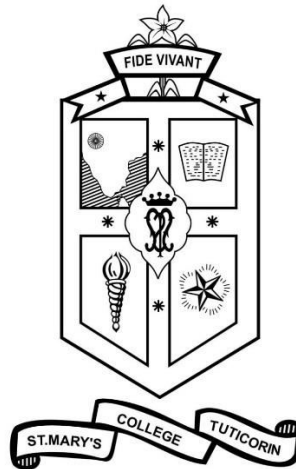


ST. MARY'S COLLEGE (AUTONOMOUS)

Re-accredited with A+ Grade by NAAC

Thoothukudi – 628001, Tamil Nadu

(Affiliated to Manonmaniam Sundaranar University)



Syllabus

MHRM

School of Management & Economics

Outcome Based Curriculum

(w.e.f. 2021)

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.	Upon completion of MHRM programme, the graduates will be able to
PO - 1	understand human behaviour more incisively.
PO - 2	identify the triggers that motivate human actions and reactions in a professional environment.
PO - 3	gain managerial and leadership skills through development of creativity, innovation, and communication skills.
PO - 4	diagnose and provide solutions for industrial disputes and enhance value addition for the organisation.
PO - 5	enhance the overall quality of life for all stake holders in an organisation.
PO-6	select and apply appropriate tools for decision making required for solving managerial problems.
PO-7	recognise and address ethical issues and values and apply them in organisational settings.
PO-8	gain knowledge in current and contemporary industrial practices through summer internship work and project work

PROGRAMME SPECIFIC OUTCOME

PSO No.	On completion of MHRM programme the students will be able to	PO Mapped
PSO -1	gain knowledge on the concepts of human resource management, basic principles of management and understand the management theories.	PO -1,2
PSO -2	understand the different concepts in industrial relation and the various Acts regarding labour legislation in India and improve their managerial abilities.	PO -3,4
PSO -3	develop the skills and competencies required for human resource managers and understand the strategic foundation that enables future changes in the field of psychology, organisational behavior, entrepreneurship , coaching, mentoring and counselling.	PO -2,3
PSO -4	apply the techniques of management accounting, managerial economics and total quality management to make effective decisions.	PO -5,6
PSO -5	develop the analytical skills and gain in-depth knowledge in international human resource management, recruitment and selection, training and development, performance management , compensation management of the employees.	PO -2,3
PSO -6	gain deeper insight of the statistical techniques and forecasting methods to make effective business decision and also have an understanding on business ethics, corporate social responsibility and governance.	PO -5,6,7
PSO -7	understand and apply current and emerging information technologies to support the human resources function and solve business related problems using research methods and statistical techniques.	PO -4,6,8
PSO- 8	gain practical knowledge in the field of human resource management.	PO -7,8

Course Structure (w.e.f. 2021)

Semester I

Subject	Subject Code	Title of the Course	Contact Hour/Week	Credits	Max Marks		
					CIA	ESE	Total
Core I	21PHRC11	Principles and Practices of Management	6	4	40	60	100
Core II	21PHRC12	Human resource Management	6	4	40	60	100
Core III	21PHRC13	Accounting for HR Managers	6	4	40	60	100
Core IV	21PHRC14	Organisational Behaviour	6	4	40	60	100
Core V	21PHRC15	Industrial Relations	6	4	40	60	100
		Total	30	20			500

Semester II

Subject	Subject Code	Title of the Course	Contact Hour/Week	Credits	Max Marks		
					CIA	ESE	Total
Core VI	21PHRC21	Human Resource Planning and Development	6	4	40	60	100
Core VII	21PHRC22	Behavioural HRM	6	4	40	60	100
Core VIII	21PHRC23	Labour Legislations	5	4	40	60	100
Core IX	21PHRC24	Recruitment and Selection Procedures	5	4	40	60	100
Core X	21PHRC25	Total Quality Management	4	4	40	60	100
Core XI Practical	21PHRCR1	Soft Skill for HR Managers	4	3	40	60	100
		Total	30	23+2			600

Semester III

Subject	Subject Code	Title of the Course	Contact Hour/Week	Credits	Max Marks		
					CIA	ESE	Total
Core XII	21PHRC31	Research Methodology	5	4	40	60	100
Core XIII	21PHRC32	Compensation Management	5	4	40	60	100
Core XIV	21PHRC33	Statistics for Management	5	4	40	60	100
Elective I	21PHRE31	Performance Management / Business Ethics, Corporate Social Responsibility and Governance	4	3	40	60	100
Elective II	21PHRE32	Business Environment / Managerial Economics	4	3	40	60	100
Core XV	21PHRI31	Summer Internship	7	5			
Self Study Course / MOOC	21PHRSS1	Personality Development		+2			
		Total	30	23+2			600

