specific Elective – 1:** Human Resource Development	4	3

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 (12 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 (12 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: (12 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: (12 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 (12 Hours)

HRD challenges in 22nd century, HR out sourcing, human resource audit, human responsedevelopment, 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
Assessment Methods	Seminar, Snap Test, Group work

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

Books for Reference:
1. Armstrong Michael, (2016) *A hand book on Human Resource Development*, Kogan page limited, Oxford University Press
2. Vasant Desai, (2016) *Human Resource Development and Management*, HimalayaPublishing House, New Delhi.

Websites and eLearning Sources:
1. https://www.techtarget.com/searchhrsoftware/definition/human-resource-management-HRM
2. https://www.coursera.org/in/articles/human-resource-management
3. https://www.aihr.com/blog/human-resource-basics/

CO No.	CO–Statements	CognitiveLevels (K –Levels)
	On successful completion of this course, students will be ableto	
CO–1	Remember the basic concepts of Human ResourceDevelopment.	K1
CO–2	Discuss the Human Resource Development Modules.	K2
CO–3	Classify the training methods used to develop the human resources of an organization.	K3
CO–4	Investigate the potential appraisal and its impact on organizational development.	K4
CO–5	Justify their decision by sharing their enriched skills and knowledge in HRD with the HR professionals.	K5
CO–6	Synthesize new learning techniques by carrying out research in current HRD	K6

Relationship Matrix											
Semester	Course Code		Title of the Course						Hours		Credits
1	25PHR1ES01B		Discipline Specific Elective – 1: Human Resource Development						4		3
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score ofCos
	PO–1	PO–2	PO–3	PO–4	PO–5	PSO–1	PSO–2	PSO–3	PSO–4	PSO–5	
CO–1	2	3	2	2	2	3	2	2	3	2	2.3
CO–2	3	3	3	3	2	3	2	2	3	3	2.7
CO–3	3	3	3	3	2	3	3	3	2	2	2.7
CO–4	3	3	2	2	2	3	2	2	3	3	2.5
CO–5	3	3	2	2	2	3	2	2	3	2	2.4
CO–6	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	Credits
1	25PHR1AE01	**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
Assessment Methods	Tests, presentations and assignments

Books for Study:
1. Guffey, Mary Ellen and Seefer, Carolyn M; Essentials of Business Communication, Cengage Learning, Ed. 2010
2. Lesikar, Raymond V, Basic Business Communication. Mc Graw Hill, 2005.

Books for Reference:
1. Chaturvedi, P D and Chaturvedi, Mukesh, Business Communication. Pearson Education. 2011
2. Stuart, Bonnye E.; Laurence Stuart, Sarow, Integrated Business Communication: In A Global Marketplace, Wiley India, 2012.
3. Raman, Meenakshi & Singh, Prakash, Business Communication(2/e), Oxford University Press, 2012.

Websites and eLearning Sources:
1. https://www.simpplr.com/glossary/corporate-communications/
2. https://jgu.edu.in/blog/2024/01/29/what-is-corporate-communication-scope-features-importance/
3. https://www.indeed.com/career-advice/career-development/corporate-communications-functions

Course Outcomes

CO. No.	CO- Statements	Cognitive Levels (K- levels)
	On successful completion of this course, students will be able to	
CO-1	Understand the communication process used in the organizations.	K1
CO-2	Apply both verbal and non-verbal communication in practice.	K2
CO-3	Demonstrate the communication skills in the area of public relations.	K3
CO-4	Have the skills that will maximize the effectiveness to be a part in team.	K4
CO-5	Effectively solve the real-life problems using the communication skills.	K5
CO-6	Create official documents in the real work environment	K6

Relationship Matrix

Semester	Course Code	Title of the Course		Hours	Credits
1	25PHR1AE01	Ability Enhancement Course: Corporate Communication		2	1

Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of Cos
	PO–1	PO–2	PO–3	PO–4	PO–5	PSO–1	PSO–2	PSO–3	PSO–4	PSO–5	
CO–1	3	2	3	2	2	2	2	2	3	2	2.3
CO–2	3	2	2	3	2	3	2	2	3	3	2.5
CO–3	3	3	2	2	2	3	2	2	2	3	2.4
CO–4	3	2	2	2	2	3	2	2	2	2	2.2
CO–5	3	3	2	3	3	3	2	2	3	3	2.7
CO-6	3	2	3	2	2	3	3	2	2	2	2.4
									Mean overall Score		2.4 (High)

Semester	Course Code	Title of the Course	Hours	Credits
1	25PHR1OE01	**Open Elective - 1(WS):** Human Behaviour In Organization	4	2

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

Unit–I: Basic Behavioural Concepts (12 Hours)

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

Unit – II: Individual Level (12 Hours)

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

Unit–III: Group Level (12 Hours)

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

Unit–IV: Organizational Level (12 Hours)

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

Unit–V: Organizational Change (12Hours)

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

Teaching Methodology	PPT, Videos, Role Play, Case studies, Lectures and Discussions, Group Activities, video Analysis, Self-reflection and journaling, Debates, individual counselling practicum, Feedback sessions, class debates. Roles of leadership models.
Assessment Methods	Tests, Assignments, Presentations

Books for Study:
1. Davis & Newstrom, (2015), *Organisational Behaviour* McGraw Hill Publishers, New Delhi, **Unit1***Chapter-2.*
2. Fred Luthans, (2016), *Organisational Behaviour*, McGraw-Hill Publishers, New Delhi **Unit2 &3***Chapters 3,4,5*
3. Prasad L. M. (2010) *Organisational Behaviour*, Sultan Chand & Sons, New Delhi **Unit4&5** *Chapters 1, 10, 11*
4. Steven L Mcshane, Mary Ann Von Glinow, Radha R Sharma, (2014), *Organizational Behaviour: Emerging Knowledge and Practice for the Real World*, TMH Unit-5

Books for Reference:
1. Uma Sekaran (2016), *Organisational Behaviour*, Tata McGrawHill. New Delhi
2. Steven L Mcshane, Mary Ann Von Glinow, Radha R Sharma, (2011): *Organisational Behaviour Emerging Knowledge and Practice for the Real World*, TMH. New Delhi
3. Brookfield, Stephen D. (2016). *The Discussion book: 50 great ways to get people talking.* San Francisco, CA: John Wiley & Sons. 302.224 B79 2016, c1
4. Robbins, Stephen P. (2016). *Essentials of organizational behavior*, 13th ed. Singapore: Pearson. 302.35 R53 2016, c2.

Course Outcome

CO No.	CO–Statements On successful completion of this course, students will be able to	Cognitive Levels (K–Levels)
CO–1	Gain knowledge on group dynamics and learn skills required for working in groups (teambuilding).	K1
CO–2	Assess the processes used in developing communication and resolving conflicts.	K2
CO–3	Demonstrate the organizational behavioural issues in the context of organizational behaviour theories.	K3
CO–4	Relate the concepts of Leadership as they lead other people towards the achievement of the organization's goals.	K4
CO–5	Interpret change management and describe its dimensions and discuss the implementation of organizational change.	K5
CO–6	Combine the concepts of empowerment and participation	K6

Relationship Matrix											
Semester	**Course Code**		**Title of the Course**					**Hours**		**Credits**	
1	25PHR1OE01		Open Elective - 1(WS): Human Behaviour In Organization					4		2	
Course Outcomes (COs)	**Programme Outcomes (POs)**					**Programme Specific Outcomes (PSOs)**					**Mean Score of Cos**
	PO–1	**PO–2**	**PO–3**	**PO–4**	**PO–5**	**PSO–1**	**PSO–2**	**PSO–3**	**PSO–4**	**PSO–5**	
CO–1	3	2	2	2	2	3	3	2	2	3	**2.4**
CO–2	2	3	2	1	2	3	3	2	2	3	**2.3**
CO–3	2	2	3	2	3	2	3	2	3	2	**2.4**
CO–4	2	2	2	3	2	2	3	2	2	3	**2.3**
CO–5	2	2	2	2	3	2	3	2	2	3	**2.3**
CO–6	3	2	2	2	2	3	3	2	2	3	**2.4**
									Mean overall Score		**2.4 (High)**

Semester	Course Code	Title of the Course	Hours/ Weeks	Credits
1	25PGC1SL01	Global Citizenship Education	Online	1

Course Objectives
To develop an understanding of global governance structures, rights and responsibilities.
To recognize and respect differences, multiple identities and diversity.
To examine beliefs and perceptions about social justice, equality and civic engagement.
To develop attitudes of care and empathy for others and the environment.
To develop global competence and ethical considerations by enhancing communication and collaboration skills across cultures

UNIT I: Introduction to Global Citizenship
  01. Historical and Philosophical Foundations of Global Citizenship
  02 Rights and Responsibilities of Global Citizenship
  03. Key Organizations and Movements Promoting Global Citizenship

UNIT II: Globalization and Its Impact on Society
  04. Globalization and Its Key Drivers
  05. Positive and Negative Impacts of Globalization
  06. Role of Education in Fostering a Global Perspective

UNIT III: Human Rights, Social Justice, Equality and Diversity
  07. Key Human Rights Treaties, Frameworks and Declarations
  08. Advocacy, Activism, and Movements for Social Justice and Equality
  09. Global Challenges to Human Rights, Equality and Diversity

UNIT IV: Sustainable Development and Environmental Responsibility
  10. The Sustainable Development Goals and Their Relevance to Global Citizenship
  11. Climate Change, Environmental Degradation and Sustainable Development
  12. Strategies for Promoting Environmental Responsibility

UNIT V: Building Global Competence and Engagement
  13. Effective Communication and Collaboration Across Cultures
  14. Volunteering and Community Engagement in Global Initiatives
  15. Ethical Considerations in Global Citizenship

Teaching Methodology	Recorded Lectures/Videos, Reading Materials, PPTs, Case Studies, Collaborative Projects, Quizzes and Polls
Assessment Methods	Seminars, Assignments, MCQs, Reflection Essays, Group Project Presentations, Problem-Solving Scenarios

Books for Study:
1. Clapham, A. (2007). *Human rights: A very short introduction.* Oxford University Press.
2. Desai, A. (2018). *Global citizenship and cultural diplomacy: India's role in a changing world.* Routledge India.
3. Gould, J. A. (2012). *The ethics of global citizenship*. Routledge.
4. Held, D., et al. (2022). *Globalization and its impact on the developing world*. Cambridge University Press.
5. Sen, A. (2009). *The idea of justice*. Penguin Books India.

Books for Reference:
1. Ghosh, A. (2007). *The global impact of Indian civilization*. HarperCollins India.
2. Krecker, E. (2008). *The global citizen: A guide to creating an international life and career*. Career Press.
3. Kumar, R. (2017). *Sustainable development and environmental justice in India*. Oxford University Press.
4. Nair, K. G. (2014). *Human rights: A socio-political perspective*. Orient Blackswan.

5. Patel, V. (2015). *Social justice and equality in India: Theories and practices*. Oxford University Press.
6. Pillai, V. (2016). *Globalization and its impact on Indian society*. SAGE Publications India.

