

ST. MARY'S COLLEGE (Autonomous)
(Re-accredited with 'A+' Grade by NAAC)
Thoothukudi-628001, Tamil Nadu
(Affiliated to Manonmaniam Sundaranar University)



M.H.R.M.
School of Management & Economics
Outcome Based Curriculum
(W.e.f.2023)

Preamble

The program will equip graduates in the field of human resource with the requisite competencies to effectively and professionally manage the human capital. The students are trained to become HR professionals with high professional competency, outstanding leadership qualities and impeccable personal integrity.

Vision

To empower women to provide innovative, holistic and professional HR solutions for industrial and business organisations, by continuously enhancing their competencies and thereby contributing to nation building.

Mission

To impart professional knowledge and human resource skills to manage and provide solutions to human resource related issues in business environment leading to self-development and wider career opportunities.

PROGRAMME OUTCOME

PO No.	After completion of the Postgraduate programme the students of St. Mary College will be able to
PO - 1	acquire expertise knowledge in their respective disciplines and become professionals.
PO - 2	develop critical/logical thinking skills, managerial skills and become locally, nationally & globally competent and be a lifelong learner
PO - 3	pursue research / higher learning programme & apply their experiment and research skills to analyse and solve complex problems.
PO - 4	compete in the job market by applying the knowledge acquired in Arts, Science, Economics, Commerce and Management studies
PO -5	be an empowered and economically independent woman with efficient leadership qualities and develop the themselves as a holistic person

PROGRAMME SPECIFIC OUTCOME:

PO No.	Upon completion of MHRM programme, the graduates will be able to
PSO - 1	gain an insight in the field of HR & General Management leading to creativity and innovation in their profession.
PSO - 2	develop knowledge and understanding of related norms and ethics in the field of human resources and the various laws associated with HR functions in industry and community.
PSO - 3	develop a framework to support successful decision making in all relevant functions and activities of any business and international operations of a domestic business within the competitive environment and promote individual & team effectiveness.
PSO - 4	Graduates are able to gain self - confidence and become self-employable by launching startups.
PSO-5	Developing the competencies to design and develop frameworks in HR and business environments to meet the changing industry expectations.

PG Course Structure (2023-2025)

Department of MHRM

Semester – I

Components	Course Code	Course Title	Hours / Week	Credits	Max. Marks		
					CIA	ESE	Total
Core I	23PHRC11	Management Principles	7	5	25	75	100
Core II	23PHRC12	Organizational Behaviour	7	5	25	75	100
Core III	23PHRC13	Strategic Human Resource Management	6	4	25	75	100
Discipline Specific Elective I	23PHRE11	Managerial Economics	5	3	25	75	100
	/23PHRE12	Statistics for Management					
Discipline Specific Elective II	23PHRE13 /	Accounting for Managers	5	3	25	75	100
	23PHRE14	Computer Languages for Management					
MOOC (compulsory)				+2			
			30	20 +2			

Semester – II

Components	Course Code	Course Title	Hours / Week	Credits	Max. Marks		
					CIA	ESE	Total
Core IV	23PHRC21	Labour Legislation –I	6	5	25	75	100
Core V	23PHRC22	Learning & Development	6	5	25	75	100
Core VI	23PHRC23	Compensation Management	6	5	25	75	100
Discipline Specific Elective III	23PHRE21/ 23PHRE23	Financial Management Marketing Management	4	3	25	75	100
Discipline Specific Elective IV	23PHRE22 / 23PHRE24	Operations Research HR Analytics	4	3	25	75	100
SEC I	23PHRSE1	Entrepreneurial Development (Skill Enhancement)	4	3	20	30	50
			30	24			

Semester – III

Components	Course Code	Course Title	Hours / Week	Credits	Max Marks		
					CIA	ESE	Total
Core VII	23PHRC31	Labour Legislation II	6	5	25	75	100
Core VIII	23PHRC32	Performance Management	6	5	25	75	100
Core IX	23PHRC33	Research Methodology	5	4	25	75	100
Core X	23PHRC34	Behavioural HRM	5	4	25	75	100
Discipline Specific Elective V	23PHRE31/	Workplace Counselling	4	3	25	75	100
	23PHRE32	Recruitment and Selection					
SEC II	23PHRSE2	Business Ethics & Corporate Social Responsibilities	4	3	25	75	100
Internship /Self Study (optional)	23PHRI11/ 23PHRSS1	Internship / Personality Development		+2			
			30	24+2			

Semester – IV

Course	Course Code	Course Title	Hours / Week	Credits	Max Marks		
					CIA	ESE	Total
Core XI	23PHRC41	Organizational Change and Organizational Development	6	5	25	75	100
Core XII	23PHRC42	Human Resource Information System	6	5	25	75	100
Core XIII	23PHRC43	International Human Resource Management	6	4	25	75	100
Core XIV	23PHRC44	Business Policy & Strategic management	6	4	25	75	100
Core XV	23PHRP41	Project	6	4	25	75	100
			30	22			

Note:

1. It is mandatory for all I PG students to complete a MOOC course in the Swayam NPTEL Portal. Two credits will be awarded to the students who successfully pass the MOOC course in the Portal. Students who fail to pass in their first and second attempts via the Swayam NPTEL Portal will be eligible to take a supplementary exam given by the college for which one credit will be given.
2. Internship can be completed during the second semester vacation.

Semester	Hours	Credits	Extra Credits
I	30	20	--
II	30	22	2
III	30	24	2
IV	30	24	--
Total	120	90	4

Courses	Number of Courses	No. of Hours	Credits	Extra Credits
Core Theory	10	54	49	--
Core Practical	6	22	12	--
Discipline Specific Elective	6	26	18	--
Discipline Specific Elective Practical	1	4	2	
Group Project	1	6	4	--
Skill Enhancement Course	2	8	5	--
MOOC (Compulsory)	1	--	-	2
Internship/Self Study Paper (Optional)	1	--	-	2
Total		120	90	4

SEMESTER I			
Core I		MANAGEMENT PRINCIPLES	
Code: 23PHRC11	Hrs/Week: 7	Hrs/Sem: 105	Credits: 5

Objectives:

- To enable the students to learn the basic principles, concepts and functions of management along with the modern trends and apply them to real life situations.
- To develop an understanding of the functions of management and to equip the students with behavioural skills in managing people at work

Course Outcome

CO No.	On completion of this course students will be able to	Cognitive Level
CO-1	Learn the nature, levels and functions of the management.	K1
CO-2	develop short term and long term planning process in the company.	K5
CO-3	design the different structures of organization.	K4
CO-4	Show case the ability of directing, motivating and communicating.	K3
CO-5	apply the Managerial skills in resolving issues in the organization.	K2

SEMESTER I			
Core I		MANAGEMENT PRINCIPLES	
Code: 23PHRC11	Hrs/Week: 7	Hrs/Sem: 105	Credits: 5

UNIT – I

Introduction to Basic Managerial Concepts

21 HOURS

Management: Definition, Nature, Objectives, Need, Importance of Management, Management Principles – Process/ Functions of management, Management Roles, Levels of Management, Managerial Skills and Challenges of Management.

Development of management thought: 1. Classical Approach-FW Taylor’s and Scientific Management, Henry Fayol’s Contribution, 2. Neo Classical or Behavioral Approach to Management-Human Relations Approach, Behavioral Sciences Approach, 3. Modern Approaches to Management-Systems Approach, Contingency or Situational Approach, Management Science or Mathematical Approach.

UNIT 2

Planning and Decision Making

21 HOURS

Planning –Definition, Nature, Structure of Planning, Advantages, Disadvantages, Steps in Planning, forms of planning, types of plans, Forecasting- Definition, Difference between Planning and Forecasting.

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

Unit -3

21 HOURS

Organizing

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

UNIT -4**21 HOURS****Delegation, Decentralization, Centralization and Communication**

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

UNIT 5**21 HOURS****Co-ordination and control**

Co-ordination-meaning, Definition, Need, Requisites for Effective co-ordination, Types, Techniques of co-ordination, Difficulty of co-ordination. Controlling-Meaning, Definition, Features, Principles, Objectives, Advantages & Limitations, Types of control methods-Past and Future Oriented, Controlling Techniques- Traditional and Modern techniques.

Text Books:

1. Prasad. L.M (2015) “Principles and practices of Management” Published by Sultan hand & Sons New Delhi, ISBN-13: 978-9351610502.
2. Peter Drucker (2006) “The Practices of Management” Published by Harper Business publications, ISBN: 9780062005441

Reference Books

1. Hellriegel / Jackson/ Solum, Management (2007) “A Competency based approach” Published by South-Western College Pub Hardcover, ASIN: B008OWHOH8.
2. Allen, L.A., “Management and organization” (2008) Published by Mcgraw Hill publishing co., ltd.
3. Chandrabose.D (2004) “Principles of Management and Administration” Published by Prentice Hall India Pvt., Limited.
4. Tim Hannagan (2007) “Management concepts and practices”, Published by Macmillan India Ltd., ISBN-13: 978-0273711186
5. Koontz O'Donnell,(2012) Principles of Management Tata Mcgraw Hill publishing co., ltd.,

Course Outcomes	Programme Outcomes (PO)					Programme Specific Outcomes (PSO)				
	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	3	2	3	2	2	2	3
CO-2	3	3	2	3	3	3	3	2	2	3
CO-3	3	3	3	3	3	3	2	2	2	3
CO-4	3	3	3	3	2	3	2	2	3	2
CO-5	3	3	3	3	3	3	3	3	3	2
Ave.	3.0	2.6	2.6	3.0	2.6	2.4	2.4	2.2	2.2	2.6
Mapping			<40%			≥ 40% and < 70%			≥ 70%	
Relation			Low Level			Medium Level			High Level	
Scale			1			2			3	

SEMESTER I			
Core II		Organizational Behaviour	
Code: 23PHRC12	Hrs/Week: 7	Hrs/Sem: 105	Credits: 5

Objectives:

- To enable the students to understand the various dimensions of organizational behaviour.
- To develop the students with the determinants of intra – individual, inter – personnel and inter – group behavior in organizational setting and to equip them with behavioural skills in managing people at work.

Course Outcome

CO No.	Upon completion of this course students will be able to	Cognitive Level
CO-1	understand the concept of Organisational behaviour and Personality.	K2
CO-2	gain insights on Perception and Attitude.	K3
CO-3	understand the concept of Learning	K3
CO-4	Examine the concepts and theories of Motivation and Leadership.	K3
CO-5	understand the Characteristics and types of Group behaviour.	K2

SEMESTER I			
Core II		Organizational Behaviour	
Code: 23PHRC12	Hrs/Week: 7	Hrs/Sem: 105	Credits: 5

Unit-I Introduction to Organisational Behaviour and Personality 21 hours

Organizational Behaviour: Definition - Nature and Scope – Objectives – Evolution - Models of Organisational Behaviour – Autocratic – Custodial - Supportive - Collegial. Personality: Definition - Determinants of Personality - Types of Personality – Theories of Personality - Sigmund Freud’s four stages of Personality - Ericson’s eight life stages.

Unit-II Perception, Attitude and Learning 21 hours

Perception: Definition - Perception Process - Factors affecting Perception. Attitude: Concepts - Formation of Attitude - Types of Attitude – Measurement of Attitude. Learning: Meaning - Definition- Determinants of Learning- Learning Theories - Classical Conditioning - Operant Learning - Cognitive Theory - Social Learning Theory.

Unit-III Motivation and Leadership 21 hours

Motivation: Meaning – Concepts - Theories of Motivation –Content theories- Maslow’s Hierarchy of Needs - Herzberg’s Two Factor Theory - McGregor’s Theory X and Theory Y- Alderfer’s ERG theory- McClelland’s three needs theory. Process theories- Vroom’s expectancy theory- Porter’s & Lawler’s expectancy theory- Adam’s equity theory.Leadership: Definition – Functions - Leadership Styles - Leadership Theories - Trait Theory -Behavioral Theory - Managerial Grid Theory.

Unit-IV Group Behaviour and Team Building 21 hours

Group Behaviour: Definition- Characteristics of a Group - Types of Groups - Group Formation and Development - Group Role - Inter-Group Behaviour - Inter-Group Conflict -Group Decision Making.Team Building: Meaning - Types of Team - Team Building Process.

Unit-V Organisational change, Development and Effectiveness 21 hours

Organisational Change and Development: Reasons for Organisational Change – Types of Change - Planned Change - Resistance to Change and Managing Change. Organisational Development (OD): Meaning – Objectives - Models of OD and OD Interventions - Organisational Effectiveness: Definition - Approaches to Organisational Effectiveness –Factors Influencing Organisational Effectiveness.

Text Books:

Stephen P. Robbins and Timothy A Judge. Organizational Behaviour. New Delhi: Pearson Education Publishers, 15th Edition, 2013.

Books for References:

1. Khanka S.S.OrganisationalBehaviour. New Delhi: S.Chand& Co,6th Edition, 2013.
2. Aswathappa.K. OrganisationsalBehaviour. Mumbai: Himalaya Publishing House,10th Edition, 2010.
3. Stephen. P. Robbins. Essentials of Organisational Behaviour.New Delhi: Prentice Hall of India, 11th Edition 2013.

