

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

## **Syllabus**



**MHRM**  
**(Choice Based Credit System)**  
**(w.e.f. 2017-2018)**

**ST. MARY'S COLLEGE (AUTONOMOUS) THOOTHUKUD**

**Master of Human Resource Management**

**Course Structure (w.e.f. 2017)**

**Semester – I**

Component	Subject Code	Title of the Paper	Contact Hours / Week	Credits	Max Marks		
					CIA	ESE	Total
Core I	17PHRC11	Fundamentals of Human Resource Management	6	4	40	60	100
Core II	17PHRC12	Human Resource Planning and Development	6	4	40	60	100
Core III	17PHRC13	Psychology for Human Resource Management	6	4	40	60	100
Core IV	17PHRC14	Employment Relations	6	4	40	60	100
Elective I	17PHRE11	Managerial Skills	6	5	40	60	100
			30	21	200	300	500

## Semester – II

Component	Subject Code	Title of the Paper	Contact Hours / Week	Credits	Max Marks		
					CIA	ESE	Total
Core V	17PHRC21	Labour Legislations	6	5	40	60	100
Core VI	17PHRC22	Accounting for Managers	6	5	40	60	100
Core VII	17PHRC23	Recruitment and Selection	6	5	40	60	100
Core VIII	17PHRC24	Total Quality Management	6	5	40	60	100
Interdisciplinary Elective	17PECE21	Managerial Economics	6	4	40	60	100
Self- Study Paper (Compulsory)	17PHRSS1	Personality Development		2			100
			<b>30</b>	<b>24+2</b>	200	300	600

### Semester – III

Component	Subject Code	Title of the Paper	Contact Hours / Week	Credits	Max Marks		
					CIA	ESE	Total
Core IX	17PHRC31	Management Information System	8	5	40	60	100
Core X	17PHRC32	Wage and Salary Administration	8	5	40	60	100
Core XI	17PHRC33	Strategic Management	8	5	40	60	100
Elective III	17PHRE31	Research Methodology	6	5	40	60	100
Elective IV	17PHRE32	Summer Internship		4	50	50	100
Self-Study Paper (Optional)	17PHRSS2	Entrepreneurial Development		2			100
			30	24+2	210	290	600

### Semester – IV

Component	Subject Code	Title of the Paper	Contact Hours / Week	Credits	Max Marks		
					CIA	ESE	Total
Core XII	17PCCC41	Organisational behaviour	6	4	40	60	100
Core XIII	17PHRC41	Communication for Managers	6	4	40	60	100
Core XIV	17PHRC42	Training and Development	6	4	40	60	100
Core XV	17PHRC43	Industrial Counselling	6	4	40	60	100
Project I	17PHRP41	Project	6	5	50	50	100
			30	21	210	290	600

Semester	Credits
I	21
II	24+2
III	24+2
IV	21
<b>Total</b>	<b>90+4</b>

<b>SEMESTER I</b>			
<b>Core I</b>		<b>Fundamentals of Human Resource Management</b>	
<b>Code: 17PHRC11</b>	<b>Hrs/Week: 6</b>	<b>Hrs/Sem: 90</b>	<b>Credits: 4</b>

### Objective

- To enable the students to acquire basic knowledge about HRM.

### Course Outcome

<b>CO No.</b>	<b>Course Outcome</b>	<b>PSOs Addressed</b>	<b>Cognitive Level</b>
	Upon completion of this course students will be able to		
<b>CO-1</b>	Enumerate the objectives, scope, functions, importance and evolution of HRM and personnel Management.	<b>PSO 1</b>	<b>Remember</b>
<b>CO-2</b>	Understand the approach and process of job design, job analysis, job specification and job description.	<b>PSO 1</b>	<b>Understand</b>
<b>CO-3</b>	Understand the process of selection, placement and induction programme.	<b>PSO 5</b>	<b>Understand</b>
<b>CO-4</b>	Know the concept and process of performance appraisal, potential appraisal, QWL and QC.	<b>PSO 1</b>	<b>Remember</b>
<b>CO-5</b>	Understand the concept of Employee health, safety, welfare, job satisfaction, morale, industrial peace and harmony.	<b>PSO 1</b>	<b>Understand</b>

### Unit I **Introduction to Human Resource Management**

Introduction: Meaning – Scope – Objective – Functions - Importance of Human resource management – Personnel Management and HRM – Similarities and Dissimilarities - Evolution of HRM - Organisation of HRM - Line and staff responsibility - Role of Personnel manager and HR manager – Human resource management practices in India.

**Unit II            Job Analysis and Design**

Job design: Definition – approaches - job design options

Job analysis: Definition – process - benefits of job analysis

Job Specification: Definition - Process.

Job Description: Definition - Content of Job Description.

**Unit III            Selection, Placement and Induction Process:**

Selection: Definition – Meaning - Selection Process.

Placement: Definition – Meaning- Placement Process.

Induction: Definition – Meaning – Objectives - Benefits of Induction Programme - Contents of Induction Programme - Contents of Induction Programme - Phases of Induction Programme.

**Unit IV            Performance Management, Quality of Work Life and Quality Circle:**

Performance management: Concept and process - performance appraisal, - potential appraisal.

Quality of Work Life (QWL): Meaning – origin - development and constituents of QWL - techniques for improving QWL.

Quality circles: Concept – structure - Roles and responsibility of various elements - Role of management quality circle in India.

**Unit V            Employer health, Safety, Welfare, Job Satisfaction, Morale, Industrial Peace and Harmony:**

Employee health, Safety and Welfare Provisions under factories act.

Job Satisfaction: Definition - Determinants of Job Satisfaction - Measuring Job Satisfaction - Improving Job Satisfaction

Morale: Definition - Factors affecting morale - How to boost morale.

Industrial Peace and harmony: Definition – Significance - Maintaining good human and Industrial Relation.

**Text Book:**

S.S. Khanka - Human Resource Management - S. Chand & Company Ltd. New Delhi

**Books for Reference:**

1. K. Aswathappa - Human Resource Management - - Tata McGraw – Hill Publishing Company Ltd., 7 West Patel Nagar, New Delhi - 110008
2. Stephen Robbins and Decenzo – Human resource management- Prentice Hall of India Private Ltd. New Delhi – 110001.



<b>SEMESTER I</b>			
<b>Core II Human Resource Planning and Development</b>			
<b>Code: 17PHRC12</b>	<b>Hrs/Week: 6</b>	<b>Hrs/Sem: 90</b>	<b>Credits: 4</b>

**Objective:**

- To give an in-depth knowledge on HR Planning and Development.

**Course Outcome**

<b>CO No.</b>	<b>Course Outcome</b>	<b>PSOs Addressed</b>	<b>CL</b>
<b>CO-1</b>	Understand the objectives, importance and techniques of human resource planning.	<b>PSO 1</b>	<b>Understand</b>
<b>CO-2</b>	Know the concepts of job evaluation and job performance.	<b>PSO 1</b>	<b>Remember</b>
<b>CO-3</b>	Recall the process, system and strategies of HRD. Understand the features and process of career planning.	<b>PSO 1</b>	<b>Remember</b>
<b>CO-4</b>	Understand the concept of employee health and safety.	<b>PSO 1</b>	<b>Remember &amp; Understand</b>
<b>CO-5</b>	<b>Analyse the stages of conflict and management of conflict. Describe the need, strategy for planned change and organization development.</b>	<b>PSO 1</b>	<b>Analyse &amp; Remember</b>

**Unit I Introduction to Human Resource Planning**

Definition – Objectives – Characteristics - Significance – Need and Importance – Factors affecting HRP - Process of Human Resource Planning - Requirements for Effective HRP – Benefits of HRP – Barriers to HR Planning.  
HR Supply and Demand Forecasting Techniques

**Unit II            Job Evaluation and Performance Evaluation**

Job Evaluation: Concepts-Objectives --Procedure – Methods – Advantage and Limitations.