Semester IV

Subject	Subject Code	Title of the Course	Contact Hour/Week	Credits	Max Marks		
					CIA	ESE	Total
Core XVI	21PHRC41	Strategic Human Resource	6	4	40	60	100
Core XVII	21PHRC42	Human Resource Information System	6	4	40	60	100
Core XVIII	21PHRC43	Training and Development	5	4	40	60	100
Core XIX	21PHRC44	Coaching, Mentoring and Counselling	5	4	40	60	100
Core XX	21PHRP41	Project	8	8	40	60	100
			30	24			500

Semester	Hours / Week	Credits	Extra Credits	Total Marks
I	30	20	-	500
II	30	23	2	600
III	30	23	2	600
IV	30	24	-	500
Total	120	90	4	2200

Courses	Number of Courses	Hours / week	Credits	Extra Credit
Core	20	104	76	--
Core Elective	2	8	6	--
Project	1	8	8	--
Self Study Course / MOOC	1 + 1	--	--	4
Total		120	90	4

SEMESTER I			
Core I		Principles and Practices of Management	
Code: 21PHRC11	Hrs/Week: 6	Hrs/Sem: 90	Credits: 4

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 behavioral skills in managing people at work.

Course Outcome

CO No.	On completion of this course students will be able to	PSOs Addressed	CL
CO-1	understand the managerial function, role of manager and managerial skills.	1,3,5	Un
CO-2	gain knowledge on the development of managerial thought.	1	Un
CO-3	examine the concepts of planning to make planning effective.	1,3	An , Cr
CO-4	analyse the concept of organizing and departmentation.	1,3	An
CO-5	gain knowledge on decision making and co-ordinating .	1,3,5	Un
CO-6	apply the techniques of control.	1,3,5	Ap , An
CO-7	analyse the stages of conflict and management of conflict.	1,3	An
CO-8	identify the need, strategy for planned change and organizational development.	3	Un ,Ap

SEMESTER I			
Core I Principles and Practices of Management			
Code: 21PHRC11	Hrs/Week: 6	Hrs/Sem: 90	Credits: 4

- Unit I Introduction to Management**
Introduction to Management –Meaning- Definition-Evolution- Management Functions –Management Concepts – Early Classical Approaches- scientific management- administrative management -bureaucracy – Neo – Classical Approaches- human relation movement-behavioral approach – Modern Approaches-quantitative approach- system approach-contingency approach-Roles of Manager– Levels of Management -Managerial Skills - Meaning – Conceptual Skill – Technical Skill – Human Relation Skill.
- Unit II Planning and Decision Making**
Planning – Meaning of Planning- Types of Plans- Process of Planning – Making Planning Effective. Decision Making-Meaning of Decisions – Types of Decisions –Steps in rational decision making-Rationality in decision making - Common Difficulties in Decision Making
- Unit III Staffing and Directing**
Staffing-Meaning-Need and Importance-Job Analysis-Job description- Job specification-Manpower planning-Recruitment and Selection-Placement and Orientation-Man power planning in India. Directing- Meaning-Principles-Importance- Requirements of effective direction- Issuing orders-Techniques.
- Unit IV Controlling Techniques**
Controlling – Meaning - Importance – Control Process - Types of Control- Budgetary and Non-Budgetary Control Techniques-Need for Control System- Essentials of effective Control System-Problems of effective Control System.
- Unit V Managerial Ethics and Practices**
Nature- Types- Sources- Importance- Need-Managing ethics- Ethics and HRM-Approaches-Factors influencing ethical behaviour at work- Role of HRM in development of ethical behavior-HR ethical issues-International business ethics.

Text Book:

Aswathappa.K. *Human Resource Management*. New Delhi; Tata McGraw-Hill Publishing Company Ltd, 7th Edition, 2017.

Books for Reference:

1. Prasad L.M. *Principles & Practice of Management*. New Delhi; Sultan Chand & Sons, 9th Edition, 2016.
2. Tripathi P.C & Reddy P.N. *Principles of Management*. New Delhi; Tata Mc. Graw Hill, 6th Edition, 2017.
3. Pravin Durai, *Human Resource Management*. New Delhi: Pearson Publications, 2nd Edition, 2016.