Course Outcome	Programme Outcome					Programme Specific Outcome				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	2	3	3	3	3	2	3	2
CO2	3	3	2	2	3	3	2	2	3	3
CO3	3	3	2	3	3	3	3	3	2	2
CO4	3	2	2	2	3	3	2	2	3	2
CO5	3	2	2	2	2	2	3	2	2	2
Avg.	3	2.4	2	2.4	2.8	2.8	2.6	2.2	2.6	2.2

Mapping	<40%	≥ 40% and < 70%	≥ 70%
Relation	Low Level	Medium Level	High Level
Scale	1	2	3

SEMESTER I			
Core III STRATEGIC HUMAN RESOURCE MANAGEMENT			
Code: 23PHRC13	Hrs/Week: 6	Hrs/Sem: 90	Credits: 4

LEARNING OBJECTIVES:

1. To understand the various concepts and principles of HR.
2. To expose the students to the strategic role of specific HR systems.
3. To apply the approaches of SHRM in the organization.
4. To implement the competitive compensation practices in the Industry
5. To adopt the emerging trends in HRM.

CO No.	Upon completion of this course students will be able to	Cognitive Level
CO-1	understand the kinds of strategies and importance of strategic management and the features of effective evaluation and control.	K1,K2
CO-2	gain knowledge of strategic management process.	K4
CO-3	understand the strategy formation for objectives, policies and company mission.	K3
CO-4	develop the employability skills needed for the workplace	K5
CO-5	gain knowledge and use the business level strategy .	K2

SEMESTER I			
Core III STRATEGIC HUMAN RESOURCE MANAGEMENT			
Code: 23PHRC13	Hrs/Week: 6	Hrs/Sem: 90	Credits: 4

Unit- 1: 18 HOURS

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

Unit – 2: 18 HOURS

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

Unit – 3: 18 HOURS

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

Unit - 4: 18 HOURS

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

Unit- 5 18 HOURS

Aligning HR Systems with Business Strategy and Evaluating HR Function:

Sustained Competitive Advantage, How HR Adds value to the firm, HR as scarce resource, Non-substitutable resource. Linking HRM practices to Organizational outcomes; Assessing and Reducing costs, Behavioral impact of HR practices, Marginal Utility Models, Auditing HR practices and Department. Linking strategy to HRM practices, Corporate HR philosophy and companywide HR standards, HRM leading strategy formulation. Alternative HR Systems; Universalistic, Contingency, Configuration, Congruence and Integrated HR Systems.

Evaluation HR function- Approaches to evaluation; HR Score card, Benchmarking, HR Accounting

Text Books:

1. Ashwatappa. K, Human Resource Management: Text and Cases, Mcgraw Hill Education, 7th Edition, 2013.
2. David A. DeCenzo, Stephen P. Robbins, Susan .L. Verhulst, Fundamentals of Human Resource Management, 12th Edition, 2016.
3. Charles R.Greer, Strategic Human Resource Management, Pearson Education, 2003.
4. Jeffrey .A. Mello, Strategic Human Resource Management, Thompson Learning, U.S.A, 2002.

Reference Books:

1. Gray Dessler: Human Resource Management, Pearson, 15th Edition, 2015
2. Anuradha Sharma: Strategic Human Resource Management: An Indian Perspective ,2006
3. Kesho Prasad: Strategic Human Resources Management, Macmillan publishers, 2017.
4. Seema Sanghi, Human Resource Management, Macmillan Publishers India Ltd. (2012).
5. Ghanekar Anjali: Essentials Of Strategic Human Resource Management , 2009
6. Luis R. Gomez-Mejia, David B.Balkin and Robert L.Carddy. Managing Human Resource, PHI, 2002.
7. C.B.Mammoria, Personnel Management - Himalayan Publishing co, New Delhi.

Course Outcome	Programme Outcome					Programme Specific Outcome				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	2	2	2	2	3	2	2	2	2
CO2	2	2	2	3	2	2	2	2	2	2
CO3	2	3	3	3	2	2	3	3	2	2
CO4	2	3	2	3	2	2	2	2	2	3
CO5	2	3	2	2	2	2	2	2	2	2
Avg.	2	2.6	2.2	2.6	2	2.2	2.2	2.2	2	2.2

Mapping	<40%	≥ 40% and < 70%	≥ 70%
Relation	Low Level	Medium Level	High Level
Scale	1	2	3

SEMESTER I			
ELECTIVE I		MANAGERIAL ECONOMICS	
Code: 23PHRE11	Hrs/Week: 5	Hrs/Sem: 75	Credits: 3

LEARNING OBJECTIVES:

1. To acquaint the students with concepts and techniques used in micro economic theory and to enable them to apply this knowledge in business decision-making.
2. To give in-depth knowledge in emerging global trends in business environment and Macroeconomic management.
3. To enable students to participate in debates on economic matters.
4. To develop the skills of the students in solving business problems by using various economic techniques.
5. To understand about the various models of economics.

CO No.	Upon completion of this course students will be able to	Cognitive Level
CO-1	To understand the key concepts, tools and techniques of economics and apply them.	K1,K2
CO-2	To apply the various economic techniques in taking business decisions.	K4
CO-3	To understand the choices of the customer and take the needed decision.	K1
CO-4	To analyze the problems faced by the firms.	K5
CO-5	To come out with the strategies for selling the products in the market	K5

SEMESTER I			
ELECTIVE I		MANAGERIAL ECONOMICS	
Code: 23PHRE11	Hrs/Week: 5	Hrs/Sem: 75	Credits: 3

Unit- 1

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

Unit -2

Demand Analysis & Forecasting: Demand-Meaning, Law of Demand, Demand Schedule and Demand Curve, Why Demand Curve Slopes Downward, Exception to Law of Demand or Perverse Demand Curve, Difference between Change in Demand and amount demanded, Factors determining Demand/ Demand Function, Elasticity of Demand Meaning and Definition, Meaning of Price Elasticity, Income Elasticity and Cross Elasticity of Demand (Only Meaning and Symbolic representation no Problems and methods of calculation) Factors influencing Elasticity of Demand, Importance of Elasticity of Demand, Demand Forecasting-Meaning, Definition, Types of Forecasting, Objectives and Purpose of Forecasting, Importance of Forecasting, Levels of Forecasting Approaches to be adopted for forecasting demand of new products

Unit- 3

Supply and Production : Supply-Meaning, Supply Schedule, Law of Supply, Supply Curve, Factors determining Supply/ Determinants of Supply, Expansion and Contraction of Supply Curve, Increase or Decrease in Supply, Elasticity of Supply; Production -Meaning, Types of Utilities ,Factors of Production, Production Function, Laws of Production: Laws of Variable Production, Laws of Returns to Scale, Economies of Scale Meaning, Types of Economies of Scale-Internal and External, Diseconomies of Scale-Internal and External

Unit -4

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

Unit-5

National Income, Social Accounting Aggregates, Computation of National Income, Business Cycle and Phases, Characteristics of Business Policy, Inflation and Deflation, Monetary Policy, Central Bank Functions, RBI Functions, RBI and Credit Control measures used by RBI, Fiscal Policy-Meaning, Objectives of Fiscal Policy, Instruments of Fiscal Policy, Limitations of Fiscal Policy. Economic Planning-Definition, Features, Objectives, Planned Vs Unplanned Economy, Competition act 2002 and Foreign Exchange Management Act 1999, Global Economic Scenario.

Text Books:

1. G S Gupta (2017), "Managerial Economics" published by McGraw Hill Education, ISBN-13: 978-0071067867
2. D.M.Mithani(2016), "Managerial Economics" published by Himalaya Publication House, ISBN-13: 978-9352623303

Reference Books:

1. H L Ahuja(2014), "Managerial Economics" published by S chand Publishing, ISBN-13: 978-8121928403
2. Dominick Salvatore(2016), "Managerial Economics: Principles and Worldwide Applications", published by Oxford University Press, ISBN-13: 978-0199467068
3. D N Dwivedi(2015), "Managerial Economics" published by Vikas Publishing House, ISBN-13: 978-9325986688
4. R.L. Varshney(2014), "Managerial Economics" published by Sultan Chand & Sons, ISBN-13: 978-8180549144
5. Michael Baye&Jeff Prince (2017), "Managerial Economics and Business Strategy" published by McGraw Hill Education, ISBN-13: 978-9339204068

COURSE OUTCOMES:

Course Outcome	Programme Outcome					Programme Specific Outcome				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	2	3	3	2	3	2	3	2
CO2	3	3	2	2	3	2	3	3	3	2
CO3	2	3	2	3	3	2	2	2	2	2
CO4	3	2	3	2	3	2	3	2	3	2
CO5	2	2	3	2	2	2	2	2	2	2
Avg.	2.6	2.6	2.4	2.4	2.8	2.0	2.6	2.2	2.6	2.0

Mapping	<40%	≥ 40% and < 70%	≥ 70%
Relation	Low Level	Medium Level	High Level
Scale	1	2	3

SEMESTER I			
Elective I		Statistics for Management	
Code: 23PHRE12	Hrs/Week: 5	Hrs/Sem:75	Credits: 3

Objectives:

- To equip the students with the concepts and tools of statistics and make them competent to analyse statistical data and arrive at apt solutions as per business requirements and organisational goals.
- To impart knowledge about various statistical concepts, tools and analytical procedures and also equip them to process the data meaningfully and accurately with a view to provide effective solutions for the management of the organisation.

Course Outcome

CO No.	Course Outcome	CL
	On completion of this course students will be able to	
CO-1	learn the basic statistical methods with a focus on the application of these methods to the business world.	K1
CO-2	understand the basic statistical concepts such as types of data, classification of data, frequency distribution and construct frequency distributions.	K2
CO-3	to become aware of the concepts of sampling, sampling distributions and estimation.	K3
CO-4	understand the concept and steps of performing a hypothesis (z, t, F) test and use it as a tool for statistical decision making in a business context.	K1, K4
CO-5	understand the assumptions of an ANOVA model and apply ANOVA in a business context.	K5

SEMESTER I			
Elective II	Statistics For Management		
Code: 23PHRE12	Hrs/Week: 5	Hrs/Sem:90	Credits: 3

UNIT I Introduction 15 Hours

Statistics - Definition, Types, Importance and Scope, Limitations. Types of Data, Classification of data, Organising data, Methods of data classification. Frequency Distribution, constructing a frequency distribution, Types of frequency distribution – Managerial Implications.

UNIT II Sampling Distribution and Estimation 15 Hours

Introduction to sampling distributions, sampling distribution of mean and proportion, application of central limit theorem, sampling techniques. Estimation: Point and Interval estimates for population parameters of large sample and small samples, determining the sample size– Managerial Implications.

UNIT III Testing Of Hypothesis: Parametric Tests 15 Hours

Hypothesis testing: Parametric Tests : Introduction to hypothesis and hypothesis testing , general procedure for hypothesis testing, direction of the hypothesis test, errors in hypothesis testing ,hypothesis testing for population parameters with large samples (z-test), Hypothesis testing for means of small samples (t-test), Hypothesis testing based on F-distribution for two sample standard deviations. ANOVA - one and two way– Managerial Implications..

UNIT IV Chi – Square and Other Non-Parametric Tests 15 Hours

Introduction, Advantages and limitations of Non-parametric Methods, Properties of Chi-square distribution, Conditions for the application of Chisquare test, Contingency table analysis: Chi-square test of Independence, Chisquare tests for goodness of fit, Chi-square test for population variance.

Correlation analysis – Meaning, Types of Correlation, Coefficient of Determination, Karl Pearson’s correlation coefficient and Spearman Rank Correlation coefficient, method of least squares . Regression analysis – Meaning, Methods to determine regression coefficients- Least squares Normal equations – Deviations method– Managerial Implications.

Text Book:

1. Richard I. Levin, David S. Rubin, *Statistics for Management*. Chennai; Pearson Education, 2011.

2. Sharma.J.K. *Business Statistics*. Chennai; Pearson Education, 2006. **Books for Reference:**

1.Gupta.S.P&Gupta.M.P. *Business Statistics*.New Delhi; Sultan Chand & Sons, 2015.