Websites and eLearning Sources:
1. https://www.unesco.org/en/global-citizenship-peace-education/need-know
2. TEDxCincinnati: Global Citizenship in the Classroom: Jenny Buccos at TEDxCincinnati https://www.youtube.com/watch?v=6jjLHmyBs7o
3. Social justice -- is it still relevant in the 21st century? | Charles L. Robbins | TEDxSBU https://www.youtube.com/watch?v=Wtroop739uU
4. Are We the Last Generation — or the First Sustainable One? | Hannah Ritchie | TED https://www.youtube.com/watch?v=Kl3VVrggKz4
5. Diversity, Equity & Inclusion. Learning how to get it right | Asif Sadiq | TEDxCroydon https://www.youtube.com/watch?v=HR4wz1b54hw

	Course Outcomes	
CO No.	**CO-Statements**	**Cognitive Levels (K-Level)**
	On successful completion of this course, students will be able to	
CO1	Recall the historical, philosophical and practical foundations of global citizenship.	**K1**
CO2	Explain the key drivers of globalization and the role of education in fostering a global perspective.	**K2**
CO3	Apply human rights frameworks, social justice principles, and advocacy strategies to real-world challenges.	**K3**
CO4	Analyze the relevance of the Sustainable Development Goals in addressing climate change and environmental degradation.	**K4**
CO5	Develop strategies for fostering global competence by enhancing communication and collaboration skills across cultures.	**K5**
CO6	Critically evaluate the effectiveness of current global strategies and policies in addressing social justice and environmental sustainability.	**K6**

Semester	Course Code	Title of the Course	Hours	Credits
2	25PHR2CC05	**Core Course – 5:** Labour Legislation - 1	5	4

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 (15 Hours)
Labour Laws - Definition, Meaning of employment, Significance of labour, Historical perspectives. **Labour welfare -** Nature, Scope, need, Sources and Principles of Labour Welfare. Provisions in the Constitution of India. **International Labour Organization -** Concepts, Organs of ILO

Unit–II: Introduction to Occupational Safety, Health and Working Conditions Code
(15 Hours)
Occupational safety, health and 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 & Working Conditions (15 Hours)
Codes of Occupational safety and 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& Inter-State Migrant Worker (15 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 (15 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 under 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
Assessment Methods	Tests, Assignments, Presentations

Books 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, 23, Darya Ganj, New Delhi – 110002.
2. Sinha P.R.N. (2019), *Labour Legislation*. New Delhi, Pearson Education.
3. H.L. Kumar (2017) *Labour Laws*; Universal Laws Publishing Co. Pvt. Ltd., Delhi – 110033.
4. Malik P.L (2015) *Labour and Industrial Laws* (Pocket Edition); Eastern Book Company, 34, Lalbagh, Lucknow-226 001.

Websites and eLearning Sources:
1. https://ncib.in/pdf/ncib_pdf/Labour%20Act.pdf
2. https://blog.ipleaders.in/labour-legislation/
3. https://mospi.gov.in/94-list-acts-governing-various-aspects-labour-and-employment

Course Outcome

CO No.	CO–Statements On successful completion of this course, students will be able to	Cognitive Levels (K–Levels)
CO–1	Remember the recent labour codes with its amalgamation of different acts	K1
CO–2	Comprehend the practical application of labour codes at various areas of industry	K2
CO–3	Face the competitive exams in the key areas of labour codes.	K3
CO–4	Analyze and integrate labour codes with developments among human resources in industrial avenues.	K4
CO–5	Undertake researches pertaining to employees' issues in an industrial environment.	K5
CO–6	Discuss the hazardous process of the Industrial establishment.	K6

Relationship Matrix											
Semester	**Course Code**		**Title of the Course**						**Hours**		**Credits**
2	25PHR2CC05		Core Course – 5: Labour Legislation - 1						5		4
Course Outcomes (Cos)	Programme Outcomes (Pos)					Programme Specific Outcomes (PSOs)					Mean Score of Cos
	PO–1	PO–2	PO–3	PO–4	PO–5	PSO–1	PSO–2	PSO–3	PSO–4	PSO–5	
CO – 1	3	3	2	2	2	3	3	3	2	1	2.4
CO – 2	3	2	2	1	1	2	3	2	2	2	2.0
CO – 3	3	3	3	3	3	3	3	1	3	3	2.8
CO – 4	3	3	3	2	2	3	3	3	2	2	2.6
CO – 5	3	3	3	2	2	3	3	1	2	2	2.4
CO – 6	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	Credits
2	25PHR2CC06	**Core Course - 6:** Industrial Relation Management	6	4

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)

Concepts (Meaning, Definition, Importance, evolution) –Trade Unions (Meaning, definition, Need, Functions, Formation, History and problems)

Unit–II: Codes for Standing Orders   (18 Hours)

Employment of standing orders-Historical background, IR code 2020**,** Chapter IV of the Code from Sections 28 to 39, Section 2 First schedule – Nature and effect of Standing order, Binding effect, Statuary imposition, overriding effect, penalties for non-compliance - Notice of change, power of appropriate government to exempt.

Unit–III Industrial Disputes and Dispute mechanism   (18 Hours)

Strike and its types- Lock outs, Lay off, Retrenchment-Dispute mechanism-Conciliation   Conciliation Officer, Board of Conciliation, Court of Enquiry Arbitration Adjudication (Labour court, Industrial Tribunal, National Industrial Tribunal), Partite Forums – Works Committee, Grievance Redressal Committee- Payment of full wages to worker, period of operation of settlements and awards, recovery of money due from employer- Prohibition of unfair labour practice- Offences and penalties- Cognizance of offences, offences by companies and composition of offences.

Unit–IV: Closure   (18 Hours)

Closure–application of section 67to69,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- conditions precedent to retrenchment of workers, procedure for retrenchment, Re-employment of retrenched workers, Compensation to workers in case of transfer of establishment, Sixty days 'notice to be given of intention to closed on any undertaking, Compensation to workers in case of closing down of undertakings.

Unit-V: Recent trends in   (18Hours)

Provision of labour in constitution of India - Role of ILO - IR in post LPG era. IR in private sectors- Gig workers- Labour code in 2020-an introduction.

Teaching Methodology	PPT, Videos, Role Play, Case studies
Assessment methods	Tests, Assignments, Presentations

Books for Study:
1. Mamoria, C.B (2016). Industrial Labour and Industrial Relations in India, Kitab Mahal, [**Unit2**]-Chapter 3, 4
2. Sinha, P.R.N. (2019). Labour Legislation., Pearson Education. New Delhi [**Unit1&3**]-Chapter 9,14
3. H.L. Kumar (2017). Labour Laws; Universal Laws Publishing Co. Pvt. Ltd New Delhi [**Unit5**]-Chapter 22, 28

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

Websites and eLearning Sources:
1. https://labour.gov.in/sites/default/files/364_2019_LS_Eng.pdf
2. https://www.vedantu.com/commerce/industrial-relations
3. https://backup.pondiuni.edu.in/storage/dde/downloads/hrmiii_irm.pdf

Course Outcome

CO No.	CO–Statements On successful completion of this course, students will be able to	Cognitive Levels (K–Levels)
CO–1	Remember the concepts of Industrial Relations.	**K1**
CO–2	comprehendthedisciplinaryproceedingsandgrievancehandlingmeasures in the context of socio-economic and industrial environment.	**K2**
CO–3	Apply the latest IR codes while dealing with the trade unions.	**K3**
CO–4	analyze the labour codes for research activities in the dynamic areas of industrial relations.	**K4**
CO–5	Synthesize labour codes by sharing their enriched knowledge and skill with the concerned people.	**K5**
CO-6	create abilities/skills in decision making power	**K6**

Relationship Matrix

Semester	Course Code	Title of the Course	Hours	Credits
2	**25PHR2CC06**	**Core Course - 6:** Industrial Relation Management	**6**	**4**

Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of COs
	PO–1	**PO–2**	**PO–3**	**PO–4**	**PO–5**	**PSO–1**	**PSO–2**	**PSO–3**	**PSO–4**	**PSO–5**	
CO–1	3	3	2	2	1	3	3	1	3	3	**2.4**
CO–2	3	3	2	2	3	2	2	2	3	3	**2..5**
CO–3	3	2	2	2	2	3	2	2	3	2	**2.3**
CO–4	3	3	3	2	1	3	3	2	2	3	**2.5**
CO–5	3	2	2	3	3	3	1	2	3	3	**2.5**
CO-6	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	Credits
2	25PHR2CC07	**Core Course – 7:** Total Quality Management	4	3

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 (12 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 (12 Hours)

Customer satisfaction, Customer perception, Customer complaints, Customer retention. Employee involvement – motivation. Employee empowerment, Teams, Recognitions and Rewards, and Supplier partnership, Continuous process improvements. Juran Trilogy, PDCA cycle, 5S, Kaizen Principles.

Unit–III: Models of TQM (12 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 (12 Hours)

TQM Control Tools - **Seven basic Quality Control 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 System (12 Hours)

Quality audit – Definition, Purpose and Qualities of Auditors. **Quality awards** – Malcolm Baldrige National Quality Award (United States), Deming Prize (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
Assessment Methods	Tests, Assignments, Presentations

Books for Study:
1.Sharma. D.D. (2015), TQM - *Principles, Practices and Cases*, Sultan Chand Publications, New Delhi.
2.Kiran D.R, (2017), Total Quality Management – Key Concepts and Case Studies, Elsevier Publications.

Book for Reference:
1. Krishnan. K, Karmegam. G and Somasundaram. R (2016), *TQM*, R. K. Publishers. Coimbatore.
2. Besterfield, (2021) Total Quality Management, Pearson Publisher, Delhi.

Websites and eLearning Sources:
1. https://asq.org/quality-resources/total-quality-management?srsltid=AfmBOoot CorjOciSUft-NcmWDhpWSk7KUVMZPTi67aEqhpMXBtF35ZCe
2. https://www.techtarget.com/searchcio/definition/Total-Quality-Management
3. https://www.6sigma.us/six-sigma-in-focus/principles-of-tqm-total-quality-management/

Course Outcome

CO No.	CO–Statements On successful completion of this course, students will be able to	Cognitive Levels (K–Levels)
CO–1	Remember the principles and concepts of TQM in today's context.	**K1**
CO–2	Understand the TQM systems adopted by other countries.	**K2**
CO–3	Apply TQM concepts and systems for the organizational effectiveness.	**K3**
CO–4	Explore the Practical knowledge through Statistical Process Control.	**K4**
CO–5	Evaluate the possibilities to become committed TQM expert.	**K5**
CO-6	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	**25PHR2CC07**	**Core Course – 7:** Total Quality Management				**4**		**3**

Course Outcomes (Cos)	Programme Outcomes (Pos)					Programme Specific Outcomes (PSOs)					Mean Scores of Cos
	PO–1	PO–2	PO–3	PO–4	PO–5	PSO–1	PSO–2	PSO–3	P SO–4	PSO–5	
CO–1	2	2	2	2	2	2	2	2	2	2	**2.0**
CO–2	3	3	3	2	2	3	3	3	2	2	**2.6**
CO–3	2	2	3	3	3	2	2	3	3	3	**2.6**
CO–4	2	3	3	2	3	2	3	3	2	3	**2.6**
CO–5	2	2	2	3	3	2	2	2	3	3	**2.4**
CO-6	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	Credits
2	25PHR2CC08	**Core Course - 8:** HR Analytics (Internship Embedded Course)	3	3

Course Objectives
To understand concepts and techniques of HR Analytics
To give in-depth knowledge in emerging global Analytical foundation of HR Measurements
To impart skills in designing, analysis and restructure HR analytical tools
To understand the role of HR analytics in the competitive advantage of an organization.
To familiarize the role of HR manager in dealing with the applications of HR Analytics

Unit–I: Basic Foundation (9 Hours)

Framework of HR measurement How decision science influences HR measurements, connecting measures and organizational effectiveness, LAMP framework, today's HR measurement approaches, HR measurement Traditional vs. contemporary HR measures; Fundamental analytical concepts from statistics and research design; analytical concepts from economics and finance.

Unit–II: Analytical Foundation of HR measurement (9 Hours)

Introduction to Business Analytics, Differences between Business Intelligence and Business Analytics, Differences between Business Analytics and Big Data Analytics, Roles of Business Intelligence, Big Data Analytics and Business Analytics in an organization, Pillars of Business Analytics – Analytical Methods, Analytical Tools, Analytical Application., Types of Business Analytics – Descriptive Analytics, Predictive Analytics, Prescriptive Analytics. What is HR Analytics? Its role in overall business performance

Unit–III: About HR Analytics (9 Hours)

Definition of HR & Analytics; HR data as seen prior to the invasion of Analytics; The current evolving state of HR Analytics; Why HR Analytics; Stages of HR Analytics; What can/should be measured; How does Analytics fit into HR Delivery Model; HR Analytics in your org. – priorities & ST/LT Goals; CEO's part to be played in HR Analytics; Comparison –HR "Reporting" & Analysis with HR "Predictive" Analytics.

Unit–IV: HR Analytics Tools (9 Hours)

Advantages & Limitations of some tools; Brush up on MS Excel & Basic VBA; Tools to be discussed using MS Excel – Used in Reporting & Presentation on MS PowerPoint; Tips on of Google Forms & Google Spreadsheets – E.g.: Designing Surveys & Easy Data collection tips; Integrating MS Excel &Google Spreadsheets. Brush up on R basics; Tools to be discussed using R Statistical Software – Used in Predictive Modeling & Presentation on MS Power Point.