Performance Evaluation: Objectives – Uses – Determining the criteria for Performance evaluation- Process of Performance Evaluation – Selection of the Evaluator for conducting Performance Evaluation – Performance Evaluation Methods – The 360- degree Feedback Method- Management by Objectives.

**Unit III            Human Resource Development**

The process and system of HRD – Career Planning – Features of career Planning – Objectives of Career Planning – Process of Career Planning – Evaluation of Available Career Opportunities – Implementation and Review – Merits and Limitations of Career Planning- Competency mapping - HRD for workers - HRD strategies and experiences.

**Unit IV            Employee Health and Safety:**

Meaning of health – Importance of Health – Occupational Hazards and Diseases – Protection against Hazards – Statutory Provisions concerning Health – Types of Accidents – Causes of Accidents – Accident Prevention and Management - Objectives of Providing Industrial Safety – Steps in Employee Safety Programme – Need for Employee Safety -Significance of Industrial Safety- Safety Measures – Statutory Provisions for Industrial safety in India.

**Unit V            Human Resource Audit, Ethical Issues in HRM and International Human Resource Management:**

Meaning – Features – Objectives – Scope – Steps in HR audit – Approaches to HR Auditing – Essential conditions for an Effective HR audit –

International Human Resource Management:

Types of International Business – Perspective of International HRM – Practices in International HRM.

Ethical Issues: Types of Ethics – Ethics and HRM – Approaches to Ethical issues in Organisation- Factors influencing Ethical Behaviour at Work

**Text Book:**

1. Pravin Durai, Human Resource Management, Pearson Publications, New Delhi
- 2.S.S. Khanka. - Human Resource Management - S. Chand & Company Ltd. New Delhi

**Books for Reference:**

1. Aswathappa. K - Human Resource Management - Tata McGraw Hill Publishing Company Ltd., 7 West Patel Nagar, New Delhi - 110008.
2. David A. Decenzo Stephen P. Robbins - Personnel / Human Resource Management – Prentice Hall of India Private Ltd. New Delhi – 110001.

<b>SEMESTER I</b>			
<b>Core III</b>		<b>Psychology for Human Resource Management</b>	
<b>Code: 17PHRC13</b>	<b>Hrs/Week: 6</b>	<b>Hrs/Sem: 90</b>	<b>Credits: 4</b>

**Objective:**

- To enable the students to acquire a basic knowledge on psychology of HRM.

**Course Outcome**

<b>CO No.</b>	<b>Course Outcome</b> Upon completion of this course students will be able to	<b>PSOs Addressed</b>	<b>CL</b>
<b>CO-1</b>	Describe the schools of psychology and importance of HRM practice	<b>PSO 1</b>	<b>Remember</b>
<b>CO-2</b>	Understand the theories, measurement, types and factors of intelligence and perception.	<b>PSO 1</b>	<b>Understand</b>
<b>CO-3</b>	Know the process of learning, aptitude and attitude.	<b>PSO 9</b>	<b>Understand</b>
<b>CO-4</b>	Memorize the factors, causes, effects, classification of adjustment, stress and defense mechanism.	<b>PSO 1</b>	<b>Remember</b>
<b>CO-5</b>	Understand the scope, role and functions of industrial psychologist and meaning, factors, theories and measurement of personality.	<b>PSO 9</b>	<b>Understand</b>

**Unit I Introduction and Schools of Psychology:**

Psychology – Definition - Meaning. Schools of Psychology: Psycho analysis - Behaviorism – Gestalt Theory - Transaction Analysis. Importance of psychology for Human Resource Management practice.

**Unit II Intelligence and Perception:**

Intelligence: Definition – Meaning - Theories of intelligence -Measurement of intelligence.

Perception: Concepts – Types - Factors influencing perception – Perception of people at work and organisation.

**Unit III      Learning, Aptitude and Attitude:**

Learning: Definition - Theories of learning - learning curve - transfer of learning. Aptitude: Definition - Measurement of aptitude.

Attitude: Definition – Nature - Formation of attitude - process of attitude change - measurement of attitude.

**Unit IV      Adjustment, Stress and Defense Mechanism:**

Adjustment: Meaning - Factors influencing Adjustments.

Stress: Definition - Causes and Effects of stress –Managing or Coping up with stress.

Defense Mechanism: Classification – Pathological – Immature – Neurotic – Mature.

**Unit V      Industrial Psychology and Personality:**

Industrial Psychology – Meaning – Scope - Human engineering – Role and Functions of industrial psychologist.

Personality: Concept - Meaning – Factors influencing personality development – Heredity and Environment – Theories and Measurement of personality.

**Text Book:**

Clifford. T. Morgan Kind, 2005, An Introduction to Psychology, Bombay, Tata McGraw Hill.

**Books for Reference:**

1. Bhatia.H.R, 1997, Abnormal Psychology, Tata McGraw Hill, New Delhi.
2. Page, JD, 1993, Abnormal Psychology, New York, McGraw Hill.

<b>SEMESTER I</b>			
<b>Core IV</b>		<b>Industrial Relations</b>	
<b>Code: 17PHRC14</b>	<b>Hrs/Week: 6</b>	<b>Hrs/Sem: 90</b>	<b>Credits: 4</b>

**Objective:**

To impart a thorough knowledge of Industrial Relations.

**Course Outcome**

<b>CO No.</b>	<b>Course Outcome</b>	<b>PSOs Addressed</b>	<b>Cognitive Level</b>
<b>CO-1</b>	On completion of this course students will be able to Describe the fundamentals , characteristics and objectives of Industrial Relations and ILO	<b>PSO 2 &amp; PSO 1</b>	<b>Remember</b>
<b>CO-2</b>	Explain the concepts, functions, structures and problems of trade union.	<b>PSO 2 &amp; PSO 1</b>	<b>Understand</b>
<b>CO-3</b>	Enumerate the importance, process, types and process of collective bargaining and negotiation.	<b>PSO 2</b>	<b>Understand</b>
<b>CO-4</b>	Describe the concept, forms and levels of WPM and analyse the reasons for failure of WPM	<b>PSO 2</b>	<b>Remember &amp; Analyse</b>
<b>CO-5</b>	State the objectives and aspects of discipline. Analyse grievance handling procedures and settlement machinery.	<b>PSO 2</b>	<b>Remember &amp; Analyse</b>

**Unit I Industrial Relation**

Meaning – Concept - Importance of Industrial Relations - Scope and Aspects of Industrial Relations - Components of IR - Factors affecting IR - Approaches to Industrial Relation.

India and International Labour Organization- Objectives of ILO – Structure of ILO – Functions of ILC – Impact of ILO on Indian Labour.

**Unit II Trade unions in India:**

Concept – Features - Function of Trade unions in India – Types of Trade Unions – Structure of Trade Union in India – Trade union movement in India - Trade union Act 1926 – Problems of Trade Unions.

**Unit III****Collective bargaining:**

Meaning- Features – Importance – Principles - Types -Process - Forms of Collective Bargaining – Content and coverage of Collective Bargaining Agreement – Collective Bargaining Agreement at different Levels – Recent Trends in Collective Bargaining.

Negotiation: Types of negotiation- Process of Negotiation during Bargaining - Negotiation skills.

**Unit IV****Workers Participation in Management:**

Concept - Objectives of WPM – Forms of Participation – Levels of Participation – Forms of Workers Participation in India – Reasons for failure of WPM in India.

**Unit V****Discipline, Grievance Handling and Settlement Machinery:**

Discipline – Objectives - Types -Causes of Indiscipline, Maintenance of Discipline.

Grievance Handling - Meaning,-Causes –Model Grievance Procedure - Grievance Redressal machinery

Settlement Machinery: Conciliation, Arbitration and Adjudication.

Industrial Disputes act 1947.

**Text Book**

Mamoria, Mamoria and Gankar: Dynamics of Industrial Relations,  
Himalaya Publishing House

**Book for Reference:**

1. Ed Rose – Employment relations, Financial Times Prentice Hall
2. Arun Monappa – Industrial Relation, Tata McGraw Hill, New Delhi

<b>SEMESTER I</b>			
<b>Elective I</b>		<b>Managerial Skills</b>	
<b>Code: 17PHRE11</b>	<b>Hrs/Week: 6</b>	<b>Hrs/Sem: 90</b>	<b>Credits: 5</b>

**Objective:**

- To give a clear understanding of managerial skills.