Course Outcomes	Programme Outcomes (PO)					Programme Specific Outcomes (PSO)				
	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-1	PSO-2	PSO-3	PSO-4	PSO-5
CO-1	3	1	1	2	1	3	2	3	2	3
CO-2	1	3	2	2	3	2	3	2	1	1
CO-3	3	1	1	2	2	3	2	2	2	3
CO-4	3	3	2	2	2	1	3	3	2	2
CO-5	1	1	3	2	2	3	1	2	2	3
Ave.	2.2	1.8	1.8	2.0	2.0	2.4	2.1	2.3	1.8	2.4

Mapping	<40%	≥ 40% and < 70%	≥ 70%
Relation	Low Level	Medium Level	High Level
Scale	1	2	3

SEMESTER I			
Elective II		Accounting for Managers	
Code: 23PHRE13	Hrs/Week: 5	Hrs/Sem: 75	Credits: 3

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

Course Outcome

CO No.	On completion of this course students will be able to	Cognitive Level
CO-1	describe the various types of the organization and the financial system they follow.	K3
CO-2	Evaluate profitability, liquidity, financial and turnover ratio of the various companies	K5
CO-3	analyze the data of the financial statements of different companies.	K4
CO-4	know how the different accounting practices are to planning	K1
CO-5	apply the accounting information in managerial decision making	K2

SEMESTER I			
Elective II		Accounting for Managers	
Code: 23PHRE13	Hrs/Week: 5	Hrs/Sem: 75	Credits: 3

UNIT-I

15 Hours

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

Basic Accounting Terms-Transactions, Proprietor, Capital, Assets, Liabilities, Drawings, Debtors, Creditors , Purchases, Purchase return or returns outward, Sales, Sales return or return inward, Stock, Revenue, Income, Expense, Voucher, Invoice, Receipt, Account, Basic Assumptions: Accounting entity assumption, Money measurement assumption, Accounting period assumption, Going concern assumption.

UNIT –II

15 Hours

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

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

UNIT–III

15 Hours

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

UNIT –IV**15 Hours**

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

UNIT- 5**15 Hours**

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

Text Books:

1. Financial management – Analysis & Conceptual approach – S.C.Kuchhal
2. Principles and practices of Cost accounting – N.K. Prasad
3. Management accounting – I.M. Pandey
4. Financial Management – S.N.Maheswari

Reference Books:

1. Finance for Non-Finance Executives – Yesyesvee
2. Hingorani, Ramanathan & Grewal: Management Accounting, Sultan Chand
3. R.N. Anthony: Management Accounting – Text and cases, Irwin
4. S.N. Maheswari: Management Accounting, Sultan Chand
5. H.G. Guthman: Analysis of Financial Statements, Prentice Hall

Course Outcomes	Programme Outcomes (PO)					Programme Specific Outcomes (PSO)				
	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	3	2	2	3	2	2	3
CO-2	3	3	2	3	2	2	3	2	2	2
CO-3	3	2	3	3	2	2	2	2	2	3
CO-4	2	3	3	3	2	2	2	2	2	3
CO-5	3	3	3	3	2	2	2	2	2	3
Ave.	2.8	2.6	2.8	3.0	2.0	2.0	2.4	1.0	1.0	2.8

Mapping	<40%	≥ 40% and < 70%	≥ 70%
Relation	Low Level	Medium Level	High Level
Scale	1	2	3

SEMESTER I			
Elective II		Computer Languages For Management	
Code: 23PHRE14	Hrs/Week: 5	Hrs/Sem: 75	Credits: 3

LEARNING OBJECTIVES:

1. To understand the basic knowledge of computers.
2. To apply computing in the problem solving.
3. To adopt different templates in using MS office.
4. To create HTML links and elements.
5. To prepare reports using the computational skills at workplace.

Course Outcome

CO No.	On completion of this course students will be able to	Cognitive Level
CO-1	To understand computer languages and generation of computers	K1
CO-2	To Adopt Text Processing software, mail merge concept in various applications.	K2
CO-3	To Illustrate Worksheet preparation and constructing Excel formulae	K4
CO-4	To Create an understanding of Networks and internet providers	K5
CO-5	To Apply HTML basics and tags	K5

SEMESTER I			
Elective II		Computer Languages For Management	
Code: 23PHRE14	Hrs/Week: 5	Hrs/Sem: 75	Credits: 3

UNIT I

Introduction to Programming Language: Generation of Computers and Computer Languages – Program Development Life Cycle – Flow Charting – Disk Operating System and Windows OS.

UNIT II

PC Software Packages: Text Processing Software – Text Manipulations – Usage of Spot Check – Text Formatting – Picture Insertion and Alignment – Creation of Document Using Templates – Mail Merge Concept.

UNIT III

MS-Excel: Worksheet Preparation – Constructing Excel Formula – Using Excel’s Built-in Functions – Creating And Modifying Charts. UNIT IV Network: What is Network – Advantages of Network – Types of Network – Requirement for Network. Internet: What is Internet – Internet Providers – Use of Internet – Web Basics: Browsers – Servers – Web Pages.

UNIT IV

HTML Basics: Understanding Tags – Tags for Doc Structure (Head, Body and Tag) – Block level text element – Headings, Paragraph (tag), font style element (bold, italic, u, big, small, strike and font), Lists: Types of list – other tags, marquee, HR, BR-using Images – Hyperlink – Tables: Table Elements, Caption – Table and Cell Alignment – Row Span – Column Span – Cell-padding Frames: Frameset – Targeted Links – No Frame – Forms (Input, Text Area, Select Option).

Text Books

1. Frye, C., Lambert, J. and Cox, J., Microsoft Office 2010: Step by Step, Microsoft 2010. 13
2. Johnson, S., Microsoft Office 2010 on Demand, Pearson Education, 2011.

Reference Books

1. Lawson, B. and Sharp, R., Introducing HTML 5, 2nd Edition, Pearson, 2012.
2. Walkenbach, J., Tyson, H., Groh, M., Wempfen, F. and Bucki, L.A., Microsoft Office 2010 Bible, Wiley India Pvt. Ltd., 2011.
3. Willard, W., HTML: A Beginner's Guide, 4th Edition, Tata McGraw-Hill Education, 2009

Course Outcomes	Programme Outcomes (PO)					Programme Specific Outcomes (PSO)				
	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
CO-2	2	2	2	2	2	2	2	2	2	2
CO-3	2	2	2	2	2	2	2	2	2	2
CO-4	2	2	2	2	2	2	2	2	2	2
CO-5	2	2	2	2	2	2	2	2	2	2
Ave.	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0

Mapping	<40%	≥ 40% and < 70%	≥ 70%
Relation	Low Level	Medium Level	High Level
Scale	1	2	3

SEMESTER II			
Core IV		Labour Legislation –I	
Code: 23PHRC21	Hrs/Week: 6	Hrs/Sem: 90	Credits: 5

Objectives:

- To make the students understand about the Judicial setup existing in the country
- To learn the laws relating to working conditions
- To learn the laws relating to the Social Security • To know about the laws relating to wages and bonus.
- To understand the laws needed for specific industry

Course Outcome

CO No.	On completion of this course students will be able to	PSOs Addressed
CO-1	Understand the legal structure prevailing in the country.	K2
CO-2	identify the situations of legal issues affecting both the employer and the worker.	K2
CO-3	apply various labour legislations in the business.	K4
CO-4	Use the innovative approaches to the legal applications	K3
CO-5	enable them to take ethical decisions in both personal and professional lives.	K2

SEMESTER II			
Core IV		Labour Legislation –I	
Code: 23PHRC21	Hrs/Week: 6	Hrs/Sem: 90	Credits: 5

UNIT I **18 HOURS**
 Concept of Labour Legislation, Need, Principles, Constitution for Legislation- Directive Principles of State Policy(DPSP)(Art 38,39,39A41,42,43,43A47,48), Fundamental rights, International Labour Organization (ILO) and its aim, Principles of Natural Justice.

Unit II **18 HOURS**
Laws related to Working Conditions
 The Factories Act, 1948-Health and Safety Welfare, Employment of Women and Children: Hours of Work, holidays and leave with wages, Inspection regulation and case laws, Forms and Registers

Unit III **18 HOURS**
Laws related to Social Security
 The Employees’ State Insurance Act, 1948
 The Employees’ Provident Funds and Miscellaneous Act, 1952 The
 Payment of Gratuity Act, 1972
 Relevant Case laws, Forms and Registers

Unit IV **18 HOURS**
Laws related to Specific Industries
 The Tamilnadu Shops and Establishment Act 1947,The Contract(Regulation and Abolition) Labour Act,1970,Building and other Construction Act,1996.The TN catering Establishment Act,1955, The Inter-State Migrant Workmen (Regulation Of Employment And Conditions Of Service) Act, 1979, Relevant Case laws, Forms and Registers

Unit V **18 HOURS**
Laws related to Wages
 The Payments of Wages Act, 1936
 The Minimum Wages Act, 1948 Relevant
 Case laws, Forms and Registers

Text Book:

1. Taxman (2017), Labour Laws, Taxman Publication, ISBN No.:9789350711583

Reference Books:

- 1.Kapoor N.D. (2011) Hand book of Industrial Law, Sultan Chand & Sons, New Delhi.
2. Vaidyanathan (2001) The TamilNadu Shops and Establishment Act 1947 and rules, Madras Books Agencies.
3. The Inter-State Migrant Workmen (Regulation Of Employment And Conditions Of Service) Act, 1979, Madras Law book Agency

CO/ PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PO5
CO1	2	2	2	2	2	3	2	2	2	2
CO2	2	3	2	2	2	3	2	2	2	2
CO3	2	3	2	2	2	3	2	2	2	2
CO4	3	3	3	3	2	3	2	2	2	2
CO5	2	3	3	3	2	3	2	2	2	2
Avg.	2.2	2.8	2.4	2.4	2	3	2	2	2	2

Mapping	<40%	≥ 40% and < 70%	≥ 70%
Relation	Low Level	Medium Level	High Level
Scale	1	2	3

SEMESTER II			
Core V		Learning & Development	
Code: 23PHRC22	Hrs/Week: 6	Hrs/Sem: 90	Credits: 5

Objectives:

1. To understand the nature and process of Training and Development.
2. To adopt the different Strategies used in training.
3. To induce the leadership and mentoring skills among students.
4. To implement the evaluation of the training program.
5. To know about the emerging trends in learning& development.

Course Outcome

CO No.	On completion of this course students will be able to	CL
CO-1	Understand about the Learning and Development process &their issues in the companies.	K1
CO-2	identify the learning objectives of every training program conducted.	K1,K2
CO-3	practice the different training methods and know their effectiveness.	K3
CO-4	Analyze the need for training of the employees	K1,K2
CO-5	Apply the latest technology in enhancing training effectiveness of different companies.	K1,K3,K4

SEMESTER II			
Core V		Learning & Development	
Code: 23PHRC22	Hrs/Week: 6	Hrs/Sem: 90	Credits: 5

UNIT I

18 HOURS

Introduction to Learning:

Introduction, Relationship, meaning, The basic principles of learning, Theories of Learning, The Learning Process, Mental and Physical Processes, The Learning Cycle, Age Influences on Learning Implications of the Learning Process for Instruction, Instructional Emphasis for Learning Outcomes, Learning Curve, The Forces Influencing Working and Learning, classification of learned capabilities.

UNIT II

18 HOURS

Introduction to Training:

Definition, Meaning, Need For Training, Importance Of Training, Objectives Of Training, Concepts of Education, Training And Development, Inputs in Training, Overview Of Training Functions, Types Of Training.

UNIT III

18 HOURS

Process of Training:

Steps In Training, Identification Of Job Competencies, Criteria For Identifying Training Needs (Person Analysis, Task Analysis, Organization Analysis), Assessment Of Training Needs, Methods And Process Of Needs Assessment.

UNIT IV

18 HOURS

Designing and Implementing a Training Program

Trainer Identification, Methods And Techniques Of Training, Designing A Training Module (Cross Cultural, Leadership, Training The Trainer, Change), Management Development Program, Budgeting Of Training. Traditional Training Methods: Presentation Methods, Handson Methods, Group Building Methods. Choosing Training methods.

E-Learning & Use of Technology in Training: Technology's Influence on Training, Technology & Multimedia, Computer-Based Training, Developing, Effective Online Learning, Blended Learning, Simulations, Mobile Technology & Training Methods, Intelligent Tutoring Systems, Distance Learning, Technologies for Training Support, Technologies for Training Administration, Learning Management Systems (LMSs), Systems for Training Delivery, Support & Administration.

UNIT V

18 HOURS

Evaluation of Training Program and Transfer of Training

Reasons for Evaluating Training, Overview of the Evaluation Process, Outcomes Used in the Evaluation of Training Programs, Determining Whether Outcomes Are Good, Evaluation Practices, Evaluation Designs/ Models (Kirkpatrick Model Of Evaluation, CIRO Model, CostBenefit Analysis, ROI Of Training), Threats to Validity, Types of Evaluation Designs, Considerations in Choosing an Evaluation Design, Determining Return on Investment,

Determining Costs, Measuring Human Capital and Training Activity. Transfer of Training: Introduction, Training Design, Work Environment Characteristics influencing transfer, organizational environments encouraging transfer; Implementation of the training programme.

Text Books:

1. Raymond A Noe and Amitabh Deo Kodwani, Employee Training and Development, Tata McGraw Hill, New Delhi, Fifth Edition,2012.

Reference Books

1. Bewnet, Roger cd. Improving Training Effectiveness, Aldershot, Gower 1988.
2. Buckley R & Caple, Jim, The theory and Practice of Training, London, Kogan & page.
3. Lynton R Pareek U. Training and development, 3rd edition, New Delhi, Vistaar.
4. Rae L etc. How to measure Training Effectiveness, Aldershot, Gower, 3rd edition.
5. Reid M.A.etc. Training Interventions, Managing Employee Development, 4th edition, London IPM.
6. Serge P. The Fifth Discipline: The Art and Practice of Learning Organization, 5th edition, London Century.