SEMESTER I			
Core II		Human Resource Management	
Code: 21PHRC12	Hrs/Week: 6	Hrs/Sem: 90	Credits: 4

Objectives:

- To provide a strong grounding in broad based fundamental Human Resource management, knowledge and skills and to prepare students for a meaningful and productive career as Human Resource professionals.
- To develop the analytical skills of the students to think critically so that they align the HRM concepts and strategies with the organisation.

Course outcome:

CO No.	Upon completion of this course students will be able to	PSOs Addressed	Cognitive Level
CO -1	summarize the concepts of Human Resource Management	1	Un
CO-2	interpret the objectives, scope, functions, importance and evolution of HRM and personnel Management.	1	Un
CO-3	examine the approach and process of job design, job analysis, job specification and job description.	1	An
CO-4	formulate the process of selection, placement.	5	An, Cr
CO-5	understand and explain and analyse the induction programme.	1	Un, An
CO-6	examine the process of performance appraisal and potential appraisal.	1	An
CO-7	understand the concept of QWL and QC.	1	Un
CO 8	evaluate job satisfaction, morale, industrial peace and harmony.	1	Ev

SEMESTER I			
Core II		Human Resource Management	
Code: 21PHRC12	Hrs/Week: 6	Hrs/Sem: 90	Credits: 4

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- Jobs and careers in HRM.

Unit II Analyzing work and Designing jobs

Job design: Definition – approaches - job design options
 Job analysis: Definition – process - benefits of job analysis- potential problems. Job Specification: Definition - Process. Job Description: Definition - Content of Job Description.

Unit III Recruiting, Selecting, Inducting and Placing New Hires

Recruitment: Definition- Meaning- Features- Objectives - Process
 Selection: Definition – Meaning - Selection Process – barriers to effective selection. Induction: Definition – Meaning – Objectives - Benefits of Induction Programme - Contents of Induction Programme- Phases of Induction Programme. Placement: Definition – Meaning- Placement Process.

Unit IV Performance Management and Compensation Management

Performance management: Concept and process - performance appraisal, - potential appraisal. Compensation management: Concept - Forms of Compensation - Types and Structure of Rewards – Objectives of Compensation Management- Factors influencing Compensation Management - Essential elements of a compensation system.

Unit V e-HRM

Nature of e-HRM - e-HR activities - e- Recruitment – e- Selection –e- Performance Management – e- Learning – e- Compensation.

Text Book:

Aswathappa.K. *Human Resource Management*. New Delhi; Tata McGraw-Hill Publishing Company Ltd, 7th Edition, 2017.

Books for Reference:

1. Stephen P.Robbins and Decenzo. *Human Resource Management*. New Delhi; Prentice Hall of India Private Ltd, 11th Edition, 2011.
2. KhankaS.S.*Human Resource Management*.NewDelhi;S. Chand & Company Ltd, 2nd Edition,2007.

SEMESTER I			
Core III		Accounting for HR Managers	
Code: 21PHRC13	Hrs/Week: 6	Hrs/Sem: 90	Credits: 4

Objectives:

- To equip the students with the conceptual framework and tools / techniques of management accounting so that efficient decisions are arrived at.
- To enable the students to use their knowledge to assess a company's performance in relation to its past performance, competitors and industry to make managerial decision.

Course Outcome

CO No.	On completion of this course students will be able to	PSOs Addressed	CL
CO-1	understand the concept of accounting	1,4	Un , Re
CO-2	prepare final accounts	1,4	Ap
CO-3	understand the nature ,scope and functions of managerial accounting.	1,4	Un , Re
CO-4	prepare cash flow statement.	4	Ap
CO-5	prepare fund flow statement.	4	Ap
CO-6	understand the objectives and steps in budgetary control and prepare the various types of budget.	4,6	Un , Ap
CO-7	able to use the various types of ratios for managerial decision.	4,6	An ,Cr
CO-8	apply accounting knowledge for planning and control.	1,4,6	Un ,Ap

SEMESTER I			
Core III		Accounting for HR Managers	
Code: 21PHRC13	Hrs/Week: 6	Hrs/Sem: 90	Credits: 4

- Unit I Accounting**
Accounting – Definition – Purpose – Functions -Preparation of final accounts –Journal – Ledger – Trail balance – Trading and Profit & Loss Accounts (Simple Problems)
- Unit II 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 III Cash flow and fund flow statement**
Cash flow and fund flow statement – their importance and limitations - preparation of cash flow and fund flow statements.(Simple problems)
- Unit IV Budgetary control**
Budgetary control – Definition – Objectives – Merits and limitations – Steps in budgetary control – types of budgets.(Production, Cash, Sales, Flexible).(Simple problems)
- Unit V Ratio analysis**
Ratio - Meaning – types of ratios – Merits and limitations – Ratio analysis (Activity Ratio, Liquidity ratio, Solvency ratio) (Simple problems).