**Course Outcome**

<b>CO No.</b>	<b>Course Outcome</b>	<b>PSOs Addressed</b>	<b>CL</b>
<b>CO-1</b>	Understand the managerial function, role of manager and managerial skills. Understand the development of managerial thought.	<b>PSO 3</b>	<b>Understand</b>
<b>CO-2</b>	Recall the concepts of planning and organizing.	<b>PSO 3</b>	<b>Remember</b>
<b>CO-3</b>	Gain knowledge on decision making skill, Co-ordinating skill and control skill.	<b>PSO 3</b>	<b>Understand</b>
<b>CO-4</b>	Understand the leadership and communication skill.	<b>PSO 3</b>	<b>Remember</b>
<b>CO-5</b>	Recall the objectives, scope and steps in HR audit. Understand the ethical issues in organization and the factors influencing ethical behavior at work.	<b>PSO 3, PSO 1</b>	<b>Remember &amp; Understand</b>

**Unit 1**

**Introduction to Management:**

Introduction to Management –Meaning- Definition- Management Functions – Roles of Manager– Levels of Management -Managerial Skills - meaning – conceptual Skill – technical Skill – Human Relation Skill.

Development of Management Thought – Early Classical Approaches – Neo – Classical Approaches – Modern Approaches.

**Unit II**

**Planning and Organizing Skills**

Planning – Meaning of Planning- Types of Plans- Process of Planning – Making Planning Effective

Organization-Process of Organizing-Formal and Informal Organization- Organizational structure

Departmentation - Authority-Delegation-Decentralization



**Unit III      Decision Making Skill, Co-ordination Skills and Control Skills**

Meaning of Decisions – Types of Decisions – Common Difficulties in Decision Making

Co-ordination – Need, Type and Techniques - requisites for excellent Co-ordination –

Controlling – Meaning and Importance – Control Process.

**Unit IV      Leadership and Communication Skills**

Leadership – Meaning – Types – Differences between a Leader and Manager – Characteristics of Leadership – Functions of a Leader

Communication – Definition – Purposes of Communication –Forms of Communication – Communication Process

**Unit V      Conflict Management**

Conflict Management – Levels of Organization Conflict – Stages of Conflict – Causes of Inter – Group Conflict – Management of Conflict

Organization Change - Need for planned change – Strategy for planned change – Organization Development.

**Text Book**

P.C. Tripathi& P.N. Reddy, Principles of Managements – Tata Mc. Graw Hill-New Delhi.

**Reference Book**

1. L.M. Prasad, Principles & Practice of Management, Sultan Chand & Sons - New Delhi
2. C.B. Gupta, Management Theory & Practice – Sultan Chand & Sons – New Delhi

<b>SEMESTER I</b>			
<b>Core V Labour Legislation</b>			
<b>Code: 17PHRC21</b>	<b>Hrs/Week: 6</b>	<b>Hrs/Sem: 90</b>	<b>Credits: 5</b>

**Objective:**

To enlighten the students about Labour Legislation in India.

**Course Outcome**

<b>CO No.</b>	<b>Course Outcomes</b>	<b>PSOs Addressed</b>	<b>Cognitive Level</b>
	On completion of this course, students will be able to:		
<b>CO-1</b>	Explain the basic concepts of Labour Legislation	<b>PSO 2</b>	<b>Understand</b>
<b>CO-2</b>	Describe the Acts related to health, safety and welfare.	<b>PSO 2 &amp; PSO 3</b>	<b>Remember</b>
<b>CO-3</b>	Explain the laws related to social security and liability.	<b>PSO 2</b>	<b>Understand</b>
<b>CO-4</b>	Apply the laws related to gratuity and subsistence allowance.	<b>PSO 2 &amp; PSO 5</b>	<b>Apply</b>
<b>CO-5</b>	To interpret the Tamilnadu State Laws.	<b>PSO 2</b>	<b>Evaluate</b>

**Unit I Basic concepts:**

History of Labour Legislation - Labour in the Indian constitution - Labour administration - Functions of factory inspectorate and Judicial set up.

**Unit II Laws related to Health Safety and Welfare:**

Factories Act 1948

The Contract Labour Act, 1970 (Regulation and Abolition): Scope and coverage – Advisory Boards – Registration of Establishments -Licensing of contractor- Welfare and Health of contract labour – Penalties and Procedure.

The Plantation labour act 1951: Scope and coverage - Authorities and registration - Health and Welfare - General working conditions - Penalty and procedures.

**Unit III      Laws related to social security and Liability:**

Employee Provident Fund and Miscellaneous Provisions Act 1952

Employee State Insurance act 1948: Administration - Contribution and Governing rules - Benefits and Machinery to recover arrears.

Employee Deposit Linked Insurance Scheme 1976.

Maternity benefit act 1961: Right to benefit - Forfeiture of benefit - Medical bonus - Leave and Nursing breaks.

The child labour regulation and abolition Act 1986.

The employment Exchanges (Compulsory Notification of vacancies) Act 1959.

**Unit IV      Laws related to Gratuity and Subsistence Allowance**

Pay of gratuity act 1972 – Eligibility - Forfeiture of gratuity - Nomination and recovery.

Payment of Subsistence Allowance Act 1988: Payment - Due recovery from the employer - Savings of certain rights - Protective action on good faith.

**Unit V      Tamilnadu state laws and Development in Labour Legislation:**

Tamilnadu shops and establishment Act 1947 - Opening and closing hours - Prohibition of employment of children – Health and safety - Hours of work and holidays - Permissible deduction. Sexual harassment bill 2006: Importance- Features and Committees.

**Text Book:**

1. Kapoor, ND ,(2005) Hand Book on Industrial Law, New Delhi, Sultan Chand
2. Shrivastava S C (2002) Industrial Relations and Labour laws, Mumbai, Vikas Publications.

**Books for Reference:**

1. Vaidyanathan .S and Sri Vidya (2006) Factory Laws applicable in Tamilnadu, Chennai, Madras Book Agency.
2. Mishra, SN (2007) Labour and Industrial Laws, Allahabad Law agency.

<b>SEMESTER II</b>			
<b>Core VI</b>		<b>Accounting for Managers</b>	
<b>Code: 17PHRC22</b>	<b>Hrs/Week: 6</b>	<b>Hrs/Sem: 90</b>	<b>Credits: 5</b>

**Objectives:**

- To equip the students with the tools / techniques of management accounting so that efficient decisions are arrived at.
- To help the students to understand the conceptual framework of management accounting.

**Course Outcome**

<b>CO No.</b>	<b>Course Outcome</b>	<b>PSOs Addressed</b>	<b>CL</b>
<b>CO-1</b>	Understand the nature scope and functions of managerial accounting.	<b>PSO 4</b>	<b>Understand</b>
<b>CO-2</b>	Prepare comparative statement, common size statement, trend analysis and marginal costing.	<b>PSO 4</b>	<b>Evaluate</b>
<b>CO-3</b>	Prepare cash flow and fund flow statement.	<b>PSO 4</b>	<b>Evaluate</b>
<b>CO-4</b>	Understand the objectives and steps in budgetary control. Prepare the various types of budget.	<b>PSO 4</b>	<b>Understand</b>
<b>CO-5</b>	Analyse the various types of ratios.	<b>PSO 4</b>	<b>A</b>

**Unit I** Management accounting – Meaning, definition, nature, scope and functions – advantages and limitations – differences between cost accounting and management accounting – differences between management accounting and financial accounting.