Unit–V: Application of HR Analytics (9 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. Gain sharing – features; productivity-oriented incentive schemes-individual and group bonus schemes; principles to make incentive schemes effective and ESOP schemes.

Teaching Methodology	Chalk & Talk, Computer Lab, Digital Presentation, Group Discussion & Role Play
Assessment Methods	Tests, Assignments, Presentations

Books for Study:

1, Edwards Martin R, Edwards Kirsten Predictive HR Analytics: Mastering the HR Metric", Kogan Page Publishers, 2019.

2. By Dipak Kumar Bhattacharyya, HR Analytics-Understanding Theories and Applications, Sage Publications ,2017.

Book for Reference:

1. HR Analytics: The What, Why and How, by Tracey Smith, Edition ,2013.
2. Rachal Johnson, Lindsay McFarlane et.al. Murrey The Practical Guide to HR Analytics, Society For Human Resource,2018

Website and eLearning Resources:
1. Visual Basic **-** https://learn.microsoft.com/en-us/dotnet/visual-basic/
2. Khan Academy- Descriptive Statistics **-** https://www.khanacademy.org/math/statistics-probability
3. R for Data Science - Data Wrangling **-** https://r4ds.had.co.nz/
4. Data Camp - Data Visualization with R **-** https://www.datacamp.com/courses/data- visualization-with-ggplot2-1
5. Kaggle-Correlation & Regression in R **-** https://www.kaggle.com/code/hamelg/pearson-correlation-explained

Course outcome

CO No.	CO–Statements	Cognitive Levels (K–Levels)
	On successful completion of this course, students will be able to	
CO–1	Remember different machineries and the process involved HR Analytics	**K1**
CO–2	Understand the key components of Analytics	**K2**
CO–3	Apply the familiarized tools in business Analytics related to wages and benefit schemes	**K3**
CO–4	Analyze the theories of analytics and critically evaluate the role played by HR analytics in safeguarding the interest of the workers.	**K4**
CO-5	Evaluate the various tools in applying HR Analytics and their effectiveness.	**K5**
CO–6	Develop, design and restructure HR Analytics as needed in Existing HR Field	**K6**

Relationship Matrix

Semester	Course Code	Title of the Course		Hours	Credits
2	**25PHR2CC08**	**Core Course - 8:** HR Analytics (Internship Embedded Course)		**3**	**3**

Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of Cos
	PO–1	**PO–2**	**PO–3**	**PO–4**	**PO–5**	**PSO–1**	**PSO–2**	**PSO–3**	**PSO–4**	**PSO–5**	
CO–1	2	2	2	2	2	3	2	2	2	2	**2.1**
CO–2	2	2	2	3	2	2	3	2	2	3	**2.3**
CO–3	3	3	2	3	3	3	3	2	3	3	**2.8**
CO–4	2	2	2	3	3	2	2	2	3	3	**2.4**
CO–5	3	3	2	3	2	3	3	2	2	2	**2.5**
CO-6	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	Credits
2	25PHR2CP01	**Core Practical - 1:** HR Analytics	2	1

Course Objectives
To build HR applications with Visual Basic.
To analyze and visualize HR data in Excel.
To gain Proficiency in R Programming for HR Analytics.
To apply statistics to HR data.
To integrate Technology for Efficient HR Operations

Practical Exercises

Visual Basic (VB) Exercises:
1. **Employee Attendance System** – Create a VB application to record attendance.
2. **Payroll Calculator** – Develop a VB application to calculate salaries based on hours worked.

Excel Exercises:
3. **Pivot Tables** – Analyze employee salaries, department distribution, and attrition.
4. **Charts & Graphs** – Create bar, line, and pie charts for employee data.
5. **Descriptive Statistics** – Use Excel to calculate mean, median, standard deviation, and correlation.

R Programming Exercises:
6. **Frequency Distribution** – Generate HR data distributions.
7. **Data Visualization** – Create histograms, frequency polygons, and ogive plots.
8. **Bar & Pie Charts** – Visualize HR metrics with various charts.
9. **Central Tendency** – Calculate mean, median, and mode for datasets.
10. **Dispersion Measures** – Compute range, variance, and standard deviation.
11. **Correlation Analysis** – Find Pearson's correlation for performance vs. experience.
12. **Regression Analysis** – Predict salary based on experience and skills.

Teaching Methodology	Lab exercises, Multimedia Presentations, Problem solving
Assessment Methods	Practical assessments, Demonstrations and model projects

CO No.	CO–Statements On successful completion of this course, students will be able to	Cognitive Levels (K–Levels)
CO–1	Understand the meaning of the statistical values.	**K1**
CO–2	Apply R programming to generate distributions.	**K2**
CO–3	Analyse statistical functions in Excel.	**K3**
CO–4	Evaluate which type of graph best displays the data.	**K4**
CO-5	Create a model that can be used to predict future values.	**K5**

Relationship Matrix											
Semester	**Course Code**		**Title of the Course**			**Hours**				**Credits**	
2	25PHR2CP01		**Core Practical:** HR Analytics			2				1	
Course Outcomes (COs)	**Programme Outcomes (POs)**					**Programme Specific Outcomes (PSOs)**					**Mean Score of Cos**
	PO–1	**PO–2**	**PO–3**	**PO–4**	**PO–5**	**PSO–1**	**PSO–2**	**PSO–3**	**PSO–4**	**PSO–5**	
CO–1	3	2	2	3	2	2	2	2	2	2	2.2
CO–2	3	2	2	2	2	2	3	2	3	3	2.4
CO–3	2	3	2	3	2	3	2	3	3	3	2.6
CO–4	2	2	2	1	2	2	2	1	2	2	1.8
CO–5	3	2	3	3	1	3	1	3	2	1	2.2
									Mean Overall Score		2.24
											High

Semester	Course Code	Title of the Course	Hours	Credits
2	25PHR2CC09	**Core Course – 9:** Field Exposure - 1	2	1

Unit I: Planning the Corporate Interaction

Introduction to Field Exposure: Defining the academic goals and methodology for corporate interactions and field visits. Phase 1: Pre-Visit Planning (Objective Setting, Organization Selection, Logistics, Student Briefing). Phase 2: During the Visit (Guided Observation, Expert Meeting, Debriefing). Phase 3: Post-Visit (Note-taking, Assessment documentation). Organizing practical ideas and key terminologies.

Unit II: Core HR Functions: Compensation and Benefits

Wage and Salary Administration: Practical observation of wage structure, Statutory Norms, and compensation decisions. Payroll Implementation: Observing payroll processing, Bonus calculation, incentives, and mandatory deductions (PF, ESI). HRIS Application: Discussion and observation of how Human Resource Information Systems (HRIS) are applied to manage payroll and compensation data.

Unit III: Employee Management and Relations

Employee Engagement and Performance: Examining the practical concept and implementation of employee engagement strategies, Leadership & Motivational Programmes. Performance Appraisal: Observing various Appraisal Methods used for performance evaluation.

Unit IV: Labour Legislation and Compliance

Implementation of Labour Laws: Outlining the practical implementation of key Labour Laws and statutory norms. Compliance and Audits: Observing HR's role in ensuring legal compliance, maintaining records, and preparing for HR audits - Discipline and Grievance: Study of Standing Orders and the procedures for handling and resolving employee grievances.

Unit V: Synthesis, HRIS, and Career Readiness

Recommending the application of HRIS on core functions, Emerging HR Concepts: Discussion on contemporary challenges like AI in HR, diversity, and remote work policies. Skill Application: Examining skills learnt against industrial demands. Final Synthesis: Organizing practical ideas and terminologies to be integrated into the final report.

CO No.	CO–Statements	Cognitive Levels (K–Levels)
	On successful completion of this course, students will be able to	
CO–1	Demonstrate skills to organize industrial visits and meetings.	**K1**
CO–2	Outline the execution of the Labour Laws as per the government regulations.	**K2**
CO–3	Examine the skills learnt according to the demands of the industrial scenario.	**K3**
CO–4	Categorize the changes in the industrial and social environment and take decision according to the changing laws.	**K4**
CO–5	Recommend the application of Human Resource Information Systems (HRIS) on core HR functions such as talent acquisition, performance management, and payroll.	**K5**
CO–6	Synthesize field observations into coherent, evidence-based reports.	**K6**

	Relationship Matrix									
Semester	**Course Code**		**Title of the Course**					**Hours**		**Credits**
2	**25PHR2CC09**		**Core Course – 9:** Field Exposure - 1					**2**		**1**
Course Outcomes (COs)	**Programme Outcomes (POs)**					**Programme Specific Outcomes (PSOs)**					**Mean Score of Cos**
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**	**PSO3**	**PSO4**	**PSO5**	
CO–1	2	2	2	2	2	2	2	2	2	2	**2.0**
CO–2	3	2	2	3	3	3	2	2	3	3	**2.6**
CO–3	3	3	3	2	3	3	3	3	2	3	**2.8**
CO–4	2	3	3	2	3	2	3	3	2	3	**2.6**
CO–5	2	2	3	2	3	2	2	3	2	3	**2.4**
CO–6	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	Credits
2	25PHR2OE02	**Open Elective - 2 (BS):** Counselling and Guidance	4	2

Course Objectives
To understand the fundamentals of counseling and application of counselling
To make the students understand about the different approaches of counselling.
To enhance an understanding about dealing with different kinds of people.
To deal with different specific work problems.
To provide employee counselling for the betterment of workplace.

Unit–I: Basic Concepts &Growth of Counselling Psychology (12 Hours)

Counselling: Meaning, objectives, principles, counselor, counselee, need for professional counselling and difference between counselling and guidance. –Qualities of a good Counsellor. Process of counseling-types of counselling – Counselling Relationship.

Unit–II: Development of Counselling Skill (12 Hours)

Introduction to the Important Schools of Counselling, Psychoanalytic Foundations, Transactional Analysis, Gestalt Therapy, Rational Emotive Therapy, Person-Centered Approach to Counselling, Essentials of Skills, Nonverbal cues.

Unit–III: Counselling Intervention in Organization (12 Hours)

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

Unit–IV: Psychometric Testing (12Hours)

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

Unit–V: Ethical, Professional Preparation &Training (12 Hours)

Ethical principles – Responsibilities. Counselling in different settings; group - educational, family, clinical, career & guidance and industries. Status of guidance and counselling movement in India.

Teaching Methodology	PPT, Videos, Role Play, Case studies
Assessment Methods	Tests, Assignments, Presentations

Books for Study:
1. Narayana Rao (2014), *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*)
2. Charles J. Gelso, Bruce R. Fretz, 2015, *Counseling Psychology*, PRISM Books Pvt Ltd, Bangalore, (**Unit I** -*Chapters1&2*) (**Unit III** – *Chapter 9)* (**Unit IV**-*Chapter 6*) (**Unit V**-*Chapters 3 &8*).

Books for Reference:
1. Antony D. John, (2017), *Dynamics of Counseling*, Anugraha Publications, Nagercoil,
2. Diane E. Papallia, Sally Wendkos Old, Ruth Duskin Feldman. 2016 *Human Development*, John Wiley& Sons. Inc, E-book
3. Eggert A. Max, (2019), *Perfect Counseling*, Random HouseBusinessBooks.UK,
4. Christine Lister – Ford (2017), *A short introduction to Psychotherapy*, Sage   Publications. New Delhi
5. Gary Groth – Marnat (2016), *The handbook of Psychological Assessment*, John Wiley & Sons, E-book.
6. Susana Urbina (2014), *Essentials of Psychological testing*, John Wiley& Sons. Inc, E-book.