Course Outcome	Programme Outcome					Programme Specific Outcome				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	2	2	2	2	3	2	2	2	2
CO2	2	2	2	3	2	2	2	2	2	2
CO3	2	3	3	3	2	2	3	3	2	2
CO4	2	3	2	3	2	2	2	2	2	3
CO5	2	3	2	2	2	2	2	2	2	2
Avg.	2	2.6	2.2	2.6	2	2.2	2.2	2.2	2	2.2

Mapping	<40%	≥ 40% and < 70%	≥ 70%
Relation	Low Level	Medium Level	High Level
Scale	1	2	3

SEMESTER II			
Core VI		Compensation Management	
Code: 23PHRC23	Hrs/Week: 6	Hrs/Sem:90	Credits: 4

Objectives:

- To provide a clear frame work of the concepts of compensation management to facilitate the achievement of the strategic goal of establishing a comprehensive and competitive compensation plan for the organisation.
- To develop an understanding of the concepts of compensation management and impart skills in analysing the reward management so that they provide the organisation with clear and consistent compensation tools.

Course Outcome

CO No.	Course Outcome	Cognitive Level
	Upon completion of this course students will be able to	
CO-1	summarize the concepts of Compensation Management.	K2
CO-2	describe the objectives, types, theories, factors of compensation administration and demonstrate compensation administration.	K3
CO-3	understand and calculate compensation structure and ESOP	K1, K4
CO-4	examine the legal framework of wages and salary administration and investigate the types of Fringe benefits and other benefit programmes.	K5
CO-5	determine the determinants and types of incentives.	K3

SEMESTER II			
Core VI	Compensation Management		
Code: 23PHRC23	Hrs/Week: 6	Hrs/Sem:90	Credits: 4

UNIT 1

18 HOURS

Introduction: Compensation meaning, objectives, nature of compensation, types of compensations, compensation responsibilities, Compensation system design issues: Compensations Philosophies, compensation approaches, decision about compensation, compensation- base to pay, individual Vs team rewards, Perceptions of pay Fairness, legal constraints on pay systems.

UNIT 2

18 HOURS

Managing Compensation: Strategic Compensation planning, determining compensation-the wage mix, Development of a Base Pay System: Job evaluation systems, the compensation structure- Wage and salary surveys, the wage curve, pay grades and rate ranges, preparing salary matrix, government regulation on compensation, fixing pay, significant compensation issues, Compensation as a retention strategy

UNIT 3

18 HOURS

Variable Pay and Executive Compensation: Strategic reasons for Incentive plans, administering incentive plans, Individual incentive plans-Piecework, Standard hour plan, Bonuses, Merit Pay, Group incentive plans- Team compensation, Gain sharing incentive Plans, Enterprise incentive plans- Profit Sharing plans, Stock Options, ESOPs, executive compensation elements of executive compensation and its management, International compensation Management.

UNIT 4

18 HOURS

1. Managing Employee Benefits: Benefits- meaning, strategic perspectives on benefits-goals for benefits, benefits need analysis, funding benefits, benchmarking benefit schemes, nature and types of benefits, Employee benefits programs- security benefits, retirement security benefits, health care benefits, time-off benefits, benefits administration

UNIT-5

18 HOURS

Employee benefits required by law, discretionary major employee benefits, creating a work life setting, employee services- designing a benefits package

Text Books:

1. George Milkovich , Jerry Newman&C S Venkataratnam (2017), “Compensation” published by McGraw Hill Education, ISBN-13: 978-0070151581
2. Dipak Kumar Bhattacharyya (2014), “Compensation Management” published by Oxford University Press, ISBN-13: 978-0199456543

Reference Books:

1. Biswanath Ghosh (2012), “Compensation and Reward Management” published by Sterling Publishers Pvt.Ltd, ISBN-13: 978-8120777422
2. B. D. Singh (2017) , “ Compensation and Reward Management” published by Excel Books, ISBN-13: 978-9350626313
3. J. Martocchio Joseph (2018), “Strategic Compensation: A Human Resource Management Approach” published by Pearson Education, ISBN-13: 978-9332584839
4. Dr. Kanchan Bhatia(2014), “ Compensation Management” published by Himalaya Publishing House, ISBN-13: 978-9352022151
5. Henderson (2007), “Compensation Management in a Knowledge - based World” published by Pearson Education India, ISBN-13: 978-8131711101

Course Outcomes	Programme Outcomes (PO)					Programme Specific Outcomes (PSO)				
	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-1	PSO-2	PSO-3	PSO-4	PSO-5
CO-1	2	2	3	2	1	3	2	2	2	3
CO-2	1	2	3	3	2	3	2	2	2	1
CO-3	3	3	3	3	1	3	2	2	2	3
CO-4	2	3	2	3	2	3	2	2	2	2
CO-5	2	2	1	1	2	3	2	2	2	3
Ave.	2.0	2.4	2.4	2.6	1.4	2.4	2.1	2.3	1.8	2.4
Mapping	<40%				≥ 40% and < 70%			≥ 70%		
Relation	Low Level				Medium Level			High Level		
Scale	1				2			3		

SEMESTER II			
Elective III		Financial Management	
Code: 23PHRE21	Hrs/Week: 4	Hrs/Sem:60	Credits: 3

LEARNING OBJECTIVES:

1. To understand the Financial Management concepts in today's business.
2. To provide the students regarding the practical applications of Financial decisions in business.
3. To equip them to apply the knowledge of financial management in the organization.
4. To acquire knowledge on allocation and management of finance in the companies.
5. To know about the structure of the financial markets.

CO No.	Course Outcome	Cognitive Level
	Upon completion of this course students will be able to	
CO-1	know about the financial objectives of various organizations	K2
CO-2	explore about the financial environment under which the industries will operate.	K3
CO-3	apply the knowledge of finance in decision making	K1, K4
CO-4	analyze the various sources of finance	K5
CO-5	demonstrate about the capital requirements of each business and working capital management.	K3

UNIT- I**12 HOURS**

Introduction to Financial Management: Nature, scope, objectives and significance of Financial Management, Time value of money, Risk and return (including Capital Asset Pricing Model).

Unit -II**12 HOURS**

Long term investment decisions: The Capital Budgeting Process, Cash Flow Estimation, Payback Period Method, Accounting Rate of Return, Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index.

UNIT - III**12 HOURS**

Financing Decisions: Sources of long-term financing, Estimation of components of cost of capital, Methods for calculating Cost of Equity, Cost of Retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average Cost of Capital (WACC). Capital Structure-Theories of Capital Structure (Net Income, Net Operating Income, MM Hypothesis, Traditional Approach. Operating and Financial leverage, Determinants of capital structure.

UNIT- IV**12 HOURS**

Dividend Decisions: Theories for Relevance and irrelevance of dividend decision for corporate valuation Walter's Model, Gordon's Model, MM Approach, Cash and stock dividends, Dividend policies in practice.

UNIT- V**12 HOURS**

Working Capital Decisions: Concepts of Working Capital, Operating & Cash Cycles, sources of short term finance, working capital estimation, cash management, receivables management, inventory management.

Text Books:

1. Khan, M.Y. and P.K. Jain (2017), 7 th edition, Financial Management: Text and Problems, Tata Mc Graw Hill, ISBN 978-9339213053
2. Prasanna Chandra (2017) "Financial Management theory & Practices" Tata Mc Graw Hill, ISBN 978-932227274

Reference Books:

1. Rustagi, R.P.(2011), "Financial Management", Galgotia Publishing Company, ISBN 978-8171949311
2. Pandey, I M. (2016) "Financial Management" , Vikas Publications, ISBN 978-9325982291
3. Paramasiviam (2012) "Financial Management", New Age Publications, ISBN 978-812256782
4. Singh, J.K. (2015) Financial Management-text and problems, Dhanpat Rai and Company, Delhi , ISBN 978-7251945621

5. Srivastava, Rajiv, and Anil Mishra,(2016) Financial Management, Oxford University Press ISBN 978-932598564

Course Outcomes	Programme Outcomes (PO)					Programme Specific Outcomes (PSO)				
	CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO 1	3	2	3	2	2	2	3	2	2	2
CO 2	3	2	3	2	2	2	3	2	2	2
CO 3	2	2	3	2	3	2	2	2	2	2
CO 4	3	2	2	2	2	2	3	2	2	3
CO 5	2	2	2	2	3	2	2	2	2	2
Avg .	2.6	2	2.6	2	2.4	2	2.6	2	2	2

Mapping	<40%	≥ 40% and < 70%	≥ 70%
Relation	Low Level	Medium Level	High Level
Scale	1	2	3

SEMESTER II			
Elective III		Marketing Management	
Code: 23PHRE223	Hrs/Week: 4	Hrs/Sem: 60	Credits: 3

LEARNING OBJECTIVES:

1. To identify the role of marketing in business
2. To adopt the basic marketing theories & principles in the organization.
3. To understand the fundamental premise underlying market driven strategies
4. To apply the four marketing mix
5. To analyze the buyer behavior & the marketing research.

Course Outcome:

CO No.	Upon completion of this course students will be able to	PSOs Addressed
CO-1	To analyze the role of the marketing within the various companies	K4
CO-2	To evaluate the viability of the product at different markets.	K5
CO-3	To conduct market research and provide information to different companies	K3
CO-4	To make them to employ the management functions in the marketing area.	K3
CO-5	To employ the concepts of ethics in marketing decisions.	K4

SEMESTER II			
Elective III		Marketing Management	
Code: 23PHRE23	Hrs/Week: 4	Hrs/Sem: 60	Credits: 3

UNIT I

INTRODUCTION

Marketing – Definitions - Conceptual frame work – Marketing environment: Internal and External - Marketing interface with other functional areas – Production, Finance, Human Relations Management, Information System. Marketing in global environment – Prospects and Challenges.

UNIT II

MARKETING STRATEGY

Marketing strategy formulations – Key Drivers of Marketing Strategies - Strategies for Industrial Marketing – Consumer Marketing — Services marketing – Competitor analysis - Analysis of Consumer and Industrial Markets – Strategic Marketing Mix components.

UNIT III

MARKETING MIX DECISIONS

Product planning and development – Product life cycle – New product Development and Management – Market Segmentation – Targeting and Positioning – Channel Management – Advertising and Sales Promotions – Pricing Objectives, Policies and methods.

UNIT IV

BUYER BEHAVIOUR

Understanding industrial and individual buyer behavior - Influencing factors – Buyer Behaviour Models – Online buyer behaviour - Building and measuring customer satisfaction – Customer Relationships Management – Customer Acquisition, Retaining, Defection.

UNIT V

MARKETING RESEARCH & TRENDS IN MARKETING

Marketing Information System – Research Process – Concepts and Applications: Product – Advertising – Promotion – Consumer Behaviour – Retail research – Customer driven Organizations - Cause related marketing - Ethics in marketing –Online marketing trends.

Text Books:

1. Philip Kotler and Kevin Lane Keller, Marketing Management, PHI 14th Edition, 2012
2. KS Chandrasekar, “Marketing management-Text and Cases”, Tata McGrawHill-Vijaynicole, First edition, 2010
3. Paul Baines, Chris Fill and Kelly Page, Marketing, Oxford University Press, 2nd Edition,2011.
4. Lamb, hair, Sharma, Mc Daniel– Marketing – An Innovative approach to learning and teaching- A south Asian perspective, Cengage Learning — 2012

Reference Books:

1. Micheal R. Czinkota & Masaaki Kotabe, Marketing Management, Vikas Thomson Learning, 2000.
2. Douglas, J. Darymple, Marketing Management, John Wiley & Sons, 2008.
3. NAG, Marketing successfully- A Professional Perspective, Macmillan 2008.
4. Boyd Walker, Marketing Management, McGraw Hill, 2002.
- 5 Paul Baines, Chriss Fill Kelly Pagb, Marketing, II edition, Asian edition

Course Outcomes	Programme Outcomes (PO)					Programme Specific Outcomes (PSO)				
	CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO 1	3	2	3	2	2	2	3	2	2	2
CO 2	3	2	3	2	2	2	3	2	2	2
CO 3	2	2	3	2	3	2	2	2	2	2
CO 4	3	2	2	2	2	2	3	2	2	3
CO 5	2	2	2	2	3	2	2	2	2	2
Avg .	2.6	2	2.6	2	2.4	2	2.6	2	2	2

Mapping	<40%	≥ 40% and < 70%	≥ 70%
Relation	Low Level	Medium Level	High Level
Scale	1	2	3

SEMESTER II			
Elective IV		Operations Research	
Code: 23PHRE22	Hrs/Week: 4	Hrs/Sem: 60	Credits: 3

Objectives:

- To enable the students understand decision making techniques.
- To acquire working knowledge in taking decisions for optimum use of resources.