Text Book

Pillai R.S.N and Bagavathi. *Management Accounting*. New Delhi; S. Chand Publications, 4th Edition, 2015.

Books for Reference:

1. Antony Atkinson and Robert S Kalplan. *Management Accounting: Information for Decision Making and Strategy Execution*. US;Prentice Hall, 6th Edition, 2011.
2. Gupta RL & Gupta VK. *Principles and Practice of Accounting*.NewDelhi ;Sultan Chand & Sons, 14th Edition, 2010.
3. MaheswariS.N.*Management Accounting & Financial Accounting*.Chennai;Vikas Publishers, 2nd Edition, 2010.

SEMESTER I			
Core IV		Organisational Behaviour	
Code: 21PHRC14	Hrs/Week: 6	Hrs/Sem: 60	Credits: 4

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	PSOs Addressed	CL
CO-1	understand the concept of Organisational behaviour and Personality.	1,3	Un
CO-2	gain insights on Perception and Attitude.	3	Re
CO-3	understand the concept of Learning	3	Un
CO-4	examine the concepts and theories of Motivation and Leadership.	1,3	An
CO-5	understand the Characteristics and types of Group behaviour.	3	Un
CO-6	describe and apply the concept of Team Building.	1,3	Re , Ap
CO-7	evaluate the Organisational change and reasons for Organisation Change.	3	Ev
CO-8	examine the concept of Organisation Development and Effectiveness.	3	An

SEMESTER I			
Core IV		Organisational Behaviour	
Code: 21PHRC14	Hrs/Week: 6	Hrs/Sem: 60	Credits: 4

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 –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

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:

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

Books for References:

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

SEMESTER I			
Core V		Industrial Relations	
Code: 21PHRC15	Hrs/Week: 6	Hrs/Sem: 60	Credits: 4

Objectives:

- To make the students fully competent to meet the challenges in the contemporary and emerging industrial relations which is becoming more complex due to technological interventions and globalization.
- To impart theoretical knowledge that provides a framework to understand the existing industrial relations and the relationship between various stake holders which will enable the students to resolve the challenges in industries and organisations.

Course Outcome

CO No.	On completion of this course students will be able to	PSOs Addressed	C L
CO-1	understand the interaction pattern among labour, management and the State.	2 ,1	Un
CO-2	have a basic knowledge of the Indian Industrial Relations System and it's distinctive features	2 ,1	Un
CO-3	understand the various approaches to Industrial Relations.	2,3	Un
CO-4	examine the concepts, functions, structures and evaluate the problems of trade union.	2	Ev
CO-5	understand the importance, types and process of collective bargaining and discuss the negotiation process during collective bargaining.	2,3	Re , An
CO-6	analyse and apply the concept, forms ,levels of WPM and evaluate the reasons for failure of WPM.	2,3	An, Ap
CO- 7	be efficient enough to handle the grievance measures according to the changing scenario of social and industrial environment.	2,3	Un, Ap
CO -8	state the causes for indiscipline and analyse the code of discipline in Industry.	2,3	Un , Ap

SEMESTER I			
Core V		Industrial Relations	
Code: 21PHRC15	Hrs/Week: 6	Hrs/Sem: 60	Credits: 4

Unit I Industrial Relation

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

Unit II Trade unions

Definition – Features - Functions of Trade unions in India – Principles to regulate Trade Union Function–Types and Structure of Trade Unions - Union Security - Trade union movement in India - Problems of Trade Union.

Unit III Collective bargaining

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

Unit IV Workers Participation in Management

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

Unit V Grievance and Discipline

Grievance: Concept – Causes – Pre-requisites of a Grievance Procedure – Procedure for settlement – Model Grievance Procedure.

Discipline: Definition- Causes of Indiscipline – Objectives of Discipline – The Red Hot Stove Rule - Disciplinary Action - Procedure for punishment – Types of Punishment – Chief features of the Code of Discipline – Objectives of the Code of Discipline- Code of Discipline in Industry.

Text Book:

1. Mamoria, Mamoria and Gankar. *Dynamics of Industrial Relations*. New Delhi;Himalaya Publishing House,13th Edition, 2015.

Book for Reference:

1. ArunMonappa. *Industrial Relation*.NewDelhi ;Tata McGraw Hill, 2nd Edition, 2012.
2.VenkataRathnam C.S and Manoranjan Dhal. *Industrial Relation*.NewDelhi;Oxford University Press, 2nd Edition,2017.