Website and eLearning Resources:
1. https://www.shiksha.com/online-courses/articles/difference-between-guidance-and-counseling/
2. https://www.britannica.com/topic/guidance-counseling

3. https://ncert.nic.in/textbook/pdf/lehe108.pdf

Course outcome

CO No.	CO–Statements	Cognitive Levels (K–Levels)
	On successful completion of this course, students will be able to	
CO–1	Understand the fundamentals of counselling and its need today.	K1
CO–2	Familiarize themselves with the various approaches of counselling.	K2
CO–3	Get sensitized on the different problems situations that require counselling	K3
CO–4	Develop the basic skills of counselling	K4
CO-5	Assess the importance and relevance of psychological tests.	K5
CO–6	Learn the application of counselling in different settings.	K6

Relationship Matrix											
Semester	Course Code		Title of the Course					Hours		Credits	
2	25PHR2OE02		Open Elective - 2 (BS): Counselling and Guidance					4		2	
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Scores of Cos
	PO–1	PO–2	PO–3	PO–4	PO–5	PSO–1	PSO–2	PSO–3	PSO–4	PSO–5	
CO–1	2	2	1	2	1	3	2	3	2	2	2.0
CO–2	3	2	2	2	2	3	2	3	2	2	2.3
CO–3	2	2	3	2	2	3	3	2	2	2	2.3
CO–4	3	2	2	1	2	3	2	2	2	3	2.2
CO–5	2	2	2	2	3	2	3	2	2	3	2.3
CO-6	2	2	2	2	3	2	3	2	2	3	2.3
									Mean overall Score		2.2 (High)

Semester	Course Code	Title of the Course	Hours/Week	Credits
2	25PSS2SE01	**Skill Enhancement Course:** Soft Skills	4	2

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.
Assessment Method:	Presentations; Resume writing; interviewing; MCQs, GD, online test

Books 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.).
7. M.I. Publications.
8. Trishna, K. S. (2012). *How to do well in GDs & Interviews*? (3rd Ed.). Pearson Education.
9. Yate, M. (2005). *Hiring the Best: A Manager's Guide to Effective Interviewing and Recruiting*

Course Outcomes

CO No.	CO-Statements On successful completion of this course, students will be able to	Cognitive Levels (K - Level)
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/Week	Credits
2	25PSS2SE01	Skill Enhancement Course: Soft Skills				4	2

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	Credits
3	25PHR3CC10	**Core Course - 10:** Organizational Development	6	4

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 (18 Hours)

Concept, Characteristics, Importance, Scope and Historical Perspectives of OD. Underlying Assumptions and Values of OD. Organizations as systems' Models, Indian models: C. K. Prahalad

Unit–II: Operational Components (18 Hours)

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

Unit–III: OD Interventions (18Hours)

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

Unit–IV: Implementation and Assessment (18 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 (18 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
Assessment methods	Tests, Assignment and Presentation

Books for Study:
1. French, Bell and Zawacki, (2017), *Organization Development Theory, Practice and Research*, Universal Book Stall, Third edition.
   [**Unit-1,2,3**]-*Chapter16,21,25,28*
2. Wendell, L. French and Cecil H. Bell, Jr, (2016), *Organization Development*, PHI, 3rd, 4th, 6th edition, [**Unit4, 5**]- *Chapter 7 and 8.*

Books for Reference:
1. Luthans, Fred, (2014), *Organisational Behaviour*, Tata McGraw Hill Publishers. New Delhi

Website and eLearning Resources:
1. https://www.studocu.com/in/document/xavier-school-of-management/human-resource-management/organizational-change-and-development/8120928
2. https://acecollege.in/CITS_Upload/Downloads/Books/1026_File.pdf
3. https://egyankosh.ac.in/bitstream/123456789/93054/3/Block-2.pdf
4. https://dde.pondiuni.edu.in/files/StudyMaterials/MBA/MBA4Semester/HRM/1OrganizationalDevelopmentandChange.pdf

Course Outcome

CO No.	CO–Statements On successful completion of this course, students will be able to	Cognitive Levels (K–Levels)
CO–1	Explain various terms and components in OD.	**K1**
CO–2	Identify organizational situations resulting towards OD interventions.	**K2**
CO–3	Apply theories in current research undertakings, relating to individuals, groups, organizations to the process of change.	**K3**
CO–4	Diagnose ongoing activities within an organization design, and plan for the implementation of selected OD interventions.	**K4**
CO–5	Generate group dynamics, demonstrate skills in working with a team and team-processes.	**K5**
CO-6	Create models of change for effective functioning as a team	**K6**

Relationship Matrix											
Semester	**Course Code**		**Title of the Course**				**Hours**		**Credits**		
3	**25PHR3CC10**		**Core Course - 10:** Organizational Development				**6**		**4**		
Course Outcomes (COs)	**Programme Outcomes (POs)**					**Programme Specific Outcomes (PSOs)**					**Mean Score of Cos**
	PO–1	**PO–2**	**PO–3**	**PO–4**	**PO–5**	**PSO–1**	**PSO–2**	**PSO–3**	**PSO–4**	**PSO–5**	
CO–1	2	3	2	3	2	2	2	3	2	3	**2.4**
CO–2	2	3	2	2	2	2	2	2	2	2	**2.1**
CO–3	3	2	2	2	3	2	3	2	2	2	**2.3**
CO–4	2	3	2	2	2	2	3	2	2	3	**2.3**
CO–5	3	2	2	2	2	2	2	2	2	2	**2.1**
CO-6	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	Credits
3	25PHR3CC11	**Core Course - 11:** Research Methodology	6	4

Course Objectives
To develop an in-depth understanding of fundamental research concepts, processes, and methodologies
To critically evaluate various research designs, data collection methods, and their applicability
To apply appropriate research strategies and techniques for data-driven decision-making.
To demonstrate proficiency in data analysis, interpretation, and statistical inference in research
To develop skills for writing and presenting high-quality research reports and academic papers.

UNIT I: Fundamentals of Research & Types of Research (18 Hours)

Research: Meaning, nature, scope, significance, and ethics. - Research paradigms: Positivism, interpretivism, and pragmatism. -Types of research: Basic, applied, exploratory, descriptive, experimental, longitudinal, and cross-sectional research. -Selecting and defining a research problem: Feasibility study and problem formulation - Literature review: Systematic review, meta-analysis, and bibliometric analysis. - Theoretical and conceptual frameworks. - Research ethics and integrity: Plagiarism, data falsification, authorship, and conflict of interest. -Foundations of Indian Logic in Research: Nyaya (Analytical Philosophy), Mimamsa (Interpretation & Inquiry), and Buddhist Logic (Dignaga & Dharmakirti).

UNIT-II: Research Design & Data Collection (18 Hours)

Research design: Meaning, principles, types, and importance. - Experimental and non-experimental designs. - Case study research and action research. - Mixed-methods research design. - Primary data collection methods: Observation, interviews, questionnaires, focus groups, and ethnography. - Secondary data collection: Books, journals, government reports, archival data, and open-access datasets.- Big data and digital research methods.- Data validity, reliability, and triangulation in research. Pramana: The Indian Epistemological Framework in Research (Perception, Inference, Comparison, Verbal Testimony, Postulation, and Non-perception).

UNIT III: Sampling Techniques & Measurement Scales (18 Hours)

Population, sample, and sampling frame.-Probability sampling: Simple random, stratified, systematic, cluster sampling.- Non-probability sampling: Quota, convenience, purposive, snowball sampling.- Determination of sample size: Power analysis and sampling errors.- Scaling techniques: Nominal, ordinal, interval, ratio scales.- Attitude measurement: Likert scale, Thurstone scale, Guttman scale, semantic differential scale.- Reliability and validity tests in measurement.- Nyaya Syllogism: A Structured Approach to Research Argumentation.

UNIT IV: Data Processing, Statistical Analysis & Hypothesis Testing (18 Hours)

- Data preparation: Editing, coding, classification, and tabulation.-Descriptive statistics: Measures of central tendency (mean, median, mode), measures of dispersion (variance, standard deviation, range).- Inferential statistics: Hypothesis formulation, parametric and non-parametric tests.- Parametric tests: t-test, ANOVA, regression analysis.- Non-parametric tests: Chi-square, Mann-Whitney U test, Kruskal-Wallis test.- Correlation and regression analysis: Pearson & Spearman correlation, multiple regression.- Factor analysis and structural equation modeling (SEM).- Data visualization techniques: Graphs, histograms, pie charts, box plots.- Introduction to statistical software: JAMOVI. Tarka (Critical Debate) in Research: Peer Review, Falsifiability, and Counterarguments in Research Methodology.

UNIT V: Data Interpretation, Report Writing & Research Dissemination (18 Hours)

Data interpretation: Techniques and best practices.-Writing a research report: Structure, academic writing conventions, referencing styles (APA, Chicago, Harvard).- Systematic reviews, meta-analysis, and narrative reviews.- Research dissemination: Journal publications, conference papers, policy briefs, book chapters.- Ethical considerations in publishing: Impact factor, predatory journals, open access.- Research presentation: Effective oral and poster presentations.- Preparing a research proposal and thesis writing guidelines.- Open Science & FAIR Data principles.

Teaching Methodology	PPT, Videos, Role Play, Case Studies. - Case studies on ancient Indian research and knowledge systems.
Assessment Methods	Case study analysis and presentations. - Quizzes and multiple-choice questions (MCQs).-Group discussions and role plays.-Research-based assignments on modern and Indian research methodologies.-Industry interaction and research projects.

Books for Study:
1. Kothari, C.R. (2017). Research Methodology: Methods and Techniques. New Age International.
2. Creswell, J. W. (2021). Research Design: Qualitative, Quantitative, and Mixed Methods Approaches. Sage Publications.
3. Bryman, A. (2019). Social Research Methods. Oxford University Press.
4. Sharma, R. (2020). Ancient Indian Research and Epistemology. Oxford University Press.

Books for Reference:
1. Saunders, M., Lewis, P., & Thornhill, A. (2019). Research Methods for Business Students. Pearson Education.
2. Babbie, E. (2020). The Practice of Social Research. Cengage Learning.
3. Kautilya, C. (2017). Arthashastra: Principles of Inquiry and Research. Penguin India.

Websites and eLearning Sources:
1. https://www.digitalhrtech.com/hrm-books/
2. https://www.academia.edu/39035303/
3. PDF_Download_Research_Methodology_15th_Edition_Free_Online
4. https://open.umn.edu/opentextbooks/textbooks/research-methodology

CO No.	CO–Statements On successful completion of this course, students will be able to	Cognitive Levels (K–Levels)
CO–1	Understand and apply core research methodologies.	K1
CO–2	Critically evaluate research designs and data collection techniques.	K2
CO–3	Implement statistical methods for hypothesis testing.	K3
CO–4	Develop high-quality research reports and academic papers.	K4
CO–5	Integrate Indian Knowledge System principles into research methodologies.	K5
CO-6	Assess ethical considerations in research dissemination.	K6

Relationship Matrix										
Semester	Course Code		Title of the Course						Hours	Credits
3	25PHR3CC11		Core Course - 11: Research Methodology						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	Credits
3	25PHR3CC12	Core Course – 12: Labour Legislation – 2	6	4

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 (18 Hours)

Chapter 1: Short title, extent, Commencement and Application, Definitions of different terms. Registration and cancellation of an establishment. **Chapter II:** Social Security Organisation – 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 of1961, 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 (18 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 of 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 (18 Hours)

Chapter V: Gratuity - Payment of gratuity, Continuous service, Nomination, Determination of amount of gratuity, Compulsory insurance, competent authority. **Maternity Benefit -** Employment of 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, Crèche facility, Dismissal for absence during pregnancy, No deduction 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 (18 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 (18 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
Assessment Methods	Tests, Assignments, Presentations

Books for Study:
1. Code on Social Security, 2020, Published by Ministry of Law and Justice (Legislative Department), New Delhi, the 29th September, 2020.
2. Code on wages, 2019, Published by Ministry of Law and Justice (Legislative Department), New Delhi, the 8th August, 2019.

Books for Reference:
1. Puri S.K (2016), Labour& Industrial Laws, Universal Law Publishing Company Private Ltd., G.T. Karnal Road, Delhi – 33
2. Mehta P.L &Tasmal S.G (2017) Labour Laws, Rai Technology University.