Course Outcome:

CO No.	Upon completion of this course students will be able to	PSOs Addressed
CO-1	understand the concept of operations research.	K2
CO-2	understand the decision making techniques which helps to solve management problems.	K2
CO-3	know the impact of computers on operations research.	K1
CO-4	examine the maximum benefit out of the available resources through decision making techniques..	K3
CO-5	apply game theory in business decision.	K4

SEMESTER II			
Elective IV		Operations Research	
Code: 23PHRE22	Hrs/Week: 4	Hrs/Sem: 60	Credits: 3

Unit I: Basics of Operations Research

Definition – Scope – Characteristics – Phases-Necessity of Operations Research in industry – Operations Research and Decision making –Impact of computers on operations research - Difficulties in operations research.

Unit II: Transportation and Assignment problem

Definition – Formulation and solution of transportation models – Optimality analysis in Transportation and Assignment – Definition – Formulation and solution of assignment models.

Unit II : Linear Programming

Requirements for a linear programming problem – Formulation of LPP – Graphical solution to LPP

Unit IV: Game Theory

Meaning – Useful terminology – Rules for game theory-Two person Zero sum game– pure strategy – Mixed strategy – Dominance rule.

Unit V: Simulation

Introduction – Steps in simulation process- Advantages and Disadvantages of simulation techniques – Monte Carlo Method – practical applications of simulation.

NOTE: Theory 60% Problem 40% Text Book:

1. Prem Kumar Gupta &Hira D S.-*Operations research*.New Delhi: S Chand &Co Ltd 7th Edition, 2016.

Books for Reference:

1. Kapoor V.K. *Operations Research*.New Delhi:Sultan Chand & Sons. 9th revised edition 2018.
2. KantiSwarup, Gupta P.K. &Man Mohan. *Operations research*.New Delhi: Sultan Chand & Sons, 19thEdition,2017.
3. Sharma J.K. *Applied Operations Research*.New Delhi: Macmillan India Ltd- 2016.
4. Vohra N.D. *Quantitative Techniques in Management*. New Delhi:Tata Mc. Graw HillPublishing Company 5th Edition 2017.

Course Outcomes	Programme Outcomes (PO)					Programme Specific Outcomes (PSO)				
	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-1	PSO-2	PSO-3	PSO-4	PSO-5
CO-1	3	3	3	3	1	2	3	2	3	3
CO-2	3	3	3	3	1	2	3	2	3	1
CO-3	3	3	3	3	2	2	3	2	3	3
CO-4	3	3	3	3	3	2	3	2	3	2
CO-5	3	3	3	3	3	2	3	2	3	3
Ave.	3.0	3.0	3.8	3.0	2.0	2.4	3.0	2.4	3.0	2.4
Mapping	<40%				≥ 40% and < 70%			≥ 70%		
Relation	Low Level				Medium Level			High Level		
Scale	1				2			3		

SEMESTER II			
Elective IV		HR Analytics	
Code: 23PHRE24	Hrs/Week: 4	Hrs/Sem: 60	Credits: 3

LEARNING OBJECTIVES

1. To apply appropriate statistical analysis to HR questions and problems.
2. To think critically about data and metric .
3. To apply HR analytics for problem-solving and decision-making;
4. To effectively interpret and communicate results from statistical analysis into actionable decisions.
5. To develop modules suitable for different HR functions

Course Outcome:

CO No.	Upon completion of this course students will be able to	PSOs Addressed
CO-1	understand the logical underlined statistical significance.	K2
CO-2	apply appropriate analytical tools in HR functions	K4
CO-3	develop experts in using excel and analytics	K1
CO-4	implement different types of analytics for various applications of organizations	K3
CO-5	gain knowledge in big data and business analytics	K4

SEMESTER II			
Elective IV		HR Analytics	
Code: 23PHRE24	Hrs/Week: 4	Hrs/Sem: 60	Credits: 3

UNIT 1:

Basic Foundation

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 2:

Analytical Foundation of HR measurement

a. 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 3:

About HR Analytics

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 4:

HR Analytics Tools

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 5:

Application of HR Analytics

Application of HR Analytics in the areas of Recruitment, Performance Management, Compensation Management, Competency building; Learning and Development; Employee Motivation / Satisfaction; Employee Attrition/ Separation.

Text Books:

1. Moore, McCabe, Duckworth, and Alwan. *The Practice of Business Statistics: Using Data for Decisions*, Second Edition, New York: W.H.Freeman, 2008.

2. Investing in People: Financial Impact of Human Resource Initiatives (*Required*) Cascio, W. & Boudreau, J., FT Press, 2nd Edition (2011) ISBN 13: 978-0137070923

Course Outcomes	Programme Outcomes (PO)					Programme Specific Outcomes (PSO)				
	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-1	PSO-2	PSO-3	PSO-4	PSO-5
CO-1	3	3	3	3	1	2	3	2	3	3
CO-2	3	3	3	3	1	2	3	2	3	1
CO-3	3	3	3	3	2	2	3	2	3	3
CO-4	3	3	3	3	3	2	3	2	3	2
CO-5	3	3	3	3	3	2	3	2	3	3
Ave.	3.0	3.0	3.8	3.0	2.0	2.4	3.0	2.4	3.0	2.4
Mapping	<40%				≥ 40% and < 70%			≥ 70%		
Relation	Low Level				Medium Level			High Level		
Scale	1				2			3		

SEMESTER II			
SEC I Entrepreneurial Development (Skill Enhancement)			
Code: 23PHRSE1	Hrs/Week: 4	Hrs/Sem: 30	Credits: 2

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.

Course Outcome

CO No.	On completion of this course students will be able to	C L
CO-1	demonstrate the innovative ideas by improving their presentation skills.	K4
CO-2	apply the marketing skills in the area of entrepreneurship	K2
CO-3	develop New ventures and do feasibility analysis	K5
CO-4	Analyze and prepare business plan	K3
CO-5	Explore financial & institutional arrangement and encouragement of entrepreneurship	K1

SEMESTER II			
SEC I		Entrepreneurial Development (Skill Enhancement)	
Code: 23PHRSE1	Hrs/Week: 4	Hrs/Sem: 60	Credits: 2

UNIT-I**12 Hours**

Entrepreneurship –Meaning & Definition – Types of Entrepreneurs - Characteristics of a successful entrepreneur, - Entrepreneurial scene in India - Case histories of successful entrepreneurs -

UNIT –II**12 Hours**

Entrepreneurial Development Programme and training - Entrepreneurial Environment - - New Product Ideas and Evaluation - Project Identification -Project Formulation - Project Report - Project Appraisal - Profitability Analysis- Working Capital Management.

UNIT- III**12 Hours**

Project Planning - Social COST Benefit analysis - Financial Analysis, Project financing - Selection of site & Equipment - Institutions for ED - Financial Institution & Entrepreneur Development - Bank Finance to entrepreneur -.

UNIT- IV**12 Hours**

Marketing Research Segmentation-Marketing Positioning-Developing Marketing Strategies, Pricing, Promotional Mix - Distributing channels

UNIT- V**12 Hours**

Small scale industries- definition, characteristics, objectives-Development of small Scale Industries in India - Incentives for SSI from Central Government & State Government / Industrial sickness in SSI, causes and remedies- Selection of the site and Equipment - Plan for production.

Text Books:

1. Charntimath Poornima .M (2014) Entrepreneurship& Small Business Entrprises, Pearson, Second Edition
2. Bholanath Dutta (2009) Entrepreneurship Management ,ExcellBooks,First Edition

Reference Books:

1. Robert J. Calvin : Entrepreneurial Management, McGraw-Hill, 2002
2. Shivganesh Bhargava : Entrepreneurial Management, SAGE Publications India Pvt Ltd ,2008.

Course Outcomes	Programme Outcomes (PO)					Programme Specific Outcomes (PSO)				
	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-1	PSO-2	PSO-3	PSO-4	PSO-5
CO-1	3	3	3	3	1	2	3	2	3	3
CO-2	3	3	3	3	1	2	3	2	3	1
CO-3	3	3	3	3	2	2	3	2	3	3
CO-4	3	3	3	3	3	2	3	2	3	2
CO-5	3	3	3	3	3	2	3	2	3	3
Ave.	3.0	3.0	3.8	3.0	2.0	2.4	3.0	2.4	3.0	2.4
Mapping	<40%				≥ 40% and < 70%			≥ 70%		
Relation	Low Level				Medium Level			High Level		
Scale	1				2			3		

SEMESTER III			
Core VII		Labour Legislation –II	
Code: 23PHRC31	Hrs/Week: 6	Hrs/Sem: 90	Credits: 5

Objectives:

- To face any challenges posed by the corporate environment and Trade unions.
- To provide knowledge on settlement machineries, compensation and bonus calculation.
- To apply the knowledge of labour laws in the industries.
- To develop models for resolving organizational legal issues
- To main proper documentation related to employment of workers

Course Outcome

CO No.	On completion of this course students will be able to	CL
CO-1	understand the legal structure relating to employment, compensation and industrial relations.	K1
CO-2	identify the situations of employment issues affecting women, children and men.	K2
CO-3	apply various latest legislations in the business.	K3
CO-4	Adopt the innovative approaches to the legal applications	K4
CO-5	enable them to take ethical decisions in both personal and professional lives.	K5

SEMESTER III			
Core VII		Labour Legislation –II	
Code: 23PHRC31	Hrs/Week: 6	Hrs/Sem: 90	Credits: 5

Unit I

Law relating to employment of women and Children, Subsistence Allowance 18 Hours
 Maternity Benefit Act 1961, The Child Labour (Prohibition and Regulation) Act 1986 The Tamil Nadu Payment of Subsistence Allowance Act, 1981, Relevant Case laws, Forms and Registers.

Unit II

Law relating to Bonus and Welfare Fund, Holidays 18 Hours

Payment of Bonus Act, 1965, Tamil Nadu Labour Welfare Fund Act, 1972, The Tamil Nadu Industrial Establishments (National and Festival Holidays) Act, 1958 Relevant Case laws, Forms and Register.

Unit III

Laws relating to IR 18 Hours

The Industrial Disputes Act, 1947, The Trade Union Act, 1926, The Industrial Standing orders Act, 1946, Relevant Case laws, Forms and Registers

Unit IV

Accident Compensation and safety 18 Hours

The Mines Act 1952, The Employees' compensation Act 1923, Relevant Case laws, Forms and Registers

Unit V

Miscellaneous Act 18 Hours

The Apprentice Act, 1961, Equal Remuneration Act, 1976, The Sexual Harassment of women at workplace (Prevention, Prohibition and Redressal) Act, 2013, Relevant Case laws, Forms and Registers

Text Books:

1. Kapoor N.D. (2011)Hand book of Industrial Law, Sultan Chand & Sons, New Delhi.
2. Vaidyanathan (1996), Factory Laws Applicable in Tamil Nadu, Volume IV, Madras Books Agencies, Chennai.
3. The Sexual Harassment of women at workplace (Prevention , Prohibition and Redressal) Act, 2013,Commercial Law Publishers(India)Pvt.Ltd., Delhi

References:

4. Taxman(2013),Labour Laws, Taxman Publication, ISBN No.:9789350711583
5. The Tamil Nadu Industrial Establishments (National and Festival Holidays) Act, 1958, Madras Law Book Agency
6. The Tamil Nadu Payment of Subsistence Allowance Act, 1981, Madras Law Book Agency

Course Outcome	Programme Outcome					Programme Specific Outcome				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	2	2	2	3	2	2	2	2
CO2	3	2	2	2	2	3	2	2	2	3
CO3	2	3	3	3	3	3	2	2	2	3
CO4	2	3	2	3	2	3	2	2	2	2
CO5	2	2	2	3	2	3	2	2	2	2
Avg.	2.4	2.4	2.2	2.6	2.2	2.4	2.2	2.8	2.2	2.4

Mapping	<40%	≥ 40% and < 70%	≥ 70%
Relation	Low Level	Medium Level	High Level
Scale	1	2	3

SEMESTER III			
Core VIII		Performance Management	
Code:23PHRC32	Hrs. / Week : 6	Hrs / Sem : 90	Credits: 5

Objectives:

- To instill the importance of performance management and to effectively implement and manage a Performance Management System in support of the strategic goals of the organization.
- To provide students with the necessary skills and critical understanding about the performance management process, methods and evaluation.