SEMESTER II			
Core VI Human Resource Planning and Development			
Code: 21PHRC21	Hrs/Week: 6	Hrs/Sem: 90	Credits: 4

Objectives:

- To give an in-depth knowledge of the tools and techniques used by organizations in HR Planning and Development.
- To enable the students to link the human resource planning and development functions to organization's strategies to meet current challenges.

COURSE OUTCOME:

CO No.	On completion of this course students will be able to	PSOs Addressed	CL
CO-1	understand the objectives, importance and techniques of human resource planning.	1,3	Un
CO-2	know the concepts of job evaluation and job performance.	1,5	Re
CO-3	recall the process, system and strategies of hrd. understand the features and process of career planning.	1	Re
CO-4	discuss the concept of employee empowerment	1,5	Re , Un
CO-5	know the concept managing hr in virtual organisation.	1,3	Re
CO-6	recall and interpret the objectives, scope and steps in hr audit.	1,5	An
CO-7	examine the ethical issues in organization and the factors influencing ethical behaviour at work.	1	An
CO-8	discuss the concept of international human resource management	1,3	Re, Un

SEMESTER II			
Core VI		Human Resource Planning and Development	
Code: 21PHRC21	Hrs/Week: 6	Hrs/Sem: 90	Credits: 4

- 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 – Advantages 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**
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. The process and system of HRD – HRD for workers -HRD strategies and experiences. Current trends in Human Resource Planning and Development.
- Unit IV Employee Empowerment and Competency mapping**
Employee Empowerment: Meaning – Approaches – Forms of Empowerment - Life stages of an empowered group – Barriers to Empowerment- Employee empowerment in India : An Overview. Competency mapping – Meaning-Process-Objectives- Methods- Models – Approaches- Merits and Limitations of Competency Mapping.
- 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:

Pravin Durai. *Human Resource Management*. New Delhi :Pearson Publications, 2nd Edition, 2016.

Books for Reference:

1. Khanka S.S. *Human Resource Management*. New Delhi. S. Chand & Company Ltd, 1st Edition, 2007
2. Aswathappa.K. *Human Resource Management*. New Delhi; Tata McGraw – Hill Publishing Company Ltd, 7th Edition, 2017.
3. Stephen P. Robbins and Decenzo. *Human Resource Management*. New Delhi; Prentice Hall of India Private Ltd, 11th Edition, 2011.

SEMESTER II			
Core VII		Behavioural HRM	
Code: 21PHRC22	Hrs/Week: 6	Hrs/Sem: 60	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.	Upon completion of this course students will be able to	PSOs Addressed	CL
CO-1	acquire the basic knowledge of psychology of Human Resource Management.	3	Un
CO-2	understand the schools of psychology.	3	Un
CO-3	understand the theories and measurement of intelligence.	1,3	Un
CO-4	understand the concept, types and factors influencing perception.	1,3	Un
CO-5	know the process of learning, aptitude and attitude.	3	Un , Ap
CO-6	determine the factors, causes, effects, classification of adjustment and develop ways to manage stress.	1,3	Ev, Ap
CO-7	examine the functions of industrial psychologist.	3	An
CO-8	discuss the meaning, factors, theories and identify the ways of measuring personality.	3	Ap

SEMESTER II			
Core VII		Behavioural HRM	
Code: 21PHRC22	Hrs/Week: 6	Hrs/Sem: 60	Credits: 4

- Unit I Introduction and Schools of Psychology**
Psychology – Definition - Meaning. Schools of Psychology: Psycho analysis - Behaviorism – Gestalt Theory - Transaction Analysis.
- 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 and Stress**
Adjustment: Meaning - Factors influencing Adjustments.
Stress: Definition - Causes and Effects of stress –Managing or Coping up with stress.
- Unit V Industrial Psychology and Personality**
Industrial Psychology – Meaning – Scope - 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.*An Introduction to Psychology*. Bombay; Tata McGraw Hill, 7th Edition, 2005.

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.

SEMESTER II			
Core VIII		Labour Legislation	
Code: 21PHRC23	Hrs/Week: 5	Hrs/Sem: 90	Credits: 4

Objectives:

- To equip the students with the complete knowledge of all applicable statutory compliances in order to protect their organisation from any violation and also provide quality working environment and social life to all the staff.
- To provide theoretical knowledge of all the applicable statutory laws and sensitise the students that these laws protect the interest of all the stakeholders and is in fact contributing to the long term interest and sustenance of the organisation.