**Unit II** Comparative statements, common size statements and trend analysis.  
Marginal Costing – Make or buy, Accept or reject..(Simple problems)

**Unit III** Cash flow and fund flow statement – their importance and limitations - preparation of cash flow and fund flow statements.(Simple problems)

**Unit IV** Budgetary control – Definition – Objectives – Merits and limitations – Steps in budgetary control – types of budgets.(Production, Cash, Sales, Flexible).(Simple problems)

**Unit V** Ratio analysis (Activity Ratio, Liquidity ratio, Solvency ratio):(Simple problems)– Meaning – types of ratios – Merits and limitations.

**Text Book**

R.S.N.Pillai and Bagavathi - Management Accounting- S. Chand Publications, new Delhi

**Books for Reference :**

1. Saxena V.K. &Vashist C.D. - Advanced Cost & Management accounting – Sultan Chand & Sons, New Delhi.
2. S.N.Maheshwari – Management Accounting- Vikas Publications, New Delhi

<b>SEMESTER II</b>			
<b>Core VII</b>		<b>Recruitment and Selection</b>	
<b>Code: 17PHRC23</b>	<b>Hrs/Week: 6</b>	<b>Hrs/Sem: 90</b>	<b>Credits: 4</b>

**Objective:**

To help the students to sharpen the learners' analytical skills and provide them in-depth knowledge in recruitment, both internally and externally.

**Course Outcome**

<b>CO No.</b>	<b>Course Outcome</b>	<b>PSOs Addressed</b>	<b>CL</b>
	Upon completion of this course students will be able to		
<b>CO-1</b>	Define the meaning, functions, objective, importance of recruitment and hiring process.	<b>PSO 5</b>	<b>Remember</b>
<b>CO-2</b>	Know the meaning, sources, advantage and disadvantage of internal and external hiring.	<b>PSO 5</b>	<b>Understand</b>
<b>CO-3</b>	Prepare application form, bio data and resume.	<b>PSO 5</b>	<b>Remember</b>
<b>CO-4</b>	Enumerate the features, purpose, types, process, advantage and disadvantage of testing and interviewing.	<b>PSO 5, PSO 3</b>	<b>Remember</b>
<b>CO-5</b>	Know the purpose, methods of collecting reference data, contents of appointment order and medical examination.	<b>PSO 5, PSO 8</b>	<b>Understand</b>

**Unit I Hiring Process:**

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 and Job analysis.

### **Unit II Internal and External Hiring:**

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.

### **Unit III Screening the candidates:**

Application Forms: Meaning – Definition – Information - 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:**

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 & Appointment orders:**

Reference Checking: Meaning – Definition – Purpose – Methods of Collecting Reference Data. Verification of character - Criminal antecedents - Previous work behavior - Educational qualifications - Verification of community certificates in public sector companies.

Appointment Order: 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:**

1. K.Asthawathappa – Recruitment and Selection- Tata McGraw Hill Publishing Company Ltd., 7 West Patel Nagar, New Delhi - 110008.

**Books for Reference:**

1. Lilly M Berry, Employee Selection, Thomson Publications
2. Dipak Kumar Bhattacharyya, 2<sup>nd</sup> edition, Human Resource Planning, Excel Books.
3. Robert W. Wendover, High performance Hiring - Crisp Publication, California, 1991.



<b>SEMESTER II</b>			
<b>Core VIII</b>		<b>Total Quality Management</b>	
<b>Code: 17PHRC24</b>	<b>Hrs/Week: 6</b>	<b>Hrs/Sem: 90</b>	<b>Credits: 5</b>

**Objective:**

To enable the students to understand the basic principles and techniques of Total Quality Management

**Course Outcome**

<b>CO No.</b>	<b>Course Outcome</b>	<b>PSOs Addressed</b>	<b>CL</b>
CO-1	On completion of this course students will be able to Understand the concept of quality and total quality management.	PSO 6	<b>Understand</b>
CO-2	Gain insights on TQM approaches and supplier partnering.	PSO 4	<b>Remember</b>
CO-3	Gain knowledge on the tools and techniques of TQM	PSO 4	<b>Remember</b>
CO-4	State the Quality systems, ISO 9000 and ISO 14000.	PSO 4	<b>Remember</b>

**UNIT I Introduction to Quality and Total Quality Management**

Introduction to Quality – Definitions of quality -Need for quality - Dimensions of product and service quality  
 Definition of TQM - Basic concepts of TQM - Characteristics of TQM - Framework of TQM – Principles of TQM - Contributions of Deming, Juran and Crosby – Barriers of TQM

**UNIT II TQM Approaches and Supplier Partnering**

Continuous process improvement: introduction - Input/ Output Process Model - Juran Quality Trilogy - PDSA cycle - 5S House Keeping- Benefits of implementing 5S - Kaizen - Features of Kaizen  
 Supplier partnership: Partnering - Supplier selection - Supplier Rating.

**UNIT III TQM Tools and Techniques - 1**

The seven traditional tools of quality: Flowchart – Check sheet – Histogram – Pareto Diagram - Cause and effect Diagram - Scatter Diagram - Control Chart  
New management tools : Affinity Diagram – Relationship Diagram – Tree Diagram – Matrix Diagram – Matrix Data Analysis – Decision Tree – Arrow Diagram

#### **UNIT IV TQM Tools and Techniques - 2**

Six sigma: Concept- Six Sigma Process (DMAIC) – Advantage of Six Sigma  
Quality Circles: Concept – Objectives –Characteristics – Structure of Quality Circles  
Bench marking: Definition - Reason to bench mark – Types of Benchmarking - Bench marking process- Benefits and Dangers of Benchmarking

#### **UNIT V Quality Systems**

Need for ISO 9000 – Benefits of ISO 9000 - ISO 9001-2000 Requirements  
Quality System - Introduction to Quality System - Elements - Documentation - Quality Auditing  
ISO 14000 – Concepts - Requirements - Benefits – TQM Implementation in manufacturing and service sectors (Case Study).

#### **TEXTBOOK:**

1. Jayakumar.V and Raju. R, “Total Quality Management”, Lakshmi Publications,Eighth Edition, 2015

#### **REFERENCES:**

1. Dale H. Besterfield, et al., “Total quality Management”, Pearson Education Asia, Third Edition, Indian Reprint 2006.
2. James R. Evans and William M. Lindsay, “The Management and Control of Quality”, 8th Edition, First Indian Edition, Cengage Learning, 2012.
3. Suganthi.L and Anand Samuel, “Total Quality Management”, Prentice Hall (India) Pvt. Ltd., 2006.
4. Janakiraman. B and Gopal .R.K., “Total Quality Management – Text and Cases”, Prentice Hall (India) Pvt. Ltd., 2006.

<b>SEMESTER- II</b>			
<b>Inter Disciplinary Elective II      Managerial Economics</b>			
<b>Code: 17PECE21</b>	<b>Hours / Week :6</b>	<b>Hrs / Semester: 90</b>	<b>Credits :4</b>

**Objectives:**

To impart a basic knowledge of the concepts and tools of Economics analysis as relevant for managerial decision making and to provide a fair understanding of the aggregate economic system within a firm operates.

**Course Outcome**

<b>CO No.</b>	<b>Expected Learning Outcome</b> On completion of this course students will be able to	<b>PSOs Addressed</b>	<b>CL</b>
<b>CO-1</b>	Understand the concept of managerial economics	<b>PSO 6</b>	<b>Understand</b>
<b>CO-</b>	Infer the	<b>PSO 6</b>	<b>Remember</b>
<b>3</b>	Gain knowledge of market strategy	<b>PSO 6</b>	<b>Remember</b>
<b>CO-4</b>	Understand the profit and investment analysis	<b>PSO 6</b>	<b>Understand&amp; A</b>
<b>CO-5</b>	Gain insights to	<b>PSO 6</b>	<b>Understand</b>

the macro policies		
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**UNIT – I INTRODUCTION 20Hrs**

Managerial Economics – Meaning, Nature and scope – Role in decision – making – Concepts of managerial economics

**UNIT – II SUPPLY FACTORS 15Hrs**

Supply meaning and determinants – Production decisions – Production function – Cost concepts – Cost output relationship – Economy of scale – Cost functions

**UNIT - III MARKET STRATEGY 20Hrs**

Market structure – Characteristics – Pricing and output decisions – Methods of pricing differential pricing – Government intervention in pricing

**UNIT – IV PROFIT ANALYSIS 15Hrs**

Profit – Meaning and nature – Profit policies – Profit planning and force costing – cost volume – Profit analysis – Investment analysis

**UNIT – V MACRO POLICIES 20Hrs**

Macro Economics – Aggregate and concepts – GNP, GDP, GDS – National income – Business cycle – Inflation and Deflation – Balance of payments – Monetary and Fiscal policies

**Reference Books:**

1. G.S.Gupta - Managerial Economics, Tata Mc Graw Hill.
2. R.L. Varshney and K.L. Maheshwari - Managerial Economics, Sultan Chand & Sons.
3. Metha. P.L - Managerial Economics, Sultan Chand & Sons.