Course Outcome

CO No.	Course Outcome	Cognitive Level
	On completion of this course students will be able to	
CO-1	acquire in-depth knowledge about performance management.	K3
CO-2	gain a working knowledge of performance management systems.	K2
CO-3	distinguish between performance management and performance appraisal	K3
CO-4	understand about KPA's and KRA's	K2
CO-5	to the different methods of measuring performance	K3

SEMESTER III			
Core VIII		Performance Management	
Code:23PHRC32	Hrs. / Week : 6	Hrs / Sem : 90	Credits: 5

- Unit I Introduction to Performance Management: 18 Hours**
 Performance Management: Meaning - Definition –Need – Scope - Integrated approach- Features – Principles – Dimensions - Process – Benefits.
 Performance Appraisal: Objectives- Purpose – Process – Criteria – Performance Management versus Performance Appraisal.
- Unit II Performance Planning 18 Hours**
 Overview of Performance Planning - Meaning – Definition - Need – Objective - Planning Individual performance – Key Performance areas and Key result areas – Goal setting exercises – Process.
- Unit III Measuring Performance 18 Hours**
 Principles of Measurement— Criteria for performance – Balanced Score card – Performance Review – Outcome Metrics – Economic Value Added and other Economic Measures – HR Audit.
- Unit IV Performance Management Tools: 18 Hours**
 Tools for Measuring Performance – HR Scorecard - Assessment Centre - Tools used in Assessment Centres - Self-appraisal - HR Accounting –360 Degree Appraisal -540 Degree Appraisals - Appraisal Interview - Behaviorally Anchored Rating Scale (BARS)
- Unit V Performance Development and Evaluation: 18 Hours**
 Development Plan -Performance Management Documentation - Evaluating Performance Management System - Implementing Performance Management System - Performance Analysis - Evaluation and Maintenance of Performance Evaluation- Check- List – Evaluation - Review meetings- Attitude surveys- Focus groups- Performance monitoring: Methods of Monitoring.

Text Books:

1. Armstrong. M. *Performance Management- The New Realities*. New Delhi; Kogan Page India Ltd, 2006.
2. Rao.T.V. *Performance Management: Towards Organisational Excellence* .Pune; Vikas book house, 2015.

Reference Books:

1. Armstrong.M. *A Hand book of Reward Management Practice*. New Delhi; Kogan Page India Ltd, 2006.
2. Rao, T.V.*Performance Management and Appraisal System*. New Delhi; Excel Books, 2004.

Course Outcome	Programme Outcome					Programme Specific Outcome				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	2	3	2	2	3	2	3	2	2
CO2	2	2	2	2	2	2	2	2	2	3
CO3	2	3	3	3	3	2	3	3	3	3
CO4	2	3	2	3	2	3	2	3	2	2
CO5	2	2	2	3	2	2	2	2	2	2
Avg.	2	2.4	2.4	2.6	2.2	2.4	2.2	2.8	2.2	2.4

Mapping	<40%	≥ 40% and < 70%	≥ 70%
Relation	Low Level	Medium Level	High Level
Scale	1	2	3

SEMESTER III			
Core IX		Research Methodology	
Code: 23PHRC33	Hrs/Week: 5	Hrs/Sem: 90	Credits: 4

Learning Objective:

- To acquaint the students with concepts and techniques used in research
- To enable them to apply this knowledge in business decision-making
- To give in-depth knowledge in emerging statistical tools in Research
- To explore the different methods of data collection
- To prepare report catering to different industry requirements

CO No.	Course Outcome	Cognitive Level
	On completion of this course students will be able to	
CO-1	To identify the research problem	K3
CO-2	To apply the different methods of data collection in real life situation	K4
CO-3	To understand the relevance of research for decision making	K2
CO-4	To analyse the data using statistical tools	K3
CO-5	To examine the presentation of research results	K3

SEMESTER III			
Core IX		Research Methodology	
Code: 23PHRC33	Hrs/Week: 5	Hrs/Sem: 75	Credits: 4

UNIT I

18 Hours

Research : Meaning, Scope and Objectives, Types of Research, Steps Involved in Research Process, Definition of Research problem, Criteria for selecting research problem, techniques involved in defining research problem Research Design: Meaning and Types – Descriptive, Exploratory, Experimental Researches., Relevance of Research for decision making in various functional areas of Management.

UNIT II

18 Hours

Methods of data Collection – Census, Sample, Library. Techniques of Data Collection - Observation, Interview, Questionnaire and Schedules- Measurement and Scaling techniques - normal, ordinal, ratio, interval-Reliability and validity of the tool, pre-testing of the tool, Selection of samples, meaning of sample, Universe, Sampling Techniques and sample size determination for survey research, - Formulation of Hypothesis - Hypothesis testing.

UNIT III

18 Hours

Data Analysis: Editing, Coding of data: Univariate, Bivariate – Measures of dispersion -chi-square test - correlation and Regression analysis - Single and Two factor analysis of variance - Application of statistical tests - Parametric and Non-Parametric and interpretation of test results.

UNIT IV

18 Hours

Multivariate Analysis - Elementary concepts of factor analysis, Multiple Regression Analysis, Discriminate analysis, cluster analysis and conjoint analysis and their application in Management problem solving.

UNIT V

18 Hours

Presentation of Research results: Tabulation, Need, Nature and Guidelines- ungrouped and grouped frequency tables, Charts and Diagrams, Organizing report: Report Writing, Types and Layout of Research Report, Mechanics of report writing, Precautions in Preparing the Research Report, Use of Executive summary, appendix and Bibliography.

Text Books:

1. C.R. Kothari- Research Methodology: Methods and Techniques, New Age International Publishers, Second edition.
2. Donald Cooper & Pamela Schindler , Business Research Methods, McGraw-Hill Education, 12 th Edition.
3. S.P.Gupta - Statistical Methods, Sultan Chand & Sons, 28th Edition.

Reference Books

1. Aczel A.D. and Sounderpandian J., “Complete Business Statistics”, 6th edition, Tata McGraw – Hill Publishing Company Ltd., New Delhi, 2012.
2. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 11th edition, Thomson (South – Western) Asia, Singapore, 2012
3. Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, 2012
4. N. D. Vohra, Business Statistics, Tata McGraw Hill, 2012.
5. Richard I Levin and David S.Rubin, Statistics for Management, Pearson Education, 7 th Edition, 2011.
6. Srivatsava TN and Shailaja Rego, Statistics for Management, Tata McGraw Hill, 2008.

Course Outcome	Programme Outcome					Programme Specific Outcome				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	2	2	2	2	2	2	2
CO2	2	3	3	2	2	2	3	2	2	2
CO3	2	3	2	2	2	2	2	2	2	3
CO4	2	3	2	2	2	2	2	3	2	2
CO5	3	3	3	3	3	2	2	3	3	3
Avg.	2.4	3	2.6	2.2	2.2	2	2.2	2.4	2.2	2.4

Mapping	<40%	≥ 40% and < 70%	≥ 70%
Relation	Low Level	Medium Level	High Level
Scale	1	2	3

SEMESTER III			
Core X		Behavioural HRM	
Code: 23PHRE34	Hrs/Week: 5	Hrs/Sem: 75	Credits: 4

Objectives

- To nurture students to become intellectually competent professionals to serve the local and national community through scientific studies of human behavior, emotions and thoughts.
- To gain realistic ideas about implementing the psychological knowledge, skills and attitudes in occupational pursuits, to improve one's own quality of life and the needs of the society.

Course Outcome:

CO No.	Course Outcome	CL
	Upon completion of this course students will be able to	
CO-1	acquire the basic knowledge of psychology of Human Resource Management.	K3
CO-2	understand the schools of psychology.	K3
CO-3	understand the theories and measurement of intelligence.	K3
CO-4	understand the concept, types and factors influencing perception.	K3
CO-5	know the process of learning, aptitude and attitude.	K3
CO-6	determine the factors, causes, effects, classification of adjustment and develop ways to manage stress.	K4
CO-7	examine the functions of industrial psychologist.	K3
CO-8	discuss the meaning, factors, theories and identify the ways of measuring personality.	K4

Books for Reference:

- 1.Bhatia.H.R.*Abnormal Psychology*. New Delhi;Tata McGraw Hill, 2nd Edition, 1997.
- 2.RachanaSharma.*Abnormal Psychology*. NewDelhi;AtlanticPublishers, 4th Edition,2012.

Course Outcome	Programme Outcome					Programme Specific outcome				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PO5
CO1	2	2	2	3	2	2	2	2	2	2
CO2	3	2	2	3	3	2	2	2	2	2
CO3	3	3	2	3	3	2	2	2	2	3
CO4	3	3	2	3	3	2	2	2	3	2
CO5	3	3	2	3	3	3	2	2	2	3
Avg.	2.8	2.6	2	3	2.8	2.2	2.2	2	2.2	2.6

Mapping	<40%	≥ 40% and < 70%	≥ 70%
Relation	Low Level	Medium Level	High Level
Scale	1	2	3

SEMESTER III			
Elective III		Workplace Counselling	
Code: 23PHRE31	Hrs/Week: 4	Hrs/Sem:30	Credits: 3

Learning Objective:

- To Understand the fundamentals of counselling and application of workplace counselling
- To Make the students understand models of workplace counselling
- To enhance and understanding about dealing with different kinds of people
- To deal with different specific work problems
- To Provide employee counselling for the betterment of workplace

CO No.	On completion of this course students will be able to	CL
CO-1	understand the process of counselling	K1
CO-2	apply the various models of counselling at workplace	K3
CO-3	design interventions for handling specific work problems	K3
CO-4	demonstrate setting up of counselling in workplace	K4
CO-5	develop individuals to handle employee related issues	K5

SEMESTER III			
Elective III		Workplace Counselling	
Code: 23PHRE31	Hrs/Week: 4	Hrs/Sem:30	Credits: 3

UNIT I

INTRODUCTION

15 Hours

Meaning and Definition of Counseling, Counseling process- Stages - Building the counseling relationship and facilitating initial disclosure, In depth exploration, commitment to action and termination, Development of counseling skills, Introduction to important schools of counseling- Psychoanalytic counseling, Gestalt counseling, Rational emotive therapy, Person centered counseling, behavioral counseling.

UNIT II

UNDERSTANDING WORKPLACE COUNSELING

15 Hours

Concept- History- Models of Workplace counseling-Training of workplace counseling

UNIT III

SETTING UP COUNSELING IN THE WORKPLACE

15 Hours

An Integrative model of individual employee counseling. Preparation- Assessment- Contractual referring- Counseling - termination. Group counseling; Conflict Resolution- Intrapersonal- Interpersonal; Familial, Team building.

UNIT IV

DEALING WITH SPECIFIC WORK PROBLEM

15 Hours

Dealing with different people- Sexual Harassment- Work life balance. Unethical behavior in workplace, Travel stress.

UNIT V

INDUSTRIAL COUNSELLING

15 Hours

Employee problem counseling - Problems of Absenteeism, Turnover, Burnout, Depression, Substance Abuse

Text Books:

1. John Perridge, Carry.L.Cooper, Carolin Highley Employee Assisted Program
2. Adrian Colea, Counseling in the Workplace
3. Michael Carroll, Workplace Counseling (Sage Publication) Reference:

1. Gibson, I. Robert and Mitchell (2015): Introduction to Counseling and Guidance. - Prentice Hall of India. New Delhi.
2. Egan Gerard (1994) : The Skilled Helper –A Problem – Management Approach to Helping - Brooks/Cole Publishing Company, Pacific Grove, California.
3. Nelson-Jones, R (2008): Basic Counseling Skills: A Helper’s Manual - New Delhi: SAGE PUBLICATIONS, 2 nd Edition.
4. Philp Burnard (2009): Counseling Skills Training - Viva Books.
5. Jennie Lindon and Lance lindon (2008): “Counseling Skills” - Palgrave Macmillan.

Course Outcome	Programme Outcome					Programme Specific Outcome				
	CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	2	3	2	2	3	3	2	3	3	2
CO2	2	3	2	3	3	2	2	3	2	2
CO3	2	3	2	2	2	2	2	3	2	2
CO4	2	3	2	2	2	2	2	3	2	2
CO5	2	3	2	2	2	2	2	3	2	2
Avg.	2	3	2	2.2	2.4	2.2	2	3	2.2	2

Mapping	<40%	≥ 40% and < 70%	≥ 70%
Relation	Low Level	Medium Level	High Level
Scale	1	2	3

SEMESTER III			
Elective III		Recruitment and Selection	
Code: 23PHRE32	Hrs/Week: 4	Hrs/Sem:30	Credits: 3

Learning Objective:

1. To equip the students with a blend of theory.
2. To provide conceptual knowledge and operational dimensions in recruitment and selection process.
3. To apply wide range of issues, principles, practices in recruitment and selection.
4. To improve the business by selecting the right candidates.

Course Outcome:

CO No.	Upon completion of this course students will be able to	CL
CO-1	understand the skills needed for recruitment and selection.	K1
CO-2	describe the meaning, functions, objective, importance of recruitment and hiring process.	K2
CO-3	understand the meaning, sources, advantage and disadvantages of internal and external hiring and illustrate the process of internal and external hiring.	K1
CO-4	write application form, bio data and resume.	K3
CO-5	determine the features, purpose, types, process, advantage and disadvantage of testing and interviewing.	K4

SEMESTER III			
Elective III		Recruitment and Selection	
Code: 23PHRE32	Hrs/Week: 4	Hrs/Sem:30	Credits: 3

Unit I Recruitment (16 Hrs)

Recruitment: Definition – Meaning – Features – Objective – Purpose and Importance – Process. Hiring decision: Nature of hiring: Regular – Temporary - Full time - Part time – Apprentice – Contractual and Outsourcing. Existing post or new post to be created -Need analysis - Cost analysis.