Course Outcome:

CO No.	On completion of this course, students will be able to	PSOs Addressed	CL
CO-1	gain knowledge of labour laws and enable the students to acquire skills to handle employment relations.	2	Un , Ap
CO-2	familiarise the students to the practical problems inherent in the implementation of the labour statutes.	2	Un ,Ev
CO-3	understand the basic concepts of Labour Legislation and labour related provisions in the constitution of India.	2	Un ,Ev
CO-4	understand the structure and functioning of ILO.	2	Un
CO-5	examine the Acts related to health, safety and welfare and make use of the Acts in case of Factories contract labourers and plantation labours.	2	Un , Ap
CO-6	interpret the knowledge in laws related to social security and apply the laws according to the needs.	2 ,5	Ap
CO-7	understand the implications of labour laws for industrial relations to know how to resolve industrial relations and human relations problems and promote welfare of industrial labour.	2	Un , Ap
CO-8	be competent with the various legal aspects of women and children.	2	Un , Ap

SEMESTER II			
Core VIII		Labour Legislation	
Code: 21PHRC23	Hrs/Week: 5	Hrs/Sem: 90	Credits: 4

Unit I Basic concepts

Definition – Objectives of labour Legislation- History of Labour Legislation - Labour related provisions under Constitution of India - The ILO – Objectives of ILO- Structure of ILO – Impact of ILO on Indian Labour.

Unit II Laws related to Health, Safety and Welfare

Factories Act, 1948 - The Unorganised Workers’ Social Security Act, 2008 - The Contract Labour Act, 1970 (Regulation and Abolition) – Environment Protection Act,1986.

Unit III Laws related to social security

Employee Provident Fund and Miscellaneous Provisions Act, 1952 (EPFS, EPS, EDLIS) - Employee State Insurance Act, 1948 -Payment of Gratuity Act, 1972 - The Equal Remuneration Act, 1976.

Unit IV Laws related to Industrial Relations

The Trade Union Act, 1926 - The Industrial Employment (Standing Orders) Act, 1946 -The Industrial Disputes Act, 1947.

Unit V Laws related to women and Children

The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 - Maternity benefit Act, 1961 - The Child Labour Regulation and Abolition Act, 1986.

Text Books:

Kapoor.N.D.*Hand Book on Industrial Law*. New Delhi; Sultan Chand & Sons,11th Edition, 2016.

Books for Reference:

1. Mishra. S.N. *Labour and Industrial Laws*. Allahabad; Central Publishing House, 29th Edition, 2018.
2. Padhi.P.K. *Labour and Industrial laws*.New Delhi; PHI Learning Private Ltd, 4th Edition, 2017.

SEMESTER II			
Core IX		Recruitment and Selection Procedures	
Code: 21PHRC24	Hrs/Week: 5	Hrs/Sem: 90	Credits: 4

Objectives:

- To equip the students with a blend of theory and application of the wide range of issues, principles, practices in recruitment and selection which are needed by them as HR professionals to save the organisation from performance related problems at a later stage.
- To provide conceptual knowledge and operational dimensions in recruitment and selection process with the aim of improving the business by selecting the right candidates.

Course Outcome:

CO No.	Upon completion of this course students will be able to	PSOs Addressed	CL
CO-1	understand the skills needed for recruitment and selection.	5	Un
CO-2	describe the meaning, functions, objective, importance of recruitment and hiring process.	5	Un
CO-3	understand the meaning, sources, advantage and disadvantages of internal and external hiring and illustrate the process of internal and external hiring.	5	Un , Ap
CO-4	write application form, bio data and resume.	5	Cr
CO-5	determine the features, purpose, types, process, advantage and disadvantage of testing and interviewing.	5	Ev
CO-7	design different ability tests and practice interview techniques.	5	Cr , Ap
CO-8	discuss the purpose, methods of collecting reference data, contents of appointment order and medical examination and develop appointment orders.	5	Un ,Cr

SEMESTER II			
Core IX		Recruitment and Selection Procedures	
Code: 21PHRC24	Hrs/Week: 5	Hrs/Sem: 90	Credits: 4

Unit I Recruitment

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

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

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

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

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.

SEMESTER II			
Core X		Total Quality Management	
Code: 21PHRC25	Hrs/Week: 4	Hrs/Sem: 60	Credits: 4

Objectives:

- To enable the students to understand the basic principles and techniques of Total Quality Management for effective decision making
- To equip the students to use models and quality management methodology for the implementation of total quality management in any sphere of business and public sector.