Websites and eLearning Sources:
1. https://ncib.in/pdf/ncib_pdf/Labour%20Act.pdf
2. https://blog.ipleaders.in/labour-legislation/
3. https://en.wikipedia.org/wiki/Indian_labour_law

Course Outcome

CO No.	CO–Statements On successful completion of this course, students will be able to	Cognitive Levels (K–Levels)
CO–1	Demonstrate a strong foundation in terms of labour legislation.	K1
CO–2	Share the enriched knowledge in labour laws with the stakeholders in the organisation.	K2
CO–3	Conduct research in the application of labour laws pertaining to industrial environment.	K3
CO–4	Analyse the changes in the industrial and social environment and apply the changing laws according to the need.	K4
CO–5	Develop competency to interpret and implement labour legislation within organization.	K5
CO–6	Adapt the social security schemes for Unorganized workers	K6

Relationship Matrix											
Semester	**Course Code**		**Title of the Course**							**Hours**	**Credits**
3	25PHR3CC12		Core Course – 12: Labour Legislation – 2							6	4
Course Outcomes (COs)	**Programme Outcomes (POs)**					**Programme Specific Outcomes (PSOs)**					**Mean Score of Cos**
	PO–1	PO–2	PO–3	PO–4	PO–5	PSO–1	PSO–2	PSO–3	PSO–4	PSO–5	
CO–1	3	2	2	2	1	3	2	3	2	2	2.2
CO–2	3	3	2	2	2	3	3	3	2	2	2.5
CO–3	2	2	3	2	2	3	3	2	2	2	2.3
CO–4	3	2	2	3	2	3	2	2	2	3	2.4
CO–5	2	2	2	2	3	2	3	2	2	3	2.3
CO-6	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	Credits
3	25PHR3CC13	**Core Course - 13:** Global HRM and Cross-Cultural Management	4	3

Course Objectives
To understand the scope and significance of Global Human Resource Management (HRM) in a multinational context
To analyze cross-cultural differences and their implications for HR policies and practices.
To explore global talent mobility, expatriate management, and workforce diversity.
To examine HR policies, compensation strategies, and recruitment practices in multinational corporations (MNCs).
To assess ethical issues and employee relations in an international HR environment.

UNIT I: Introduction to Global HRM (12 Hours)

Global HRM: Definition & Scope. - Understanding HRM in a global context. - Key challenges in managing international HRM. - The role of HR in multinational companies (MNCs). - International HRM Models: Ethnocentric, Polycentric, Geocentric. Globalization and Its Impact on HRM: Forces of globalization: Technological, economic, and cultural. Managing HR in a diverse, interconnected world

UNIT-II: Cross-Cultural Management (12 Hours)

Defining culture and its impact on the workplace; Key cross-cultural differences: Communication, leadership, power distance, individualism vs. collectivism, The role of Hofstede's Cultural Dimensions in HR management. Case studies of cultural differences in global businesses. Managing Cultural Diversity in the Workplace: Best practices for managing multicultural teams Strategies for overcoming cross-cultural challenges. The role of HR in fostering inclusion and cultural sensitivity. - Ancient Indian perspectives on cultural diversity and leadership.

UNIT III: Global Mobility & Expatriate Management (12 Hours)

Definition & Importance. The concept of global mobility in the context of international business. HR's role in facilitating employee mobility across borders. Managing short-term and long-term international assignments; Key trends in global talent mobility and remote working. Expatriate Management: Definition and role of expatriates in MNCs, Selection process for expatriates, Pre-departure training: Cross-cultural training, language skills, the expatriate cycle: Selection, preparation, assignment, repatriation Issues faced by expatriates: Cultural shock, adaptation, family adjustment, Expatriate compensation and benefits. Repatriation process and reverse culture shock International Assignments & Career Development. Benefits of international assignments for employee development. Career progression for expatriates and global talent

UNIT IV: HR Policies in Multinational Corporations (MNCs) (12 Hours)

HR Policies in MNCs. - Global HR policies and practices in multinational corporations. How to align HR practices with corporate strategy across countries. Centralized vs. decentralized HR policies, Compensation and Benefits Across Borders. International compensation strategies: Base salary, allowances, expatriate benefits. Designing compensation packages for employees on foreign assignments. Managing equity and fairness in cross-border compensation. Recruitment & Selection in MNCs. Global talent acquisition and retention strategies. Cross-border recruitment challenges Managing staffing in diverse cultural environments. Virtual recruitment and the role of technology in global HR

UNIT V: Managing Employee Relations & Ethics in Global HRM (12 Hours)

Managing Employee Relations in MNCs: Cross-border labor relations and collective bargaining
Handling employee grievances and conflicts in multinational environments. Navigating national labor laws and international HR standards. Ethical Issues in International HRM. Ethical considerations in global HRM: Human rights, exploitation, diversity Ethical challenges in managing expatriates and cross-cultural teams. Corporate social responsibility (CSR) in global HR practices.

Teaching Methodology	PPT, Videos, Role Play, Case Studies. - Case studies on ancient Indian governance models and their application in global HRM.
Assessment Methods	Case study analysis and presentations. - Quizzes and multiple-choice questions (MCQs).- Group discussions and role plays.- Research-based assignments on cross-cultural HRM and IKS-based HR practices.- Industry interaction and project reports.

Books for Study:

1. Dowling, P. J., & Welch, D. E. (2017). International human resource management. Cengage Learning.
2. Harzing, A. W., & Pinnington, A. H. (2015). International human resource management. Sage.
3. Mead, R., & Andrews, T. G. (2019). International management: Culture and beyond. Wiley.
4. Sharma, R. (2020). Ancient Indian Management Practices. Oxford University Press. Ltd.

Books for Reference:

1. Brewster, C., Chung, C., & Sparrow, P. (2016). Globalizing human resource management. Routledge.
2. Stahl, G. K., & Bjorkman, I. (2015). Handbook of research in international HRM. Edward Elgar.
3. Kautilya, C. (2017). Arthashastra: Principles of Management. Penguin India.

Websites and eLearning Sources:

1. https://www.digitalhrtech.com/hrm-books/
2. https://www.academia.edu/39035303/
3. PDF_Download_Global_HRM_Management_15th_Edition_Free_Online
4. https://open.umn.edu/opentextbooks/textbooks/international-human-resource-management

CO No.	Course Outcomes	
	CO–Statements On successful completion of this course, students will be able to	**Cognitive Levels (K–Levels)**
CO–1	Understand and apply the core concepts of Global HRM.	**K1**
CO–2	Analyze cultural differences and their impact on HRM.	**K2**
CO–3	Implement expatriate management and international mobility strategies.	**K3**
CO–4	Develop HR policies suited for multinational corporations.	**K4**
CO–5	Assess ethical issues in international HRM and recommend solutions.	**K5**
CO–6	Apply Indian Knowledge System principles to global HRM challenges.	**K6**

Relationship Matrix										
Semester	**Course Code**		**Title of the Course**						**Hours**	**Credits**
3	25PHR3CC13		Core Course - 13: Global HRM and Cross-Cultural Management						4	3
Course Outcomes	**Programme Outcomes (POs)**					**Programme Specific Outcomes (PSOs)**				**Mean Score of COs**
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	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	2	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	Credits
3	25PHR3ES02A	**Discipline Specific Elective – 2:** Compensation Management	4	3

Course Objectives
To equip the students with the machineries and its process involved in wage determination and revisions in India.
To help students in knowing the key components of compensation.
To make them familiarize with the procedure of wage calculation and its benefit schemes
To interpret the wages theories critically along with its roles in protecting worker's interest.
To initiate students to Develop and restructure reward management systems and strategies.

Unit – I: BASIC CONCEPTS (12 Hours)

Wage and Salary - concept, types of wages – minimum wage, fair wage, living wage, and; wage and salary administration – wage fixation - Authorized deductions and imposition of fines on employees. Legal measures for wage & salary.

Unit – II: THEORIES OF WAGES (12 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 (12 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; 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 (12 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; Profit sharing and bonus.

Unit – V: INCENTIVE SYSTEMS (12 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. Gain sharing – features; productivity-oriented incentive schemes - individual and group bonus schemes; principles to make incentive schemes effective and ESOP schemes.

Teaching methodology	PPTs, Chalk and Talk, Case Analysis
Assessment Methods	Seminar, Snap Test, Group work

Books for Study:
1. Sharma. A. M, (2018), *Understanding Wage System*, Bombay, Himalaya Publishers (units2, 4 and5: chapters 3,4and6)
2. Jain S. P. & Narang. K. L. (2015), *Cost Accounting*, New Delhi, Sultan Chand & Sons, (unit 3: chapter2)
3. Dipak Kumar Bhattacharya, (2019), *Compensation*, New Delhi, Oxford University Press, (units 1 and 3: chapters 1and5).

Books for Reference:
1. Prasad, N. K. (2015), *Principles & Practice of Accounting*, New Delhi, Sultan Chand &Sons.
2. Gupta, A. (2016), *Wage & Salary Administration in India*, New Delhi, Anmoe Publications Private Limited.

CO No.	Course Outcomes	
	CO–Statements	**Cognitive Levels (K–Levels)**
	On successful completion of this course, students will be able to	
CO–1	Remember different machineries and the process involved in wage fixation in India.	**K1**
CO–2	Understand the key components of compensation.	**K2**
CO–3	Apply the familiarized means of computation of wages and benefit schemes	**K3**
CO–4	Analyze the theories of wages and critically evaluate the role played by wage policy in safeguarding the interest of the workers.	**K4**
CO–5	Develop reward management systems, policies and strategies.	**K5**
CO–6	Restructure or design the compensation management systems and its process.	**K6**

Relationship Matrix										
Semester	**Course Code**	**Title of the Course**							**Hours**	**Credits**
3	25PHR3ES02A	Discipline Specific Elective – 2: Compensation Management							4	3
Course Outcomes	**Programme Outcomes (POs)**					**Programme Specific Outcomes (PSOs)**				**Mean Score of COs**
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	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	2	3	2	3	3	3	2	3	3	2.7
									Mean Overall Score		2.5 High

Semester	Course Code	Title of the Course	Hours	Credits
3	25PHR3ES02B	**Discipline Specific Elective – 2:** Accounting for Managers	4	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 (12 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 (12 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 (12 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 (12 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 (12 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
Assessment Methods	Seminar, Snap Test, Group work

Books for Study:

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

Books for Reference:

1. Hingorani, Ramanathan & Grewal, (2018), Management Accounting, Sultan Chand, New Delhi.
2. R.N. Anthony, (2020), Management Accounting – Text and cases, Irwin, Kanpur.
3. S.N. Maheswari (2015), Management Accounting, Sultan Chand, New Delhi
4. H.G. Guthman, (2020) Analysis of Financial Statements, Prentice Hall, New Delhi

Websites and eLearning Sources:

1. https://aitsrajampet.ac.in/images/pdf/mba/learning-management-system/UNIT1-INTRODUCTION-TO-ACCOUNTING-min.pdf
2. https://dde.pondiuni.edu.in/files/PPT/MBA1Semester/Accountingformanager-05-06.03.2022.pdf
3. https://vskub.ac.in/wp-content/uploads/2020/04/Notes-6.4.2.pdf

CO No.	Course Outcomes	Cognitive Levels (K–Levels)
	CO–Statements On Successful completion of this course, students will be able to:	
CO–1	Describe the various types of the organization and the financial system they follow.	**K1**
CO–2	Ascertain the trading results of a concern	**K2**
CO–3	Evaluate profitability, liquidity, financial and turnover ratio of the various companies	**K3**
CO–4	Analyze the data of the financial statements of different companies.	**K4**
CO–5	Know how the different accounting practices are to planning	**K5**
CO–6	Apply the accounting information in managerial decision making	**K6**

Relationship Matrix										
Semester	**Course Code**		**Title of the Course**						**Hours**	**Credits**
3	**25PHR3ES02B**		**Discipline Specific Elective – 2:** Accounting for Managers						**4**	**3**
Course Outcomes	**Programme Outcomes (POs)**					**Programme Specific Outcomes (PSOs)**				**Mean Score of COs**
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**	**PSO3**	**PSO4**	**PSO5**	
CO1	3	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	3	2	2.6
CO5	3	3	3	2	2	3	3	3	2	2	2.6
CO6	3	3	3	3	3	3	3	2	3	2	2.8
									Mean Overall Score		**2.7 High**

Semester	Course Code	Title of the Course	Hours	Credits
3	25SMS3RM01	Intellectual Property Rights (IPR)	4	2

Course Objectives
To impart knowledge on the Concept and kinds of IPR
To enhance the awareness of Patent Rights.
To analyze the protection and transfer of Copy Rights.
To create awareness on Trademarks
To make the students understand the practical aspect of registration.

Unit I: Intellectual Property Rights (IPR) (12 Hours)

Concept and kinds - Economic importance - IPR in India and Abroad – Genesis and Development – the way from WTO to WIPO -TRIPS, Nature of Intellectual Property, Industrial Property, technological Research, Inventions and Innovations – Important examples of IPR.