4. Joel Dean - Managerial Economics, Prentice Hall.
5. Rengrajan. L - Principles of Macro Economics, Tata Mc Graw Hill.

<b>SEMESTER II</b>			
<b>Self-Study Course</b>		<b>Personality Development</b>	
<b>Code: 17PHRSS1</b>	<b>Hrs/Week: 0</b>	<b>Hrs/Sem:0</b>	<b>Credits: 1</b>

**Objective :**

- To enlighten the students on the different aspects of their personality.
- To help the students to develop their personality.

**Unit I**      Effective communication & it's key aspects, Body language, Assertiveness, problem-solving, Conflict & stress management, decision making skills, Motivation, positive & creative thinking, Leadership & qualities of successful leader, character building, Teamwork, Lateral thinking, Time management, Work ethics, Good manners & etiquettes- Interpersonal relationships-Analysis of strengths & weaknesses.

- Unit II** Personality: perception- personality, Man-personal personality, Personality Factors- Factors of association- Personality Relationship at home-friends-environment educational factor- Situational Factors Conditional- Genetic-compulsory- spiritual-public relations factors.
- Unit III** Personality Traits-personality person- formation- factors influencing person habits of highly effective people & personality habits- Be proactive—Begin with the end in mind—Put first things first—Think win- Seek first to understand then to be understood – Synergize – Sharpen the saw
- Unit IV** Five Pillars of Personality Development - Introspection – Self Assessment – Self Appraisal – Self Development Self Introduction. Self Esteem - Term of self-esteem- symptoms- advantages- Do's and don'ts to develop positive – Positive self-esteem & negative self esteem
- Unit V** Mind mapping, Competency mapping & 360\* assessment & development, Types of persons – Extrovert- Introvert- Ambivert person.

**Text Book:**

Basic Managerial Skill for all-Prentice –Hall of India Pvt ltd, New Delhi.

**Books for Reference:**

1. 7 Habits of highly effective people-Stephen Covey
2. You can win-Shiv Khera –McMillan India ltd.
3. Management thoughts-PramodBatra.
4. Business Communication by Sri Jin Kaushal, VK Global Publications Pvt. Ltd., Delhi.

<b>SEMESTER III</b>			
<b>Core IX</b>		<b>Management Information System</b>	
<b>Code: 17PHRC31</b>	<b>Hrs/Week: 8</b>	<b>Hrs/Sem:90</b>	<b>Credits: 5</b>

**Objective:**

- To impart to the students a basic and clear understanding of Information Systems Management.

**Course Outcome**

<b>CO No</b>	<b>Course Outcomes</b>	<b>PSOs Addressed</b>	<b>Cognitive Level</b>
<b>CO-1</b>	Explain the concepts of MIS and DBMS and create a database using MS - Access	<b>PSO 7</b>	<b>Understand &amp; Create</b>

<b>CO-2</b>	Understand the concept of decision making and knowledge management systems.	<b>PSO 7</b>	<b>Understand</b>
<b>CO-3</b>	Describe the need, importance and the four stage model of IS planning, types of IS control and identify the stages of planning in an organisation.	<b>PSO 7</b>	<b>Remember</b>
<b>CO-4</b>	Enumerate the different system designs, implementation processes & discuss the evaluation process and understand the concept of maintenance.	<b>PSO 7</b>	<b>Understand</b>
<b>CO-5</b>	Describe the terms of e-commerce, categories of e-commerce, types of IS threats and various kinds of security technology.  Outline the key components of e-commerce infrastructure, features of electronic payment systems	<b>PSO 7</b>	<b>Remember</b>

**Unit: I Introduction to MIS:**

Definition – Concept - Nature and Scope – Objectives – Characteristics – Components of MIS – MIS Activities - Structure and Types of MIS – Challenges of MIS

DBMS: Definition - Concepts of Database – Functions - Organisation of database - Objectives of DBMS - DBMS structure - Advantages and disadvantages of DBMS – DBMS Models – Hierarchical – Network - Relational – Object-oriented – Multi-dimensional – Applications of DBMS using MS ACCESS

**Unit: II Decision Support Systems:**

Decision Making: Definition – Concept - Simon’s Model of DM - Types of Decisions - Methods for DM - DM and role of MIS – Components of DSS - Characteristics and Capabilities of DSS - Decision Analysis by Analytical Modelling – Types



Knowledge Management systems: Types – Components of knowledge Management Model – Knowledge Management System – Knowledge Management Strategies.

**Unit: III Planning and Control:**

Definition – Planning Terminologies –Need - Importance - Nolan stages Model - Creating an IS plan - Humans as information processors.

IS control: Definition – Types.

**Unit: IV System Design, Implementation and Evaluation:**

Definition –Design Objectives – Steps in Conceptual system design – Design Methods – Phases of Detailed system design,

Implementation: Definition – Process - Evaluation approaches – Evaluation classes – Product –Based MIS Evaluation – Process –Based Evaluation - Models used in Evaluation - System Maintenance.

**Unit: V E- Commerce:**

Definition - Categories of e-commerce - e-commerce sales life cycle- e-commerce infrastructure - e-commerce payment systems - e-commerce applications - e-business - e-governance – Internet Connectivity - Internet protocol – Internet capabilities - Issues of Internet Security - IS Security Threats – IS Security Technology - Social and Ethical Issues of IS.

**Text Book:**

1. D.P.Goyal – Management Information System – Vikas Publishing House , New Delhi

**Books for Reference:**

1. Upadhyay - Management Information System- RBD Publishing House
2. Davis - Management Information System- McGraw Hill Education Pvt Limited
3. Jawadkar – Management Information System – Tata Mc Graw Hill , New Delhi

4. James.A.O'Brien – Management Information System McGraw Hill Education Pvt Limited -

<b>SEMESTER III</b>			
<b>Core X</b>	<b>Wage and Salary Administration</b>		
<b>Code: 17PHRC32</b>	<b>Hrs/Week: 8</b>	<b>Hrs/Sem:90</b>	<b>Credits: 5</b>

**Objective:**

- To provide a thorough knowledge relating to Wage and Salary Administration under various labour legislation.

**Course Outcome**

<b>CO No.</b>	<b>Course Outcome</b>	<b>PSOs Addressed</b>	<b>CL</b>
	Upon completion of this course students will be able to		
<b>CO-1</b>	Enumerate the nature, purpose, factors, principles, types and theories of wage and salary administration.	<b>PSO 5</b>	<b>Remember</b>
<b>CO-2</b>	Know the legal framework of wages and salary	<b>PSO 2</b>	<b>Understand</b>

	administration.		
<b>CO-3</b>	Describe the objectives, types, theories, factors of compensation administration.	<b>PSO 5</b>	<b>Remember</b>
<b>CO-4</b>	Know the objectives, determinants, types of incentives and rewards.	<b>PSO 5</b>	<b>Remember</b>
<b>CO-5</b>	Understand the meaning, objectives, features and forms of employee benefits and services.	<b>PSO 5</b>	<b>Understand</b>

**Unit I Wage and Salary Administration:**

Definition – Nature and Purpose – Wage determination process – Wage administration rules – Factors influencing wage and Salary structure and administration – Principles of wages and salary administration – Theories of wages –Types of wages – Time rate – Piece rate – Debt method – Wage Differential

**Unit II Legal Framework of wage and salary Administration:**

Minimum Wages Act 1948- Payment of Wage Act 1936 – Payment of Bonus act 1965

**Unit III Compensation Administration:**

Definition of compensation –Objectives of Compensation Administration – Types of Compensation – Theories of Compensation: The Equity theory – Expectancy theory – The Contingency theory – Concept of Wages – Kinds of Pay Structure – Factors influencing Compensation Administration – Steps in Compensation Administration.