Course Outcome

CO No.	On completion of this course students will be able to	PSOs Addressed	CL
CO-1	discuss the concept of quality and total quality management.	4	Un
CO-2	gain insights on TQM approaches	4	Ev
CO-3	define and list the steps in supplier partnering.	4	Re
CO-4	gain knowledge on the tools and techniques of TQM	4,6	Re , Ap
CO-5	gain knowledge on the concept of six sigma and quality circles	4	Re , Ap
CO-6	discuss the concept of benchmarking	4	Un
CO-7	state the Quality systems and ISO 9000	4	Re
CO-8	examine ISO 14000.	4	An

SEMESTER II			
Core X	Total Quality Management		
Code: 21PHRC25	Hrs/Week: 4	Hrs/Sem: 60	Credits: 4

- 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 –Quality statements- customer satisfaction, customer complaint, customer retention-cost of quality.
- 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 certification- Supplier Rating-Relationship development.
- 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 - 360 degree feedback- Quality Function Development.
- Unit IV TQM Tools and Techniques – 2**
Six sigma: Concept- Process (DMAIC) –Six Sigma Matrix- Advantage of Six Sigma. Quality Circles: Concept – Objectives –Characteristics – Structure of Quality Circles. Taguchi’s Quality Loss Function- Concept- Methods. Bench marking: Definition - Reason to bench mark – Types of Benchmarking - Bench marking process- Benefits and Dangers of Benchmarking. FailureMode and Effect analysis- Concept- Types - Stages –Benefits.
- Unit V Quality Systems**
Need for ISO 9000 – Benefits of ISO 9000 - Quality System - Introduction - Elements - Documentation - Quality Auditing ISO 14000 – Concepts - Requirements - Benefits – OHSMS –ISO9001:2015 QMS-ISO14001:2015 EMS-ISO 45001:2018 OHSMS-ISO 50001 ENMSTQM Implementation in manufacturing and service sectors (Case Study).

Text Book:

Jayakumar.V and Raju.R. *Total Quality Management*. Chennai; Lakshmi Publications, 6th Edition, 2015.

Books for References:

1. Dale H. Besterfield *.Total Quality Management: Pearson Education, India, 5th Edition, 2011.*

2. Suganthi.L and AnandSamuel. *Total Quality Management*; Prentice Hall (India) Pvt. Ltd, 8th Edition, 2006.

SEMESTER II			
Core XI Practical –I		Skills for HR Managers	
Code: 21PHRCR1	Hrs/Week: 4	Hrs/Sem:60	Credits: 3

Objectives:

- To equip the students on various types of soft skills and their importance in achieving individual and organisational agenda and goals.
- To impart knowledge about different types of soft skills which may not seem very obvious but are nevertheless critical tools for impacting human behaviour and business outcomes.

Course Outcome

CO No.	On completion of this course students will be able to	PSOs Addressed	CL
CO-1	become self-confident individuals by mastering the skills needed.	5& 8	Ap
CO-2	develop the way of thinking to increase creativity and critical thinking.	5& 8	Un , ap
CO-3	to converse fluently in english.	5& 8	Cr
CO-4	develop proper dressing skills and business dining etiquette effectively.	5& 8	Cr
CO-5	create newsletters, magazines and also write reviews on books and films.	5& 8	Ap , Cr
CO-6	create blogs and design brochures.	5& 8	Un ,Ap
CO-7	develop better workplace etiquettes.	5& 8	Un
CO-8	obtain a sense of responsibility for the multi-disciplinary nature of event management.	5& 8	Un, Cr

SEMESTER II			
Core XI Practical –I		Skills for HR managers	
Code: 21PHRCR1	Hrs/Week: 4	Hrs/Sem:60	Credits: 3

Unit I Business Etiquettes & Power dressing

Dressing for occasions – Formal, Semi-formal, Business Casuals, Smart Casuals, Casuals (For Men & Women) - General grooming- Hair, nail, make- up and accessories – Personal Hygiene - Dining Etiquette- Telephone etiquette- Mail Etiquette- Business card Etiquette.

Unit II Oral Communication

Verbal & Non-verbal communication- Body language –Self introduction – Presentation skills – Usage of presentation software- Group discussion – Feedback

Unit III Writing For Media and Creative Writing

Analytical writing (Case study) – Comprehensive writing – Letter writing – Request for leave, permission & apologise

Unit IV Self Management

Time management- Stress management

Unit V Self realization

Self awareness- Critical thinking- Adaptability

Text Books:

SherfieldMontgomery moody. Cornerstone Developing Soft skills, Pearson Education, 4th Edition, 2008.