Unit II Internal and External Recruitment (20 Hrs)

Hiring Internally: Meaning – Definition – Advantages - Disadvantages in terms of cost, time, quality and suitability. Sources of internal recruitment: - Circulars, Intranet Advertisements, Employee referrals, Appointment or promotion. Hiring Externally: Meaning – Definition – Sources: Advertisement in Newspaper- TV/Radio- Internet- Search on the internet- ‘Wanted’ signboards- Consultants-Employment exchange- Campus recruitment- Employee referrals and unsolicited applications. Advantages and disadvantages of the above sources in terms of Cost, Time, Convenience, Reach of the targeted population, and Quality of applicant pool. Difference between internal recruitment and external recruitment.

Unit III Screening of Applications (17 Hrs)

Application Forms: Meaning – Definition – content - Purpose – Evaluation - Advantages and Disadvantages. Bio-data: Meaning – Definition – Purpose - Advantages and Disadvantages. Resume: Meaning – Definition – Purpose – Parts – Formats - Advantages and Disadvantages. Curriculum vitae: Meaning – Definition – Purpose – Preparing – Formats - Advantages and Disadvantages. Weighted application blanks: Meaning – Definition – Purpose – Constructing a WAB- Advantages and Disadvantages. Taking a behavioural approach to recruitment: Spotting personality patterns - Making basic assumptions - Predicting the future - Strategy Vs. technique.

Unit IV Testing and Interviewing Procedures (17 Hrs)

Testing: Meaning – Definition – Purpose - Advantages and Disadvantages. Ability tests: Clerical ability test - Mechanical ability test - Mental ability test - Physical ability test - Personality assessment test - Typing test - Shorthand test - Computer proficiency test. Interviewing: Meaning – Definition – Features – Objectives – Advantages and Disadvantages. Interview process - Planning the interview - Getting started - Examining the 5 interview areas -Examining the strengths & weaknesses - Allowing candidates to ask questions at the end - Explaining the procedure of selection and concluding with a happy note - Making the decision.

Unit V Reference checking & Job offer letter (20 Hrs)

Reference Checking: Meaning – Definition – Purpose – Methods of Collecting Reference Data. – pros and cons of reference checks. Verification of character - Criminal antecedents - Previous work behavior - Educational qualifications - Verification of community certificates in public sector companies. Job offer letter: Meaning – Definition – Purpose - Contents of appointment letter, hard copy (or soft copy) - Method of delivery and retrieving the acknowledgement copy. Medical Examination & acceptance of offer for joining.

Text Book:

Aswathappa.K. *Recruitment and Selection*. New Delhi;Tata McGraw Hill Publishing Company Ltd, 6th Edition, 2005.

Books for Reference:

1. Lilly M.Berry.*EmployeeSelection*.California;Thomson Publications,1st Edition, 2002.
- 2.Robert W. Wendover. *High performance Hiring*.California; Crisp Publication, 8th Edition, 2011.

Course Outcome	Programme Outcome					Programme Specific Outcome				
	CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	2	3	2	2	3	3	2	3	3	2
CO2	2	3	2	3	3	2	2	3	2	2
CO3	2	3	2	2	2	2	2	3	2	2
CO4	2	3	2	2	2	2	2	3	2	2
CO5	2	3	2	2	2	2	2	3	2	2
Avg.	2	3	2	2.2	2.4	2.2	2	3	2.2	2

Mapping	<40%	≥ 40% and < 70%	≥ 70%
Relation	Low Level	Medium Level	High Level
Scale	1	2	3

SEMESTER III			
SEC II Business ethics and Corporate social responsibility			
Code: 23PHRSE2	Hrs/Week: 4	Hrs/Sem: 30	Credits: 3

Objectives:

1. To develop an understanding among students on ethical issues in business
2. To understand corporate governance practices
3. To impart skills of analysis and capability of making business decisions
4. To get acquainted with the various CSR policies
5. To promote work ethics and responsibility at the workplace

Course Outcome

CO No.	Course Outcome	Cognitive Level
	On completion of this course students will be able to	
CO-1	To understand the concept of ethics and CSR	K2
CO-2	To explore the roles and responsibilities of employee.	K2
CO-3	To identify the CSR practice carried out in an organization	K3
CO-4	To impart skills in making ethical decisions	K3
CO-5	To promote E-governance .at workplace	K2

SEMESTER II			
SEC II Business ethics and Corporate social responsibility			
Code: 23PHRSE2	Hrs/Week: 4	Hrs/Sem: 30	Credits: 3

UNIT I

Concept of ethics - sources -- values - codes of conduct - what is an ethical issue? - Ethical theory and its applications to business/morality and ethical theory – Ethical management - love and reverence in work and life - strengthening personal and organizational integrity - the spiritual core of leadership

UNIT II

Advertising and information disclosures - environmental responsibility - ethics and ecology - employee rights - conflict of interests - work ethics - professional ethics and responsibility

UNIT III

Corporate Social Responsibility (CSR) - meaning - promoting corporate responsiveness - managing socially responsible business

UNIT IV

Corporate Governance – Meaning and scope — Origin- Practices –Shareholders Vs. Stakeholders approach –Board mechanism, Role and duties of the directors-Chairman-Governance committees

UNIT V

Codes of governance –Birla committee report

Text Books:

1. A M A, “Corporate Governance And Business Ethics”, Excel Books
2. Cannon Tom, “Corporate responsibility. A textbook on business ethics, governance, environment: role and responsibilities”, Pitman, London
3. Hoffman, W. Michael, et, “Corporate Governance and Institutionalizing Ethics”, Lexington Books

Reference books

1. Sutton, Brenda, editor, “The Legitimate Corporation; Essential Readings in Business Ethics & Corporate Governance”, Blackwell Publishers
-
2. Manual Vela Squez, “Business Ethics Concepts and Cases”, Prentice Hall, New Jersey
-
3. Kenneth Blanchard and Norman Vincent Peale, “The Power of Ethical Management”, New York, William Morrow & Co.,
-
4. Sekhar R C, “Ethical Choices in Business”, Response Books 8. Kendall, Nigel, “Corporate Governance”, London, Financial Times Pitman Publishing
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Course Outcome CO/PO	Programme Outcome					Programme Specific Outcome				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	3	2	2	2	2	3	2	2
CO2	2	2	2	2	2	2	2	2	2	2
CO3	3	2	2	2	3	3	2	3	2	3
CO4	2	2	2	2	2	2	2	2	2	2
CO5	2	2	2	2	2	2	2	2	2	2
Avg.	2.4	2	2.2	2	2.2	2.2	2	2.4	2	2.2

Mapping <40% ≥ 40% and < 70% ≥ 70%

Relation Low Level Medium Level High Level

Scale 1 2 3

SEMESTER III	
Summer Internship	
Code: 23PHRIS1	Credits: 2

Vision: To enable students gain an exposure to industry and understand current and contemporary management practices.

Mission: To apply their critical thinking and analytical skills in management to an issue or problem or opportunity identified during their Summer Internship Programme.

Course Outcome

CO No.	Expected Learning Outcome	Cognitive Level
	On completion of this course students will be able to	
CO-1	collect data and submit a comprehensive report on the objective of their internship topic.	K2
CO-2	compare their theoretical knowledge with the professional environment.	K5
CO-3	gain exposure about industry and understand the current management practices.	K5

SEMESTER III	
Summer Internship	
Code: 23PHRI11	Credits: 2

The primary objective of the Summer Internship Programme (SIP) is to enable students gain an exposure to industry and understand current and contemporary HR management practices by spending a minimum of 45 days in a company during their summer break between the 2nd and 3rd semester. It is designed to give the trainees continuity of work experience. A report (30 to 35 pages) should be submitted and Viva Voce will be conducted. It is mandatory and two credits will be awarded for it.

SEMESTER III			
Self-Study Paper		Personality Development	
Code: 23PHRSS1	Hrs/Week: 0	Hrs/Sem:0	Credits: 2

Vision:

To enable the students to learn the basic concepts of personality and make them understand the type of personality they possess.

Mission:

To develop the personality skills of the students.

Course Outcome:

CO No.	Course Outcome	CL
	On completion of this course students will be able to	
CO-1	understand the key aspects of communication in organisation.	K1
CO-2	gain knowledge on Interpersonal relationships.	K2
CO-3	examine the concepts of personality.	K3
CO-4	understand various factors affecting personality.	K4
CO-5	explain various personality traits.	K5

SEMESTER III			
Self-Study Paper	Personality Development		
Code: 23PHRSS1	Hrs/Week: 0	Hrs/Sem:0	Credits: 2

- Unit I Aspects of communication:**
 Effective communication and its key aspects - Body language – Assertiveness - problem-solving - Conflict & stress management - decision making skills – Motivation – positive and creative thinking – Leadership and qualities of successful leader - character building – Teamwork - Lateral thinking - Time management - Work ethics - Good manners and etiquettes- Interpersonal relationships-Analysis of strengths and weaknesses.
- Unit II Concepts of Personality:**
 Personality: perception- personality, Man-personal personality - Personality Factors- Factors of association- Personality Relationship at home-friendsenvironment educational factor- Situational Factors: Conditional-Genetic- compulsory- spiritual-public relations factors.
- Unit III Personality Traits:**
 Personality Traits- formation of personality - factors influencing person habits of highly effective people and personality habits- Be proactive -Begin with an end in mind -Put first things first -Think win- Seek first to understand then to be understood - Synergize - Sharpen the saw.
- Unit IV Pillars of Personality Development:**
 Five Pillars of Personality Development - Introspection – Self Assessment – Self Appraisal – Self Development Self Introduction. Self Esteem - Positive self-esteem and negative self esteem - Do's and don'ts to develop positive self esteem - Term of self-esteem- symptoms- advantages.
- Unit V Types of Personality:**
 Mind mapping - Competency mapping and 360 degree assessment and development - Types of persons - Extrovert- Introvert- Ambivert person

Text Book:

E.H.Mc Grath, 2005, Basic Managerial Skill for all-Prentice, Delhi, Hall of India Pvt ltd.

Books for Reference :

1. Shiv Khera, 2010, You can win, Delhi, McMillan India Ltd.
2. Sri Jin Kaushal, 2014, Business Communication, Delhi, VK Global Publications Pvt. Ltd.

SEMESTER IV			
Core XI ORGANISATION CHANGE & ORGANISATION DEVELOPMENT			
Code: 23PHRC41	Hrs/Week: 6	Hrs/Sem: 90	Credits: 5

LEARNING OBJECTIVES:

1. To understand the various change management strategies.
2. To Study the impact of change on organizations.
3. To develop insight in diagnostic problems in OD.
4. To provide necessary self-insight, skills and techniques to become effective change agents and internal OD consultants.
5. To gain knowledge for handling future organizational initiatives.

CO No.	On completion of this course students will be able to	CL
CO-1	To apply various Approaches to understanding organization strategies	K3
CO-2	To Explore Functions and effects of organization culture	K3
CO-3	To identify the world of work group behavior	K2
CO-4	To recommend strategies for handling stress.	K4
CO-5	To create experts to handle Organizational development and change initiatives in the organization.	K5

SEMESTER IV			
Core XI ORGANISATION CHANGE & ORGANISATION DEVELOPMENT			
Code: 23PHRC41	Hrs/Week: 6	Hrs/Sem: 90	Credits: 5

Unit I 18 HOURS

Organization change

Dynamics of change, Nature of change, Change cycle, levels and types and forces of organizational change, Change agents, resistance to change at Individual, sub-unit and Organizational level, Strategies and guidelines for implementing change.

Unit II 18 HOURS

Models and theories of Organizational Change

Kurt Lewin - Force field theory of change, Burke Litwin Model of change, Ralph Kilman 5 sequential stages of organizational change, Ronald Lippitt, Jeanne Watson & Bruce Westly 7 stage Organizational change - Socio-technical systems theory and Open system Planning, OD, reengineering and Organizational Design.

Unit III 18 HOURS

Foundations of Organizational Development

Definition, meaning of Organizational Development, features, objectives and values of OD, OD process and stages of intervention, Action Research, Action Research & OD

Unit – IV 18 HOURS

Broad overview of OD interventions;

Team building intervention, Inter-group activities, Survey feedback intervention, Technostructural, structural activities, Process Consultation, Grid OD activities, Third Party peace making, Coaching and counseling, Future search conference.

Unit – V 18 HOURS

Future of Organizational Development

Leadership and values, Knowledge about Organizational development, Inter-disciplinary nature of Organizational Development, Diffusion of technique, Mergers, Acquisitions and alliances, High Performance & community

Text Books:

1. French.L.Wendell, Bell.H.Cecil and Vohra Veena : “Organization Development – Behavioral Science Interventions for Organization Improvement, Sixth edition, Pearson Prentice Hall of India, New Delhi,2014.
2. French, W.L etc., Organization Development Theory, Practice and Research, 6th Edition, New Delhi, Universal Book Stall.