**Unit IV Incentives and Rewards:**

Definition –Determinants of Incentives – Types of Reward – Wage Incentives – Objectives of Wages Incentive Schemes – Types of Wages Incentive Plans – Halsey Premium Plan – Rowan Premium Plan – Taylor’s Differential Piece rate Plan – Incentive Plans for White collar workers – Incentive Plans for Management employees.

**Unit V Employee Benefits and Services:**

Fringe Benefits – Meaning – Features –Objectives of Fringe benefit and Service Programmes – Forms of Fringe Benefits - Coverage of Benefits – Employee Security Payments – Payment for time not Worked – Problems Raised by Benefit Programmes

**Text Book:**

1. C.B. Mamoria and S.V. Gankar – Personnel Management, Himalaya Publishing House (Unit I, Unit IV, Unit V)
2. Pravin Durai – Human Resource Management (Unit III)
3. N.D. Kapoor –Hand Book of Industrial law, New Delhi, Sultan Chand. (Unit II)

**Books for Reference:**

1. Donald L. Caruth GailD. Handlogte -.Managing compensation (and understanding it too)
2. David W. Belcher - Wage and salary administration.

<b>SEMESTER IV</b>			
<b>Core XI Strategic Management</b>			
<b>Code: 17PHRC33</b>	<b>Hrs/Week: 6</b>	<b>Hrs/Sem:90</b>	<b>Credits: 4</b>

**Objectives:**

- To make the students understand the concept and techniques of Strategic Management.

**Course Outcome**

<b>CO No.</b>	<b>Course Outcome</b>	<b>PSOs Addressed</b>	<b>CL</b>
<b>CO-1</b>	Understand the kinds of strategies, importance of	<b>PSO 9</b>	<b>Understand</b>

	strategic management and the process of strategic management.		
<b>CO-2</b>	Understand the strategy formation for objectives, policies and company mission.	<b>PSO 9</b>	<b>Understand</b>
<b>CO-3</b>	Analyse the strategy for internal and external environment.	<b>PSO 9</b>	<b>A</b>
<b>CO-4</b>	Gain knowledge on the business level strategy and corporate level strategy.	<b>PSO 9</b>	<b>Remember</b>
<b>CO-5</b>	Understand the concept of strategy implementation and control	<b>PSO 9</b>	<b>Remember</b>

### **Unit I Strategy Management**

Strategic Management – Definition – Kinds of Strategies – Grand Strategy – Functional Strategy -Levels of Strategy – Strategic Management Process – Importance of Strategic Management – Limitations of Strategic

### **Unit II Strategy Formation**

Objectives – Definition – Characteristics of Objectives – Goals – Guidelines for Ideal Objectives.

Policies – Importance of Policies – Kinds of Policies – Characteristics of a good Policy.

Company Mission – Meaning and Definition – Formulation of Mission –

Essentials of a good Mission Statement

### **Unit III Strategy Analysis**

Environmental analysis - Meaning – Classification of External Environment – Remote Environment – Operating Environment.

Internal analysis- Meaning – Need for Internal Analysis – Process of Internal Analysis of a Firm- Functional Analysis – The Value Chain Approach

### **Unit IV Strategies**

Business level strategy – Cost- differentiation- focus.

Corporate level strategy – Horizontal Integration – Vertical Integration – Strategic Outsourcing – Related and Unrelated Diversification

**Unit V Implementation and Control**

Meaning of Strategy Implementation – Steps in Strategy Implementation – Control – Meaning – Types of Control – Essential features of an effective evaluation and control system.

**Text Book:**

1. G.Rajendran, Strategic Management, Mangalam Publications, New Delhi
2. Charles .W.L. Hill and Gareth O’Jone- Strategic Management , Cengage Learning India Private Limited., New Delhi.

**Books for Reference:**

1. AzaarKazmi - Strategic Management and Business Policy, Tata McGraw Hill Edition
2. Thomas L. Wheel, David Hunger and KrishRangarajan, Strategic Management and Business Policy– Pearson Education.

<b>SEMESTER III</b>			
<b>Elective III</b>		<b>Research Methodology</b>	
<b>Code: 17PHRE31</b>	<b>Hrs/Week: 6</b>	<b>Hrs/Sem:90</b>	<b>Credits: 5</b>

**Objectives:**

- The objective of this paper is to provide knowledge on research methods, techniques and process and to develop skills in the application of research methods for solving problems in business.

**Course Outcome**

<b>CO</b>	<b>Expected Learning Outcome</b>	<b>PSOs</b>	<b>CL</b>
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<b>No.</b>	On completion of this course students will be able to	<b>Addressed</b>	
<b>CO-1</b>	Understand the objectives of research, types of research and criteria of good research.	<b>PSO 8</b>	<b>Understand</b>
<b>CO-2</b>	Infer the research problem and research design.	<b>PSO 8</b>	<b>Remember</b>
<b>CO-3</b>	Gain knowledge of sampling design and methods of data collection.	<b>PSO 8</b>	<b>Understand &amp; A</b>
<b>CO-4</b>	Understand the processing and analysis of data.	<b>PSO 8</b>	<b>Understand &amp; A</b>
<b>CO-5</b>	Gain insights in the interpretation of data and report writing.	<b>PSO 8</b>	<b>A</b>

### **Unit I            Research Methodology**

Meaning of Research –definition- Objectives of Research – Types of Research – Research Process– Criteria of Good Research - Scientific method – Present position of social science research in India.

### **Unit II            Defining the Research Problem and Research Design**

Identification and Formulation of research problem – selection of research topic statement of research objectives. Hypothesis – definition, meaning and types. Research Design – Explorative, descriptive, diagnostic and experimental designs. Factors influencing the choice of a research design.

### **Unit III**

#### **Sampling Design and Measure of Data Collection**

Sampling – meaning and definition. Types and sampling – random and non-random sampling. Sample size, Sample error. Data collection – observation, construction of questionnaires and Interview schedules. Pilot study and Pretest.

### **Unit IV            Processing and Analysis of Data**

Processing Operations –Statistics in Analysis – Measure of Central Tendency – Measure of Dispersion – Measure of Relationship – Simple Regression Analysis – Chi Square Test – Analysis of Variance and Covariance (ANOVA) .(Only theory)

### **Unit V            Interpretation and Report Writing**

Interpretation,-generalisation of data. Report Writing – Introduction – chapterisation – guidelines – footnotes – reference – bibliography – index presentation and documentation

**Text Book:**

Kothari.C.R. 1992, Research Methodology, New Delhi, Vikas Publishing Ltd.,

**Books for Reference:**

1. Levin J.Kchard, 1948, Statistics for Management 3<sup>rd</sup>Edn, Prentice Hall of India, New Delhi.
2. Gupta SC &Kapoor.V.K., 1987, Fundamentals of Applied Statistics Sultan New Delhi, Chand & Sons.

<b>SEMESTER III</b>			
<b>Elective IV Summer Internship</b>			
<b>Code: 17PHRE32</b>	<b>Hrs/Week</b>	<b>Hrs/Sem</b>	<b>Credits: 4</b>

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.