Unit II: Patents (12 Hours)

History, Types of patent, Objectives, Rights, Patent Acts 1970 and its amendments - Procedure of obtaining patents, working of patent, Infringement, Industrial Application: Non-Patentable Subject Matter, Registration Procedure, Rights and duties of Patentees

Unit III: Copyrights (12 Hours)

Introduction, works protected under copyright law, Rights, Transfer of Copyrights, Infringement, Remedies and Penalties.

Unit IV: Trademarks (12 Hours)

Objectives, Types, Rights, Protection of goodwill, Infringement, Passing off, Defenses, Domain name.

Unit V: Registration and Protection (12 Hours)

Meaning and practical aspects of registration of Copy Rights, Trademarks, Patents, Geographical Indications, Trade Secrets and Industrial Design registration in India and Abroad. Infringement of IPRs, Enforcement Measures, Emerging issues – Case Studies.

Teaching Methodology	Chalk and talk, Case analysis, Expert interaction and practical exposure
Assessment Methods	Online Test, Seminar, Library work and Case study methods

Book for Study:
1. Nithyananda, K.V. Intellectual Property Rights: Protection and Management. India, In: Cengage Learning India Private Limited. New Delhi, 2019.
2. S.V. Satarkar, Intellectual Property Rights and Copy Rights, Ess Ess Publications, New Delhi, 2002.
3. V. Scople Vinod, Managing Intellectual Property, Prentice Hall of India pvt Ltd, New Delhi, 2012.

Book for References:
1. Neeraj, P. and Khusdeep, D. Intellectual Property Rights. India, In: PHI learning Private Limited, New Delhi, 2014.
2. Ahuja, V.K. Law relating to Intellectual Property Rights. India, In: Lexis Nexis, 2017.
3. Deborah E. Bouchoux, "Intellectual Property: The Law of Trademarks, Copyrights, Patents and Trade Secrets", Cengage Learning, Third Edition, 2012.
4. Prabuddha Ganguli," Intellectual Property Rights: Unleashing the Knowledge Economy", Tata McGraw Hill Education, New Delhi, 2011.
5. Edited by Derek Bosworth and Elizabeth Webster, The Management of Intellectual Property, Edward Elgar Publishing Ltd., New Delhi, 2013.

Websites and E-Learning Resources:
1. https://testbook.com/ias-preparation/intellectual-property-rights-ipr
2. https://padeepz.net/ge8075-question-bank-intellectual-property-rights-regulation-2017-anna-university/#google_vignette

3. https://www.icsi.edu/media/webmodules/Academics/Intellectual_Property_Rights_Law_Practice.pdf
4. https://articles.manupatra.com/article-details/Patent-Types-Laws-related-to-them-in-India
5. https://www.legalserviceindia.com/legal/article-10384-law-of-patent-securing-intellectual-property-in-india.html#google_vignette

CO No.	Course Outcomes	Cognitive Levels (K–Levels)
	CO–Statements	
	On successful completion of this course, the students will be able to	
CO–1	Get insight on the basic concepts of Intellectual Property Rights	**K1**
CO–2	Understand the basic concepts of applying for patent right, copy right and trade mark.	**K2**
CO–3	Understand and apply the appraisal methods for intellectual property rights	**K3**
CO–4	Understand and evaluate the functioning of the authorities authorized to grant patent	**K4**
CO–5	Analyze the working pattern of the intellectual property rights	**K5**
CO–6	Apply the knowledge gained by analyzing the case laws relevant to IPR	**K6**

Relationship Matrix											
Semester	**Course Code**	**Title of the Course**								**Hours**	**Credits**
3	25SMS3RM01	Intellectual Property Rights (IPR)								4	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	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	3	2	2.6
CO5	3	3	3	2	2	3	3	3	2	3	2.7
CO6	3	3	3	3	3	3	3	2	3	2	2.8
									Mean Overall Score		**2.7 High**

Semester	Course Code	Title of the Course	Hours	Credits
3	25PHR3IS01	Internship	-	1

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- PerformanceAppraisal–learning&Development–TradeUnion– CorporateSocial 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.
Assessment Methods	Reports and Viva Voce

Course outcome		
CO No.	**CO–Statements** On successful completion of this course, students will be able to	**Cognitive Levels (K–Levels)**
CO–1	Enlist the practical functions of Human Resource Department.	**K1**
CO–2	Outline the implementation of the Labour Laws as per the government regulations.	**K2**
CO–3	Examine the skills learnt according to the demands of the industrial scenario.	**K3**
CO–4	Categories the changes in the industrial and social environment and take decision according to the changing laws.	**K4**
CO–5	Recommend new methods in leadership, problem solving and decision-making process as per HR guidelines.	**K5**
CO–6	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	**25PHR3IS01**		Internship						**0**	**1**
Course Outcomes (COs)	**Programme Outcomes (POs)**					**Programme Specific Outcomes (PSOs)**					**Mean Scores of Cos**
	PO–1	**PO–2**	**PO–3**	**PO–4**	**PO–5**	**PSO–1**	**PSO–2**	**PSO–3**	**PSO–4**	**PSO–5**	
CO–1	2	2	2	2	2	2	2	2	2	2	**2.0**
CO–2	3	2	2	3	3	3	2	2	3	3	**2.6**
CO–3	3	3	3	2	3	3	3	3	2	3	**2.8**
CO–4	2	3	3	2	3	2	3	3	2	3	**2.6**
CO–5	2	2	3	2	3	2	2	3	2	3	**2.4**
CO–6	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	Credits
3	**25PHR3SL03**	**Self-Learning:** Talent Management	**-**	**1**

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
Assessment Methods	Online test through JosTEL Platform

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

Books for Reference:
1. Chowdhary, Subir, (2014*) Organization 2 IC, Pearson* Education, New Delhi
2. Sanghi, Seema, (2015) *The Handbook of Competency Mapping*, Response Books, New Delhi.

Websites and E-Learning Resources:
1. https://www.spiceworks.com/hr/talent-management/articles/what-is-talent-management/
2. https://www.mckinsey.com/featured-insights/mckinsey-explainers/what-is-talent management
3. https://www.adp.com/resources/articles-and-insights/articles/w/what-is-talent-management.aspx

CO No.	CO–Statements	Cognitive Levels
	On successful completion of this course, students will be able to	(K–Levels)
CO–1	Remember talent management practices in the competitive business environment.	K1
CO–2	Restate talent planning process according to the situational demands.	K2
CO–3	Apply their talents appropriately in the arising circumstances.	K3
CO–4	Analyze the organizational talents to meet the challenging demands.	K4
CO–5	Evaluate the right talents of the employees and reinforce them with rewards.	K5
CO- 6	Combine Talent acquisition with Recruitment	K6

Relationship Matrix											
Semester	Course Code		Title of the Course					Hours		Credits	
3	25PHR3SL03		Self-Learning: Talent Management					-		1	
Course Outcomes (Cos)	Programme Outcomes (Pos)					Programme Specific Outcomes (PSOs)					Mean Score of Cos
	PO–1	PO–2	PO–3	PO–4	PO–5	PSO–1	PSO–2	PSO–3	PSO–4	PSO–5	
CO–1	3	3	2	2	2	3	3	3	2	2	2.5
CO–2	3	3	1	3	3	3	2	2	2	2	2.4
CO–3	3	2	2	3	1	3	1	2	3	3	2.3
CO–4	3	3	3	3	3	3	3	1	3	3	2.8
CO–5	3	3	3	3	2	3	2	2	2	2	2.5
CO–6	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	Credits
4	25PHR4CC14	**Core Course - 14:** Managerial Counselling	6	5

Course Objectives
To define and explain key terminologies in counselling psychology.
To understand the objectives, principles, and importance of professional counselling.
To apply counselling processes in various counselling contexts
To analyze and compare important schools of counselling.
To develop essential counselling 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 and the emergence of counselling. - Barefoot Counselling, Assertiveness and Interpersonal Skills for Counsellors, Counselling Relationship. - Difference between Counselling and Guidance

UNIT-II: Development of Counselling Skills   (18 Hours)
Important Schools of Counselling: Psychoanalytic Foundations, Transactional Analysis, Gestalt Therapy, Rational Emotive Therapy, Person-Centered Approach, An Integrated Model. - Essentials of Counselling Skills. - Nonverbal Cues.

UNIT III: Counselling Intervention in Organizations   (18   Hours) Empathy, Listening, and Responding. - Effective Feedback. - Performance Counselling. - Counselling in Problem Situations. - Interpersonal Conflicts. - Midlife Blues. - Indigenous Indian Approaches to Workplace Well-being: Application of mindfulness and meditation techniques for stress management.

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 (MMPI), Multi-factor Personality Tests (16 PF), Typological Tests (MBTI), Projective Techniques (TAT). - Assessment Centers and Integration of Profiles. - Traditional Personality Assessment in Indian Psychology: Role of Ayurveda and Dosha Analysis in understanding personality traits.

UNIT V: Ethical, Professional Preparation & Training   (18 Hours)
Ethical standards/principles - responsibility. - Counselling in different settings: Group, educational, family, clinical, career guidance, and industries. - Dharma and Ethics in Indian Thought: Application of Indian ethical principles in counselling practices.

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. - Integration of mindfulness and meditation techniques for personal growth and self-awareness.
Assessment Methods	Case study analysis and presentations. - Quizzes and multiple-choice questions (MCQs). - Group discussions and role plays. - Research-based assignments on modern and Indian counselling practices. - Live counselling practicum and reflective learning journals

Books for Study:
1. Charles, J. G., & Bruce, R. F. (2016). Counselling Psychology. PRISM Books Pvt Ltd.
2. Rao, N. (2017). Counselling and Guidance. Tata McGraw- Hill, New Delhi.

Books for Reference:
1. Antony, D. J. (1994). Dynamics of Counselling. Nagercoil. Anugraha Publications.
2. Lister-Ford, C. (2007). A Short Introduction to Psychotherapy. Sage Publications.
3. Diane, E. P., Old, S.W., & Feldman, R.D. Human Development.
4. Eggert, A. M. (1999). Perfect Counselling. Random House Business Books.

5. Groth-Marnat, G. (2006). The Handbook of Psychological Assessment. John Wiley & Sons.
6. Urbina, S. (2004). Essentials of Psychological Testing. John Wiley & Sons Inc.
7. Indian Thought Contributions to Counselling - Texts from Vedic and Buddhist Psychological Traditions.

Websites and eLearning Sources:
1. https://www.researchgate.net/publication/325844365_INTRODUCTION_TO_COUNSELING
2. https://www.counsellingconnection.com/wp-content/uploads/2013/03/The-Counselling-Relationship-3.pdf
3. https://counsellingtutor.com/basic-counselling-skills

CO No.	Course Outcomes / CO-Statements	Cognitive Levels (K–Levels)
CO–1	Recall the fundamental concepts of counselling.	K1
CO–2	Understand emotional problems with their sources and develop abilities to deal with them.	K2
CO–3	Develop listening skills for effective communication.	K3
CO–4	Describe different schools of counselling and construct one's style of counselling.	K4
CO–5	Differentiate the problems and issues to attain workable solutions.	K5
CO- 6	Apply psychological theory in the helping process.	K6

Relationship Matrix											
Semester	**Course Code**		**Title of the Course**						**Hours**		**Credits**
4	25PHR4CC14		Core Course - 14: Managerial Counselling						6		5
Course Outcomes (Cos)	Programme Outcomes (Pos)					Programme Specific Outcomes (PSOs)					Mean Score of Cos
	PO–1	PO–2	PO–3	PO–4	PO–5	PSO–1	PSO–2	PSO–3	PSO–4	PSO–5	
CO–1	3	2	2	2	3	3	2	3	3	3	2.6
CO–2	2	3	2	3	3	3	2	3	3	3	2.7
CO–3	2	2	3	2	3	3	2	3	3	2	2.5
CO–4	2	2	2	3	2	3	2	2	2	3	2.3
CO–5	2	2	2	2	3	3	2	2	2	3	2.3
CO–6	2	2	3	2	3	3	2	3	3	2	2.5
									Mean overall Score		2.5 (High)

Semester	Course Code	Title of the Course	Hours	Credits
4	25PHR4CC15	**Core Course – 15:** Performance Management	6	4

Course Objectives
To equip the students with the basic ideas of performance and the way it is managed
To help them in differentiating performers from under performers and its impact in an organization.
To make them familiarize the techniques of performance appraisal in the competitive HR atmosphere.
To interpret performance measurements by sharing their knowledge in Performance management issues with HR professionals
To extend their knowledge in developing new performance measurement matrix in the field of HR.