Reference Books:

1. Hurse F.E. and Cummings T.G. Organisation, Development and Change 9th Edition, New York,k West.
2. Abad, Ahmad etc, Developing Effective Organization, New Delhi, Sri Ram Centre for Industrial Relations,1980
3. De Hitish. Alternative Designs of Human Organizations, London, Sage, 1988
4. Harvey D.F and Brown DR An Experiential Approach to Organization Development, Englewood Cliffs, New Jersey, Prentice hall Inc., 1990
5. Sinha, Dharani P etc, Consultants and Consulting Styles, New Delhi,Vision, 1982.

Course Outcome		Programme Outcome					Programme Specific Outcome				
CO/P O	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	3	3	2	2	3	3	3	3	2	
CO2	3	3	3	2	2	3	3	3	3	3	
CO3	3	3	3	2	3	3	3	3	3	2	
CO4	3	3	3	2	2	3	3	3	3	2	
CO5	3	3	3	2	2	3	3	3	3	2	
Avg.	3	3	3	2	2.2	3	3	3	3	2.2	

Mapping	<40%	≥ 40% and < 70%	≥ 70%
Relation	Low Level	Medium Level	High Level
Scale	1	2	3

SEMESTER IV			
Core XII		Human Resource Information System	
Code: 23PHRC42	Hrs/Week: 6	Hrs/Sem:90	Credits: 5

Objectives:

- To inculcate to the students the importance of a robust information collection and management system with a view to understand complex human behaviour and stake holder interest which impact the organisation and its performance.
- To educate the students about the complexity of data which when analysed thoroughly will enable them to understand the driving force behind stake holder behaviour with a view to provide solutions for long term sustenance of the organisation.

Course Outcome:

CO No	Course Outcomes	Cognitive Level
	On completion of this course, students will be able to	
CO-1	describe the role of Human resource Information Systems in business and understand the concepts and methods of HR accounting.	K2
CO-2	understand the concepts of HRIS and evaluate the usage of different software packages for HRIS.	K1
Co-3	effectively utilize database, DBMS and RDBMS to organise, store and retrieve data.	K3
CO-4	create database using MS – Access.	K4
CO-5	evaluate the steps in system development, and describe the process of system design and implementation.	K5

SEMESTER IV			
Core XII	Human Resource Information System		
Code: 23PHRC42	Hrs/Week: 6	Hrs/Sem:90	Credits: 5

- Unit I Introduction to HRIS 18 Hours**
 HRIS – Meaning - Definition –Importance – Data and Information needs for HR Manager –Structure of HRIS – HRIS subsystems – Mechanics of Human Resource Information Systems (HRIS) - Software Packages For Human Resource Information Systems Including ERP Software Such as SAP, Oracle Financials and Ramco Marshall.
- Unit II Data Base Concepts and Application in HRIS: 18 Hours Database**
 Concepts – Data, Information and Knowledge – DBMS Structure – Objectives of Database - Advantages and disadvantages of Database – Subsystems of DBMS – Functions of DBMS –RDBMS –Entities and attributes – tables – Queries- Forms. Data warehousing and Data Mining- Applications of DBMS using MS ACCESS – Designing an MS Access Data base
- Unit III HR Accounting 18 Hours**
 Meaning - Definition – Concept – Objectives – Methods of HR accounting – Measuring Human Resource Strength – Skills Measurement – Matching Project requirements.
- Unit IV HRIS Development, Project Management, System Design and Implementation: 18 Hours**
 System Development Life Cycle- System Development Models – Project
 Management: Planning tools – Project Management Framework – System Design: Definition- Conceptual design- Detailed system design- Implementation: Definition – Process.
- Unit V Security and privacy in HRIS and Future of HRIS: 18 Hours**
 Principles of Information security – Threats- Issues of Internet Security - IS Security Technology - Social and Ethical Issues of IS - Information Security management for HRIS – Future of HRIS – Changing world of HR – Integration of HR system – Paperless office and outsourcing of HR.

Text Book:

1. Micheal J. Kavanagh ,*Human Resource Information Systems*.NewDelhi;Sage Publications India Pvt. Ltd, 2015.
2. Goyal.D.P. *Management Information System*.NewDelhi;Vikas Publishing House , 2009.

Books for Reference:

1. Davis.*Management Information System*.Chennai; McGraw Hill Education Pvt Ltd,2013.
2. Jawadekar.*Management Information System*.NewDelhi ;Tata Mc Graw Hill , 2009.
3. James.A.O'Brien.*Management Information System*.Chennai; McGraw Hill Education Pvt Ltd ,2017.

Course Outcome	Programme Outcome					Programme Specific Outcome					
	CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	2	2	2	2	2	2	2	2	2
CO2	2	2	2	2	3	2	2	3	2	2	2
CO3	3	3	2	3	3	2	2	2	2	2	3
CO4	2	3	2	3	3	2	2	3	2	2	2
CO5	2	2	2	2	2	2	2	2	2	2	2
Avg.	2.4	2.4	2	2.4	2.6	5	5	2.4	2	2.2	

Mapping	<40%	≥ 40% and < 70%	≥ 70%
Relation	Low Level	Medium Level	High Level
Scale	1	2	3

SEMESTER IV			
Core XIII		International Human Resource Management	
Code:23PHRC43	Hrs/Week: 6	Hrs/Sem: 90	Credits: 4

Objectives:

- To understand the concepts of International Human Resource Management (IHRM)
- To develop personnel policies that improves employee relations at work.
- To apply the practices of International Human Resource Management in MNCs.
- To analyze the contemporary issues in IHRM
- To understand the trends in globalization

Course Outcome

CO No.	On completion of this course students will be able to	CL
CO-1	understand international HRM models	K2
CO-2	apply Recruiting and selecting staff for international assignments	K3
CO-3	analyze the methods of Performance management and international industrial relation	K3
CO-4	compare American, European, Japanese innovative management practice	K2
CO-5	adopt the contemporary strategies in International business context.	K3

SEMESTER IV			
Core XIII		International Human Resource Management	
Code:23PHRC43	Hrs/Week: 6	Hrs/Sem: 90	Credits: 4

UNIT I:

Introduction to International business and IHRM 18 Hours

Introduction to International business, Importance, Nature and scope, Modes of entry into International business, MNC's and their involvement in International business, International business environment, Meaning and Definition of International Human Resource Management (IHRM) - Difference between Domestic Human Resource Management and International Human Resource Management - Issue of nationality.

UNIT II

Contemporary Issues in IHRM. 18 Hours

Key issues in IHRM, challenges to IHRM, The concern of organized labor / Trade Unions and International Firm. Approaches to labor relations, Collective Bargaining, Grievance, Discipline and Industrial conflict. HR Outsourcing: What, why, why not, developing a contract and management of HRO.

UNIT III:

18 Hours

IHRM, National culture and Cross-cultural and Diversity Management

Meaning, elements, and dimensions of national culture, cross-cultural issues - Diversity Management - dimensions of diversity, reasons for increasing diversity, challenges and barriers to managing diversity at the work place.

UNIT IV:

18 Hours

Expatriation, Repatriation and Mergers and Acquisition – HR Issues

Management of expatriates, Reasons for the use of expatriates, (recruitment, training and development), and repatriation. HR Issues in Acquisitions & Mergers and Joint Ventures: HR issues in international alliances.

UNIT V:

18 Hours

Globalization and International business – Case Study

Global Business Environment - Globalism & Globalization, Concept, Meaning and Definition, Drivers of Globalization. International Regulation to Trade- WTO, GATT, IMF and World Bank - Managing in the Global Market place - Trends in Globalization Process.

Text Books:

1. K. Aswathappa(2017), “International Human Resource Management” published by McGraw Hill Education, ISBN-13: 978-0071077941
2. P. SubbaRao(2015), “International Human Resource Management” published by Himalaya Publishing House, SBN-13: 978-9352028375

Reference Books:

1. Dr. S. C. Gupta(2014), “International Human Resource Management” published by Laxmi Publications, SBN-13: 978-0230330795
2. Vance (2013), “Managing a Global Workforce Challenges and Opportunities in International Human Resource Management” published by Prentice Hall India Learning Private Limited, ISBN-13: 978-8120347946
3. Anne-WilHarzing&AshlyPinnington (2017), “International Human Resource Management” published by Sage Publications India Private Limited, ISBN-13: 978-9386062895
4. Peter Dowling, Marion Festing & Allen D. Engle Sr. (2013), “International Human Resource Management” published by Cengage Learning EMEA, ISBN-13: 978-1305011205
5. Rita Mcgee& Ann Rennie (2013), “International Human Resource Management” published by Cipd/Bookland , ISBN-13: 978-9380110677

Course Outcome	Programme Outcome					Programme Specific Outcome					
	CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	2	3	2	2	2	2	2	2	2	2
CO2	2	2	2	2	2	2	3	2	2	2	2
CO3	2	2	2	2	2	2	2	2	2	2	2
CO4	2	3	2	2	2	2	2	3	2	2	2
CO5	2	2	3	2	2	2	2	2	2	2	3
Avg.	2	2.2	2.4	2	2	2	2.2	2.2	2	2.2	2.2

Mapping	<40%	≥ 40% and < 70%	≥ 70%
Relation	Low Level	Medium Level	High Level
Scale	1	2	3

SEMESTER IV			
XIV Business Policy and Strategic Management			
Code:23PHRC44	Hrs/Week: 6	Hrs/Sem: 90	Credits: 4

LEARNING OBJECTIVES:

1. To understand Business environment and various policies
2. To induce managerial qualities of decision making in a competitive environment.
3. To encourage students to be good managers where Organizational change takes place.
4. To promote corporate values and instill leadership capabilities among students.
5. To promote ethical behaviour and ethical decisions in the organizations

CO No.	On completion of this course students will be able to	CL
CO-1	Create Strategic Management process and develop a strategic vision in companies	K2
CO-2	Analyze Social responsibility of business, corporate governance and ethical responsibility	K3
CO-3	demonstrate Environment scanning and industrial analysis	K3
CO-4	apply Strategy formulation and analysis	K2
CO-5	evaluate Strategy implementation and strategic control	K3

SEMESTER IV			
XIV Business Policy and Strategic Management			
Code:23PHRC44	Hrs/Week: 6	Hrs/Sem: 90	Credits: 4

UNIT I

18 HOURS

Business as a social system: objectives of business, business environment - International Environment - opportunities and threats. Business ethics - Principles of Business ethics, Ethics in Workplace – Ethical behaviors and Ethical decisions. Ethical Issues in Corporate Governance, Corporate Social Responsibility - Changing Trends in social responsibilities of business, Dimensions of social responsibility, Corporate Social Responsibility towards different groups.

UNIT II

18 HOURS

Business policy related aspects, Policies tactics, Programs, Procedures, Rules. Different types of policies. Business Policy in Various Economic Systems: Capitalist Economy: Economic System of Socialism and mixed Economic system.

UNIT III

18 HOURS

Strategy formulation - business and objectives, process of strategy formulation, - environmental appraisal - Organizational appraisal - Strategic alternative and choice - choosing a strategy, Management attitude to Risk , Role of power politics in organization.

UNIT IV

18 HOURS

Strategy implementation - Procedure, Structure, Function and importance, Financial policy implementation- Need, objectives, merits & demerits, organizational structure and Strategy implementation- Need, objectives, merits & demerits, Behavioral implementation - Need, objectives, merits & demerits , leadership implementation- Need, objectives, merits & demerits.

UNIT V

18 HOURS

Strategic evaluation and control - MBO, MBE and other major Business Policy. Strategic evaluation process, criteria for evaluation, problems in designing evaluation criteria, MBO & MBE - need, objectives & importance, Major Business Policy- Classification, recent trends in business polices.

Text Books:

1. Azhar Karma (2012) - Business Policy - Tata McGraw Hill Publishing Company limited. ISBN 978-0070263628
2. Mamoria and Subba Rao (2014) “ Business Planning and Policy” Himalaya Publishing house. ISBN 978-01470276584

Reference Books:

1. Jain (2011) “Government & Business Policies” Tata McGraw Hill Publishing Company limited. ISBN 978-15470276455
2. GV Sathya Sekar (2013) - Business Policy & Strategic Management – IK International Publishing House Pvt limited. ISBN 978-8190777070
3. Subba Rao(2014) “Business Policy & Strategic Management” Himalaya Publishing house. ISBN 978-9350975466
4. Thomas Edl (2016) “Strategic Management” Pearson publishing house. ISBN 978-93325585447
5. Kazmi(2014) “ Strategic Management” ” Tata McGraw Hill Publishing Company limited. ISBN 978-9339221836

Course Outcome	Programme Outcome					Programme Specific Outcome					
	CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	2	3	2	2	2	2	2	2	2	2
CO2	2	2	2	2	2	2	3	2	2	2	2
CO3	2	2	2	2	2	2	2	2	2	2	2
CO4	2	3	2	2	2	2	2	3	2	2	2
CO5	2	2	3	2	2	2	2	2	2	2	3
Avg	2	2.2	2.4	2	2	2	2.2	2.2	2	2.2	2.2

Mapping	<40%	≥ 40% and < 70%	≥ 70%
Relation	Low Level	Medium Level	High Level
Scale	1	2	3