## Course Outcome

<b>CO No.</b>	<b>Expected Learning Outcome</b>	<b>PSOs Addressed</b>	<b>CL</b>
<b>CO-1</b>	Collect data and submit a comprehensive report on the objective of their internship topic	<b>PSO 10</b>	<b>Create</b>
<b>CO-2</b>	Compare their theoretical knowledge with the professional environment.	<b>PSO 10</b>	<b>Analyse</b>

<b>SEMESTER III</b>			
<b>Self-Study Course</b>		<b>Entrepreneurial Development</b>	
<b>Code: 17PHRSS2</b>	<b>Hrs/Week: 0</b>	<b>Hrs/Sem:0</b>	<b>Credits: 1</b>

### Objective:

- To enable the students to start their own enterprise.

### Unit I

Introduction - Understanding the meaning of Entrepreneurialship - Characteristics of an Entrepreneur - Classification of the Entrepreneurs - Entrepreneurial Scene in India - Factors influencing Entrepreneurship

## **Unit II**

Entrepreneurial growth - Role played by government and Non-Government agencies - EDP's, TIIC, SIDBI, PIPDIC, IDBI, IFCI, ETC. Problems and prospects of Women entrepreneurs - Rural Entrepreneurs - Small scale entrepreneurs and Export Entrepreneurs

## **Unit III**

How to enter into Market? - Business idea generation Techniques - Identification of Business Opportunities - Marketing Feasibility - Financial Feasibility - Technical – Legal - Managerial and Locational Feasibility

## **Unit IV**

Project Appraisal - Methods - Techniques - Preparation of Business Plan - Content of a Business Plan - Project Report.

## **Unit V**

How to start an enterprise? - Franchising and Acquisition - Product Strategies - Pricing Strategies - Distribution Strategies - Promotional Strategies. How to be a successful Entrepreneur? - Learning to be Successful – Successful Entrepreneurs

### **Text Book:**

Khanka - Entrepreneurial Development.

### **Books for Reference :**

1. Jayshree Suresh - Entrepreneurial Development.
2. Saini - Entrepreneurship : Theory & Practice.

3. Gupta CB - Entrepreneurial Development.

4. Vasant Desai - Dynamics of Entrepreneurial Development and Management.

<b>SEMESTER IV</b>			
<b>Common Core XII</b>		<b>Organisational Behaviour</b>	
<b>Code: 17PCCC41</b>	<b>Hrs/Week: 6</b>	<b>Hrs/Sem: 90</b>	<b>Credits: 5</b>

**Objective:**

To enable the students to understand the various dimensions of organizational behaviour.

**Course Outcome**

<b>CO No.</b>	<b>Course Outcome</b>	<b>PSOs Addressed</b>	<b>CL</b>
	Upon completion of this course students will be able to		

<b>CO-1</b>	Understand the concept of Organisational behaviour and Personality.	<b>PSO 9</b>	<b>Understand</b>
<b>CO-2</b>	Gain insights on Perception, Attitude and Learning	<b>PSO 1</b>	<b>Remember</b>
<b>CO-3</b>	Enumerate the concepts and theories of Motivation and Leadership.	<b>PSO 9</b>	<b>Remember</b>
<b>CO-4</b>	Understand the Characteristics and types of Group behaviour and Team building.	<b>PSO 9</b>	<b>Understand</b>
<b>CO-5</b>	Know the Organisational change, development and effectiveness.	<b>PSO 9</b>	<b>Remember</b>

### **Unit-I**

#### **Introduction to Organisational Behaviour and Personality:**

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:**

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:**

Motivation: Meaning – Concepts - Theories of Motivation - Maslow’s Hierarchy of Needs - Herzberg’s Two Factor Theory - McGregor’s Theory X and Theory Y.

Leadership: Definition – Functions - Leadership Styles - Leadership Theories - Trait Theory -Behavioral Theory - Managerial Grid Theory.

#### **Unit-IV**

##### **Group Behaviour and Team Building:**

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:**

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:**

1. S.S. Khanka – Organisational Behaviour, Chand&Co Ramnagar ,New Delhi

#### **References:**

1. K. Aswathappa -Organisational Behaviour, Himalaya Publishing House, Mumbai
2. Fred Luthans-Organisational Behaviour McGraw Hill International Edition
3. Stephen. P. Robbins- Essentials of Organisational Behaviour, Prentice Hall of India, New Delhi

**SEMESTER IV**

<b>Core XIII                      Communication for Managers</b>			
<b>Code:17PHRC41</b>	<b>Hrs. / Week : 6</b>	<b>Hrs / Sem : 90</b>	<b>Credits: 4</b>

**Objectives:**

- To impart knowledge on principles of Communication.

**Course Outcome**

<b>CO No.</b>	<b>Course Outcomes</b>	<b>PSOs Addressed</b>	<b>Cognitive Level</b>
	Upon completion of this course, students will be able to:		

<b>CO-1</b>	Understand the purpose, process, types, principles and barriers of communication and ways to develop soft skills.	<b>PSO 3</b>	<b>Understand&amp; Apply</b>
<b>CO-2</b>	Develop competency in non-verbal and oral communication and also use the different type of presentation.	<b>PSO 3</b>	<b>Apply</b>
<b>CO-3</b>	Display competency in written communication	<b>PSO 3</b>	<b>Apply</b>
<b>CO-4</b>	Use the latest technology in the field of communication	<b>PSO 3 &amp; PSO 7</b>	
<b>CO-5</b>	Explain the types of report and make use of it in writing annual reports and also develop specimen agenda of annual general meeting and writing minutes.	<b>PSO 3 &amp; PSO 10</b>	<b>Understand&amp; Apply</b>

## Unit I

### **Introduction to Managerial Communication:**

**Communication:** Definition – Purpose – Process – Types – Principles - Barriers to Communication.

**Soft Skills:** Definition-Kinds –Ways to develop Soft Skills.

## Unit II

### **Non-verbal and Oral Communication:**

**Nonverbal:** Definition – Characteristics –Sign Language –Body language (Kinesics) – Kinds of Kinesics – Paralanguage – Communication through Personal Appearance

(Artifactual ) – Time Language – Functions of Non-verbal Communication – Positive and Negative Non-Verbal Clues.

**Speeches:** Meaning – Characteristics of a good Speech – Steps to deliver a good Speech – Guidelines for delivering Speech.

**Presentation:** Purpose – Types – Factors affecting Presentations – 4-S of Effective Presentation.

### **Unit III**

#### **Written Communication**

**Written:** Meaning – Importance - Characteristics of written communication - Stages of Writing

**Memorandum:** Meaning – Memo Format - Writing Business Memos - Advantages of memo forms.

**Circulars:** Meaning – Purpose – Writing Circulars

**Notices:** Meaning – Writing Notices

**Business Letters:** Functions – Types -- Parts of a business letter –Format of a business letter.

### **Unit IV:**

#### **Electronic Communication:**

**Internet:** Meaning of Network – Business uses of the Internet – Meaning of LAN – Meaning of Intranet and Extranet – Meaning of World Wide Web – Meaning of Website – Types of Search Sites – Meaning of Blog - Types of Blogs – Different Modes of Online Communication – Threats to the Internet – Meeting the Threats.

**Telecom Technology:** Video Conferencing – Interactive Voice Response System

### **Unit V**

#### **Report Writing:**

**Report:** Meaning - Importance – Functional Areas of Reports – Characteristics of a Good Report -Types of Report – Preparing a Report – Organisation of a report – Steps in writing Short reports - Structure of Long reports - Principles of drafting a report - Structure and contents of Annual Report.

**Notification:** Meaning

**Agenda :** Meaning – Specimen Agenda of an Annual General Meeting



**Minutes:** Meaning – Importance - Types – Practice to write Minutes of Resolutions – Difference between Minutes and reports – Specimen Minutes of an Annual General Meeting.

**Text Book:**

1. Rajendra Pal , J.S. Korlahalli , Essentials of Business Communication , Sultan Chand and Sons, New Delhi
2. R. C. Bhatia , Business Communication, Ane Books Pvt. Ltd

**Books for Reference:**

1. M.V. Rodrigues, Effective Business Communication, Concept Publishing Co, New Delhi
2. John V. Thill and Court Land L. Bovee, Excellence in Business Communication, Mc Graw Hill Publications.
2. Hetra Murphy, Herbert W. Hilde, Executive Business Communication, Mc Graw Hill Publications.