Unit-I : BASIC CONCEPTS (18 Hours)

Performance- meaning, factors and work standards; productivity, efficiency; performance appraisal definition, objectives and benefits; performance management- scope, purpose, importance, process, ethics and comparison and distinction between performance appraisal and performance management; Performance Management Systems- Data for HR Decision and Performance Improvements,

Unit-II: PERFORMANCE APPRAISAL PROCESS (18 Hours)

Performance appraisal- stages, how to conduct a performance appraisal- where, how and who to be covered, strategic HRM role in PA; performance appraisal system–training, monitoring, and steps; Performance Standards- Bench marking and Business process re-engineering.

Unit-III: PERFORMANCE MEASUREMENTS (18Hours)

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, balanced score card; Recent methods- computerized appraisal process, electronic performance monitoring, assessment centers and KPI (key performance indicator) and KRA (key result areas); variance analysis- uses- evaluate past performance- improving future performance

Unit-IV: PERFORMANCE MANAGEMENT ISSUES (18 Hours)

Performance Management issues- problems with rating scales, Likerman's five common pitfalls; measures to avoid pitfalls, how to handle defensive employee and to provide constructive criticism; legal and ethical issues for written warning; performance management skills, Designing Reward System, Characteristics of an Effective Performance Reward Plan;

Unit-V: PERFORMANCE DEVELOPMENT (18 Hours)

Performance development – meaning, purpose; performance development review, performance development training; Appraisal Interview- types, skills, and process; Managing under-performers. Performance Consulting - Need, Role, Designing and Contracting Performance Consulting Services; Performance Management Skills- Coaching, Coaching Styles, Coaching Process; Performance Review Discussions/ Meetings- Pay Structures Reward Management.

Teaching methodology	PPTs, Chalk and Talk, Case Analysis
Assessment Methods	Seminar, Snap Test, Group work

Books for Study:
1. Arm Strong, Michael and Baron, Angela (2017), *Performance Management*, Mumbai, Jaico Publishing House. (unit 1: chapter 1-4; unit 3: chapter 15 and 18; unit 5: chapter 12, 19, 20 and 21)
2. Pattanayak, B. (2019), *Human Resource Management*, New Delhi, Prentice Hall of India private limited (unit-2: chapter 8 and 9; unit 2: chapter 8; unit 3: chapter 8 and 11; unit 4: chapter 8; unit 5 chapter 8
3. Dessler, Garry and Varkkey, Biju (2018). *Human Resource Management*, Delhi, Pearson Education Inc, Dorling Kindersley (India) Pvt.Ltd. (unit 1 to 5: chapter 9)

Books for Reference:
1. Cardy, R. (2014), *Performance Management*, New Delhi, Prentice Hall of India, private limited.

2. Jyothi, P and Venkatesh, D.N. (2018), *Human Resource Management*, New Delhi, OUP.
3. Neale, Francis. (2015), *Hand Book of Performance Management*, Mumbai, Jaico Publishing House.
4. Rao, T.V. (2005). *Performance Management and Appraisal Systems*. New Delhi: Sage Publishers
5. Suri, G.K. (2008). *Performance Measurement and Management*. New Delhi: Excel Publications

Websites and eLearning Sources:
1. https://www.spiceworks.com/hr/workforce-management/articles/what-is-performance-management/
2. https://www.investopedia.com/terms/p/performance-management.asp
3. https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/in-the-spotlight-performance-management-that-puts-people-first

CO No.	Course Outcomes CO-Statements On successful completion of this course, students will be able to	Cognitive Levels (K–Levels)
CO–1	Understand the basic ideas of performance and the way it is managed	**K1**
CO–2	Outline the difference between performers and under performers and its impact in an organization.	**K2**
CO–3	Classify the various techniques of performance appraisal in the emerging competitive HR scenario	**K3**
CO–4	Categories their decision by sharing enriched skills and knowledge in Performance management issues with the HR professionals	**K4**
CO–5	Evaluate the current performance appraisal systems and its benefits.	**K5**
CO- 6	Construct new performance measurement by carrying research in the current HR environment	**K6**

Relationship Matrix											
Semester	**Course Code**			**Title of the Course**					**Hours**	**Credits**	
4	**25PHR4CC15**			**Core Course – 15:** Performance Management					**6**	**4**	
Course Outcomes (Cos)	**Programme Outcomes (Pos)**					**Programme Specific Outcomes (PSOs)**					**Mean Score of Cos**
	PO–1	**PO–2**	**PO–3**	**PO–4**	**PO–5**	**PSO–1**	**PSO–2**	**PSO–3**	**PSO–4**	**PSO–5**	
CO–1	2	2	2	3	2	2	2	2	3	2	2.2
CO–2	3	2	3	2	3	3	2	3	2	3	2.6
CO–3	2	3	3	2	2	2	3	3	2	2	2.4
CO–4	2	2	3	3	3	2	2	3	3	3	2.6
CO–5	3	2	3	2	3	3	2	3	2	3	2.6
CO–6											
									Mean overall Score		**2.4 (High)**

Semester	Course Code	Title of the Course	Hours	Credits
4	25PHR4CC16	**Core Course - 16:** Corporate Social Responsibility	6	4

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

Unit–II: CSR-International Context   (18 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   (18 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   (18 Hours)
Meaning of civil society, civil society organizations 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   (18 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. Indian Companies Act 2013, Provisions of CSR in it.

Teaching Methodology	PPT, Videos, Role Play, Case studies
Assessment Methods	Assignment, Tests and Presentations

Book for Study:
1. Crane, Andrew and Matten, Dirk. 2015, *Business Ethics*. Oxford University Press: New Delhi. (**Unit1**: *Chapter1,3*) (**Unit 2**: *Chapter 6*) (**Unit 3**: *Chapter 8, 9*) (**Unit 4**: *Chapter 10*) (**Unit5**: *Chapter11*)

Books for Reference:
1. Agarwal, K. Sanjay, 2016. *Corporate Social Responsibility in India*. Response Books: New Delhi.
2. K. Aswathappa (2016) *International Business*, Tata McGraw Hill Education Pvt. Ltd., New Delhi.

Websites and eLearning Sources:
1. https://xlri.ac.in/executive-education/vil/long-term-courses/pgccsrl
2. https://www.icsi.edu/media/webmodules/companiesact2013/CSR%20Final%2002022015.pdf
3. https://www.jaroeducation.com/blog/corporate-social-responsibilty-and-its-types/
4. https://online.hbs.edu/blog/post/types-of-corporate-social-responsibility

Course Outcome

CO No.	CO–Statements On successful completion of this course, students will be able to	Cognitive Levels (K–Levels)
CO–1	Remember the basic concepts in CSR and its need through assignment, guest lectures and association meetings.	K1
CO–2	Describe the ethical theories and enable the practice to be corporate citizens and committed HR professionals.	K2
CO–3	Discover the value orientation of 2% of the net profit by sharing with the local community of people.	K3
CO–4	Examine the role of MNCs, Indian companies that are MNCs and Government as a prime player in doing business.	K4
CO–5	Generate skills through CSR trainings in developing CSR Projects for empowering Civil Society Organizations (CSOs).	K5
CO-6	Create new ways in implementing Government regulation with ethical values.	K6

Relationship Matrix

Semester	Course Code	Title of the Course						Hours	Credits
4	25PHR4CC16	Core Course - 16: Corporate Social Responsibility						6	4

Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of COs
	PO–1	PO–2	PO–3	PO–4	PO–5	PSO–1	PSO–2	PSO–3	PSO–4	PSO–5	
CO–1	3	2	2	3	2	3	2	3	2	3	2.5
CO–2	3	3	2	3	2	3	2	2	2	2	2.4
CO–3	3	2	3	2	2	2	3	2	2	2	2.3
CO–4	2	3	2	3	2	2	3	2	2	3	2.4
CO–5	3	2	2	2	3	2	3	2	2	3	2.4
CO-6	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	Credits
4	25PHR4CC17	Core Course – 17: Field Exposure - 2	2	1

Unit I: Introduction to Field Exposure
Introduction –Orientation– organization culture- organization structure – Recruitment and Selection - HR Department Functions - Time office functios - Knowledge sharing functions.

Unit II: Technology, Safety & Challenges
Awareness of technology and machinery used in the industry - Understanding and documenting safety protocols and compliance measures- Discussion with HR managers about common operational challenges.

Unit III: Employee Retention Activities
Counselling – mentoring – coaching **–** Performance Appraisal – learning & Development –Trade Union – Corporate Social Responsibility **–** External and internal environment impact on the organization

Unit IV: Organizational Leadership and HR Management
Leadership Analysis: Identifying and analyzing different leadership styles - Decision-Making Processes: Studying how routine and strategic organizational decisions are made - Problem-Solving Frameworks.

Unit V: Career Readiness and Employment Strategies
Engaging in team tasks, attending meetings, and participating in communication and self-development modules - Crafting Effective Job Application Materials – crafting professional portfolios - Optimizing LinkedIn profiles and understanding Applicant Tracking Systems (ATS) - Interview Etiquette – Group Discussion Basics.

CO No.	CO–Statements On successful completion of this course, students will be able to	Cognitive Levels (K–Levels)
CO–1	Gain practical exposure to industrial environments and real-world business operations and processes.	K1
CO–2	Relate theoretical knowledge learned in the classroom to practical applications in the industry.	K2
CO–3	To become aware of the latest technologies, machinery, safety protocols, and operational challenges faced by industries.	K3
CO–4	To enhance communication and interpersonal skills through interaction with industry professionals.	K4
CO–5	Recommend new methods in leadership, problem solving and decision-making process as per HR guidelines.	K5
CO–6	To help students make informed decisions about their future career paths and areas of interest.	K6

Relationship Matrix										
Semester	Course Code		Title of the Course				Hours		Credits	
4	25PHR4CC17		Core Course – 17: Field Exposure - 2				2		1	

Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of Cos
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO–1	2	2	2	2	2	2	2	2	2	2	2.0
CO–2	3	2	2	3	3	3	2	2	3	3	2.6
CO–3	3	3	3	2	3	3	3	3	2	3	2.8
CO–4	2	3	3	2	3	2	3	3	2	3	2.6
CO–5	2	2	3	2	3	2	2	3	2	3	2.4
CO–6	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	Credits
4	25PHR4ES03A	**Discipline Specific Elective - 3:** Entrepreneurship Development	4	3

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 (12 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 (12 Hours)

Creativity and Innovation: Exercises on Creativity, Source of New Idea, Ideas into Opportunities. Creative problem solving, Brainstorming, Synaptic, 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 Plan Process (12 Hours)

Meaning of business plan, Business plan process, Advantages of business planning, Marketing plan, Production/operations plan, Organizational plan, 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 (12 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 (12 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
Assessment Methods	Assignment, Tests and Presentations

Books for Study:
1. Poornima Charantimath (2017), *Entrepreneurship Development* – Small Business Enterprise, Pearson Education. **Unit-1, Unit-2**-*Chapter-3,5,9*
2. Robert D Hisrich, Michael P Peters, Dean A Shepherd, (2017) *Entrepreneurship*, 6thEdition, The McGraw –Hill Companies. **Unit-3,4,5**-*Chapter-15,20,22,29*

Books for Reference:
1. Dr. MathewJ. Manimala, (2016) *Entrepreneurship theory at cross roads*, Biztantra,
2. Vasant Desai (2016) *Entrepreneurial Development and Management,* Himalaya Publishing House,
3. Kurakto, (2016) *Entrepreneurship – Principles and practices*, 7th edition Thomson Publications.