<b>SEMESTER IV</b>			
<b>Core XIV</b>		<b>Training &amp; Development</b>	
<b>Code: 17PHRC42</b>	<b>Hrs/Week: 6</b>	<b>Hrs/Sem:90</b>	<b>Credits: 4</b>

**Objective :**

- To enable the students to understand the concepts of training and development.

**Course Outcome**

<b>CO No.</b>	<b>Course Outcome</b> Upon completion of this course students will be able to	<b>PSOs Addressed</b>	<b>CL</b>
<b>CO-1</b>	Know the meaning, objectives, values, types, benefits, history and trends in training.	<b>PSO 5</b>	<b>Remember</b>
<b>CO-2</b>	Understand the needs, process and methods of training.	<b>PSO 5</b>	<b>Understand</b>
<b>CO-3</b>	Know the different types of training tools.	<b>PSO 5</b>	<b>Remember</b>
<b>CO-4</b>	Understand the meaning, concept, objectives, need and role of Development programme.	<b>PSO 5</b>	<b>Understand</b>
<b>CO-5</b>	Understand the need, approaches, types and stages of evaluation.	<b>PSO 5</b>	<b>Understand</b>

**Unit I Introduction to Training:**

Training: Definition – Meaning – Concepts – Objectives – Values – Benefits - Types. History of Training in Indian Industries – Trends in training in Indian Industries - Principles of Training.

**Unit II Training needs and Methods:**

Training needs – Identification of training needs. Training process: Designing training programmes – Stages in designing a Structure – Important Considerations while designing the Training Programme.

Training methods: Lecture - Group discussions – Seminar – Symposium -Panel discussions – Debate - Programme instruction - Case study - Role playing - In-basket exercises - Fishbowl exercises.

**Unit III Training tools:**

Training Tools: Static Media: Print based Material – Flip Charts – Marker Board – Handouts - Over-head Projector- Slide Projector. Dynamic Media: Video tape – Audio tape – Computer aided training

**Unit IV Introduction to Development:**

Development – Definition – Meaning – Concept – Need – Objectives of Management Development Programme – Relationship between Training and Development. Role of Development Officers – Administrators – Consultants – Designers and Instructors.

**Unit V Evaluation:**

Evaluation of Training: Approaches to Evaluation – Need for Evaluation – Principles of an effective evaluation programme – Types of Evaluation – Stages of Evaluation - Hamblin's Model.

**Text Book:**

1. S.K.Bhatia, Training for Development, Deep& Deep Publications Pvt. Ltd.

**Books for Reference:**

1. B. Taylor and G. Lippitt- Management Development and Training hand book.
2. Concepts and Application – Training and Development
3. Lynton – Training for Development

<b>SEMESTER IV</b>			
<b>Core XV</b>		<b>Industrial Counselling</b>	
<b>Code: 17PHRC43</b>	<b>Hrs/Week: 6</b>	<b>Hrs/Sem:90</b>	<b>Credits: 4</b>

**Objective:**

- To enable the students to understand the problems faced by the employees and the need for counselling.

### Course Outcome

CO No.	Course Outcome	PSOs Addressed	CL
	Upon completion of this course students will be able to		
CO-1	Understand the meaning, objectives, techniques, approaches and theoretical aspects of counselling.	PSO 9	Understand
CO-2	Know the counselling types. Understand the difference between individual and group counselling.	PSO 9	Remember
CO-3	Describe the principles, functions, goals, concept and roles of employee counselling and mentoring.	PSO 9	Remember
CO-4	Know the problems faced by employees in industries.	PSO 9	Understand
CO-5	Gain knowledge about drug abuse, preventive and performance appraisal counselling.	PSO 9	Remember

#### Unit I Introduction to Counselling:

Counselling – Definition – Meaning – Objectives – Principles – Techniques - Different approaches – Theoretical aspects of Counselling. Assertiveness and Interpersonal skills for Counsellors.

#### Unit II Counselling Types and Individual and Group Counselling.

Types of counselling – Directive - Non-directive and Eclectic counselling – counselling process. Individual and Group Counselling - differences between individual and group counselling - Leaders’ role in Group counselling.

#### Unit III Employee Counselling and Mentoring:

Employee counselling: Definition – Principles – Functions – Goals - Pre-requisites for employee counselling.

Employee counsellor: Qualities of a counsellor – Role of Employee counsellor – Functions of Employee counsellor.

Mentoring – Definition – Meaning – Concept - Objectives – Responsibilities of a mentor – Manager’s skills as a mentor approach.

**Unit IV Employees Problems in Industries:**

Employee's problems in industry: Causes - Remedial steps - Deviant behaviour among workers – Emotionally disturbed – Psychotic and neurotic employees - Alcoholics and drug addicts - Chronic absenteeism – Problem of Indiscipline in Industry – Management of problem workers.

**Unit V Drug Abuse, Preventive and Performance Appraisal Counselling:**

Drug abuse counselling – Preventive and Curative – referral service to experts. Indicators of preventive counselling; late coming; avoiding responsibility, lack of initiative, delay in work. Performance appraisal counselling: Meaning – Features – Process.

**Text Book:**

1.Indu Dave, 1983, The Basic Essentials of Counselling, Sterling Pvt Ltd., New Delhi.

**Books for Reference:**

1. Dr. Shah Alam, Basics of Guidance & Counselling.
2. Kochnar, S.K. 1979, Guidance and Counselling, Sterling Pub.Pvt.Ltd.,

SEMESTER IV			
Project I		Project	
Code: 17PHRP41	Hrs/Week: 6	Hrs/Sem:90	Credits: 5

## Course Outcome

<b>CO No.</b>	<b>Expected Learning Outcome</b>	<b>PSOs Addressed</b>	<b>CL</b>
<b>CO-1</b>	Collect data and analyse the data using research methods and techniques.	<b>PSO 10 &amp; PSO 8</b>	<b>Create</b>
<b>CO-2</b>	Compare their theoretical knowledge with the professional environment and enrich their competencies, Knowledge and skills.	<b>PSO 10</b>	<b>Analyse</b>
<b>CO-3</b>	Produce reports and recommend changes in human resource practices.	<b>PSO 10 &amp; PSO 8</b>	<b>Create &amp; Evaluate</b>

1. Every P.G. student is required to prepare the project report – Subject related – based on human resource (current trend) under the guidelines of her project guide.
2. The project work should be done individually by the candidate in consultation with project guide.
3. The project report should be in English.
4. The project report shall consist about 60 pages minimum,
5. Project observations, suggestions and conclusions shall form an inevitable part of the project.
6. Marks for the project report will be 100 divided as 50 for Report Writing and 50 for Viva-Voce.
7. Project report evaluation and viva-voce will be conducted by both External examiner and the Guide.
8. Report on Seminars conducted, is a precondition for submitting the project at the end of IV Semester. It should be signed by the teachers and H.O.D. and annexed. The Examiners are required to verify the same and consider it for evaluation.

### **PROJECT REPORT: (Internal Evaluation – 50Marks)**

<b>S.No.</b>	<b>Description</b>	<b>Marks</b>
1	Originality	10
2	Experimental design / Data collection	20

	Experimental work	
3	Literature Review/ Mechanics of writing	20
	<b>Total</b>	<b>50</b>

**PROJECT PRESENTATION:** (External Evaluation – 50 Marks)

S.No.	Description	Marks
1	Presentation of Premises	15
2	Response	10
3	Relevance to Topic	5
4	Dissertation format	10
5	Results & Discussion / Methodology	10
	<b>Total</b>	<b>50</b>

### **INDUSTRIAL TOUR**

Trainees are expected to participate in a study tour organized by the department. Though study tour carries no credit, it is a compulsory one whereby the trainee gets an opportunity to visit the organisation engaged in activities related to her field of specialization in other parts of the country. Candidates who are not participating in the study tour will be considered as ineligible to complete the course.

### **Industrial Visit**

Students should participate in at least one industrial visit per year.