Website and eLearning Resources:
1. https://open.umn.edu/opentextbooks/textbooks/entrepreneurship-and-innovation-toolkit
2. https://www.ediindia.org/
3. https://msme.gov.in/

4. https://openlearning.mit.edu/
5. *https://www.startupindia.gov.in/*

Course Outcome

CO No.	CO–Statements On successful completion of this course, students will be able to	Cognitive Levels (K–Levels)
CO–1	Remember the basic concepts of Entrepreneur and Entrepreneurship.	K1
CO–2	Understand the marketing strategies for small businesses.	K2
CO–3	Apply their creativity and innovation to generate business ideas.	K3
CO–4	Analyse the viability of launching a new venture.	K4
CO–5	Evaluate the important components of business project report	K5
CO-6	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	25PHR4ES03A	**Discipline Specific Elective - 3:** Entrepreneurship Development									4	3

Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Scores of Cos
	PO–1	PO–2	PO–3	PO–4	PO–5	PSO–1	PSO–2	PSO–3	PSO–4	PSO–5	
CO–1	2	3	2	2	2	3	2	2	3	2	2.3
CO–2	3	3	3	3	2	3	2	2	3	3	2.7
CO–3	3	3	3	3	2	3	3	3	2	2	2.7
CO–4	3	3	2	2	2	3	2	2	3	3	2.5
CO–5	3	3	2	2	2	3	2	2	3	2	2.4
CO-6	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	Credits
4	**25PHR4ES03B**	**Discipline Specific Elective - 3:** Marketing Management	**4**	**3**

Course Objectives
To make the students understand about the different concepts of marketing.
To help them comprehend knowledge about the buying behaviour.
To equip them with skills to prepare a concrete action plan for market segmentation and promotion of product
To help them apply the acquired basic marketing skills and enhance channel of distributions.
To enable them to practice marketing process and analyze marketing conditions.

Unit - I: Basics of Marketing (12 Hours)

Marketing - Concepts, Defining and delivering customer value and satisfaction - Value chain - Delivery network, Marketing environment, Adapting marketing to new liberalized economy - Digitalization, Customization and Changing marketing practices (e-business and setting up websites)

Unit – II: Buyer Behaviour & Branding (12 Hours)

Buyer Behaviour, Market Segmentation and Targeting, Positioning and differentiation strategies, Product life cycle strategies, New product development, Product Mix and Product line decisions, Branding and Packaging,

Unit – III: Dynamics of Marketing Channel (12 Hours)

Marketing channel system - Functions and flows; Channel design, Channel management - Selection, Training, Motivation and evaluation of channel members; Market logistics decisions.

Unit – IV: Advertising & Sales Promotion (12 Hours)

Integrated marketing communication process and Mix; Advertising, Sales promotion and Public relation decisions. Direct marketing - Growth, Benefits and Channels; Telemarketing; Salesforce objectives, structure, size and compensation.

Unit – V: Challenges in Marketing (12 Hours)

Identifying and analysing competitors, Designing competitive strategies for leaders, challengers and followers; Customer Relationship marketing - Customer database, Data warehousing and mining. Attracting and retaining customers, Customerism in India.

Teaching Methodology	PPT, Videos, Role Play, Case studies
Assessment Methods	Assignment, Tests and Presentations

Books for Study:
1. Kazmi, SHH (2018), Marketing Management, Excel Books, New Delhi, (**Unit - I**: *chapter 1 and 3*; **Unit -II**: *chapter 4, 11, 12 and 26*; **Unit-III**: *Chapter 22 And 16;* **Unit-IV**: *chapter 24 and 25*; **Unit-V**: *chapter 27 and 28*)
2. Ramasamy & Namakumari,(2017), Marketing Management, Macmillan Publications, India, New Delhi, (**Unit-III**: *Chapter 12 and14;* **Unit-IV**: *chapter 17 and 18*)

Books for Reference:
1. Rajan Saxena, (2016) Marketing Management, Tata McGraw Hill, New Delhi
2. Saroj Dutta, (2018), Marketing Sense, Excel Books, New Delhi

Website and eLearning Resources:
1. https://www.wrike.com/marketing-guide/marketing-management/
2. https://www.gisma.com/blog/why-is-marketing-management-important-to-businesses
3. https://old.mu.ac.in/wp-content/uploads/2020/09/Marketing-Management-Paper-III-Eng.pdf.

CO No.	CO–Statements On successful completion of this course, students will be able to	Cognitive Levels (K–Levels)
CO–1	Understand the different concepts of marketing.	K1
CO–2	Comprehend knowledge about the buying behaviour	K2
CO–3	Prepare a concrete action plan for market segmentation and promotion of product	K3
CO–4	Apply the acquired basic marketing skills and enhance channel of distributions.	K4
CO–5	Practice marketing process and analysis marketing conditions.	K5
CO-6	Constitute advertising strategy to meet the challenges in the marketing environment	K6

Relationship Matrix											
Semester	**Course Code**		**Title of the Course**				**Hours**		**Credits**		
4	25PHR4ES03B		Discipline Specific Elective - 3: Marketing Management				4		3		
Course Outcomes (COs)	**Programme Outcomes (POs)**					**Programme Specific Outcomes (PSOs)**					**Mean Score of Cos**
	PO–1	**PO–2**	**PO–3**	**PO–4**	**PO–5**	**PSO–1**	**PSO–2**	**PSO–3**	**PSO–4**	**PSO–5**	
CO–1	2	3	2	2	2	3	2	2	3	2	2.3
CO–2	3	3	3	3	2	3	2	2	3	3	2.7
CO–3	3	3	3	3	2	3	3	3	2	2	2.7
CO–4	3	3	2	2	2	3	2	2	3	3	2.5
CO–5	3	3	2	2	2	3	2	2	3	2	2.4
CO–6	3	2	2	2	2	3	2	2	3	2	2.3
								Mean overall Score			2.4 (High)

Semester	Course Code	Title of the Course	Hours	Credits
4	25PHR4PW01	Project	6	3

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 & Chees, Price Structure, Institutional loan, Management Structure, HRM Dept.-Wage & Salary Administration, Recruitment &S election, 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.
Assessment Method	Viva – voce Examination

Books for Study:
1. Kothari. C.R., (2000), *Research Methodology*, Viswa Prakasan, Mumbai
   Unit-1,2-*Chapter 4,5, 7*
2. Ahuja, Ram, (2003), *Research Methods*, Rawat publication. Jaipur
   Unit-3,4 -*Chapter-7, 9,11*
3. Dooley, David, (1997), *Social Research Methods*, Prentice Hall. Delhi
   Unit-4,5 -*Chapter-16, 22, 27*

Books for Reference:
1. Raj Kumar, (2002), *Methodology & Social Science Research*, Book Enclave. Jaipur,
2. Young, Pauline V. (2002), *Scientific Social Surveys and Research*, Macmillan Publication. New Delhi,
3. Panneerselvam R, (2011), *Business Research Methodology*, Srivastava Publication. Chennai,
4. Naresh K. Malhotra, (2010), *Marketing Research: An Applied Orientation*, PHI, New Delhi.

Website and eLearning Resources:
1. https://www.iprojectmaster.com/final-year-projects-materials/human-resource-management
2. https://hikeeducation.com/blog/hr-project-topics-for-mba-list/
3. https://www.guvi.in/blog/human-resource-project-ideas-for-mba-students/

Course outcome

CO No.	CO–Statements On successful completion of this course, students will be able to	Cognitive Levels (K–Levels)
CO–1	Relate the gained knowledge with the fundamentals of project work	K1
CO–2	discuss the methodologies of project work in the competitive HR scenario.	K2
CO–3	illustrate the methodologies of project work to be used in a critical situation.	K3
CO–4	Compare and differentiate the traditional and modern analytical tools in the field of HRM.	K4
CO–5	Recommend sharing their enriched knowledge in research work with the HR professionals	K5
CO–6	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	25PHR4PW01	Project					6		3

Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of Cos
	PO–1	PO–2	PO–3	PO–4	PO–5	PSO–1	PSO–2	PSO–3	PSO–4	PSO–5	
CO–1	2	2	2	2	2	2	2	2	2	2	2.0
CO–2	2	2	2	2	2	2	2	2	2	2	2.0
CO–3	3	3	3	2	2	3	3	3	2	2	2.6
CO–4	2	2	2	3	3	2	2	2	3	3	2.4
CO–5	3	3	2	2	3	3	3	2	2	3	2.6
CO–6	2	2	2	3	3	2	2	2	3	3	2.4
								Mean overall Score			2.3 (High)

Semester	Course Code	Title of the Course	Hours	Credits
4	25PHR4CE01	Comprehensive Examination	0	2

Course Objectives
To acquaint the students with concepts and techniques used in vital courses of HRM
To enable them to apply comprehensive knowledge in business decision-making.
To give in-depth knowledge in emerging global trends in business environment and the utility of Human resource techniques and practices in competitive situations.
To enable students to Identify the causes for behavioral and performance issues in an organization towards solving Human relates problems
To extend their manipulative skills to apply search techniques in various phases of HR in an Organization.

Unit- 1: HRM FUNCTIONS, RESEARCH DESIGN & DATA COLLECTION

HRM – Meaning, Nature and Functions. Line and Staff views of HRM and HRM as a profession, HR Metrics, and Challenges of HRM at today's context. Research Design- types and Data collection- Primary methods and Secondary methods; Population, universe; sampling- need and type; sampling frame, sample units and sample size and scaling techniques

Unit-2: OB & COUNSELLING INTERVENSIONS

Organization behavior: objectives, Models, Hawthorne Experiments. Organizational Climate – determinants, and measurement, Team building- process and managing; Counselling Interventions: Empathy, Listening and Responding, Effective Feedback, Performance Counselling, Interpersonal Conflicts. Counseling in different settings; -educational, family, clinical, career and industries.

Unit-3: 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- bonus- eligibility, minimum and maximum bonus; Managerial economics: Meaning, fundamental concepts - scarcity, Marginalism, opportunity cost - discounting - risk and uncertainty - profits - optimization.

Unit-4: PERFORMANCE & WAGE FIXATION

Performance- meaning, factors, performance appraisal- objectives and benefits; performance management-distinction between performance appraisal and performance management; Methods of Wage Fixation: Computation of wage and salary, Payment by- time rate, over time, piece rate, dearness allowance- fringe benefits; ESOPS

Unit-5: CSR & BUSINESS PLAN

CSR in terms of business ethics: sources and the need for business ethics, codes of ethics, social accounting and Ethical issues in Firm-employee relationships. Business Planning - process and types, Family Business- Responsibilities and rights of shareholders of a family business, Pitfalls of the family business and improving family business performance.

Teaching methodology	Study Materials and Book for reference
Assessment Methods	Test through online mode

Books for study:
1. Varshney and Maheswari, 1999, Managerial Economics, New Delhi: Sultan Chand and sons. Unit-1-chapter 3,5
2. Pravin Durai, 2010, Human Resource Management, Pearson Education Books, New Delhi.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, New Delhi, Prentice Hall of India, private limited. unit-4,5 –chapter18,23,29

Books for Reference:

1. Habib-Ur-Rehman, 1988, Managerial Economics, New Delhi: Himalaya Publishing House.
2. Bhagoliwal, 1995, Personnel Management and Industrial Relations, New Delhi, Kitab Mahal Publishers.
3. Malik, P L. 1995, Handbook of Industrial Law, Luck now, Eastern Book House.
4. Cardy, R. 2004, Performance Management, New Delhi, Prentice Hall of India, Pvt.

CO No.	Course Outcomes	Cognitive Levels (K–Levels)
	CO- Statements	
	On successful completion of this course, students will be able to	
CO–1	Describe the principles and polices of various concepts from distinguished papers of HRM	**K1**
CO–2	Comprehend to explain the concepts derived from various HRM papers.	**K2**
CO–3	Illustrate the various strategies of labour legislations in the emerging competitive HR scenario	**K3**
CO–4	Identify the causes for behavioral and performance issues in an organization	**K4**
CO–5	Assess new strategies by carrying research in the current HR environment	**K5**
CO–6	Design techniques and concepts towards human resource management in current scenario	**K6**

Relationship Matrix											
Semester	**Course Code**		**Title of the Course**				**Hours**		**Credits**		
4	**25PHR4CE01**		Comprehensive Examination				0		2		
Course Outcomes (COs)	**Programme Outcomes (POs)**					**Programme Specific Outcomes (PSOs)**					**Mean Score of Cos**
	PO–1	PO–2	PO–3	PO–4	PO–5	PSO–1	PSO–2	PSO–3	PSO–4	PSO–5	
CO–1	2	2	2	2	2	2	2	2	2	2	**2.0**
CO–2	3	3	2	2	3	3	3	2	2	3	**2.6**
CO–3	3	3	3	2	3	3	3	3	2	3	**2.8**
CO–4	2	2	3	2	3	2	2	3	2	3	**2.4**
CO–5	2	3	3	2	3	2	3	3	2	3	**2.6**
									Mean overall Score		**2.4 (High)**