Books for Reference:

1. Bhalla Prem.P. Self -Grooming Guide for a Perfect Man. New Delhi: V& S Publisher,17th Edition, 2012.
2. Frederick H.Wentz. Soft skills training : A workbook to develop skills for employment. Amazon Digital Services; LRG Edition, 2012.

SEMESTER III			
Core XII		Research Methodology	
Code: 21PHRC31	Hrs/Week: 5	Hrs/Sem:90	Credits: 4

Objectives:

- To impart the firm belief in the students that research is a crucial aspect for analysing business issues and also for providing sustainable solutions.
- To enable students to gain knowledge about the different tools and approaches of research methodology and habituate them to process the data meaningfully and draw relevant insights and arrive at sustainable solutions to the requirements of the organisation and business.

Course Outcome

CO No.	Course Outcome	PSOs Addressed	CL
CO-1	to help students develop a thorough understanding of the fundamental theoretical ideas and logic of research.	7	Ap
CO-2	understand the objectives of research, types of research and criteria of good research.	7	Un
CO-3	demonstrate the research problem and research design.	7	Ap
CO-4	gain knowledge of sampling design and scaling techniques and demonstrate the knowledge of scaling methods.	7	Un ,Ev
CO-5	understand and decide the methods of data collection and process the data collected.	7	Un , An
CO-6	experiment with the collection, processing and interpretation of data.	7	Ap
CO-7	to train students in learning the accepted formats for writing research report.	7	An
CO-8	analyse the findings and formulate their own reports.	7	Cr

SEMESTER III			
Core XII		Research Methodology	
Code: 21PHRC31	Hrs/Week: 5	Hrs/Sem:90	Credits: 4

- Unit I Introduction to Research and Research design**
Meaning of Research – Objectives of Research – Types of Research – Research Process– Criteria of Good Research — Research Problem: Meaning- Selecting the problem –Techniques involved in defining a research problem- Review of literature-Research gap – Sources of literature.
Research Design: Meaning– Concepts relating to research design- Types of research designs: Explorative, descriptive, diagnostic and experimental designs – Challenges in research.
- Unit II Sampling Method**
Sample Design: Definition – Steps of sampling design - Types of sampling designs – Sampling Errors - Scaling: Meaning- Goodness of Measurement scales- Scaling Techniques- Comparative: Paired Comparison, Rank Order, Constant sum and Non-comparative – Graphic rating. Itemized rating (Likert, Semantic, Stapel), Single/ multiple category scale, verbal frequency scale, Multidimensional scale.
- Unit III Data Collection**
Data Collection: Primary Methods- Observation, Interview, Questionnaire, Schedule – Difference between questionnaire and schedule- Guidelines for constructing questionnaire –Projective techniques - Collection of Secondary Data – Selection of appropriate method for data collection- Case study method - Data preparation Process – Problems in preparation process.
- Unit IV Data Analytics**
Measures of Central Tendency Model – Multiple Correlation Model – Simple and Multiple regression Model – Time series model- Extraction of Charts – Basics of SPSS.
- Unit V Interpretation and Report Writing**
Interpretation: Meaning- Techniques- Precautions. Report Writing – Steps in report writing- Layout of the research report- Types of reports - Mechanics of writing a research report- Oral presentation- Precautions for writing research reports.

Text Book:

1. Kothari. C.R. *Research Methodology*. New Delhi; Vikas Publishing Ltd,2004.

Books for Reference:

1. Gupta S.C and Kapoor.V.K. *Fundamentals of Applied Statistics Sultan*. New Delhi; Chand & Sons, 2006.
2. William Josiah Goode and Paul K. Hatt.*Methods of Social Research*.New Delhi; McGraw Hill, 2004.

SEMESTER III			
Core XIII		Compensation Management	
Code: 21PHRC32	Hrs/Week: 5	Hrs/Sem:75	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	PSOs Addressed	CL
	Upon completion of this course students will be able to		
CO-1	summarize the concepts of Compensation Management.	5	Un
CO-2	describe the objectives, types, theories, factors of compensation administration and demonstrate compensation administration.	5	Un
CO-3	understand and calculate compensation structure and ESOP	5	Un , Ap
CO-4	examine the legal framework of wages and salary administration.	2	An
CO-5	determine the determinants and types of incentives.	5	Ev
CO-6	understand the types of rewards for employees	5	Un
CO-7	understand the meaning, objectives, features and forms of employee benefits and services.	5	Un
CO -8	investigate the types of Fringe benefits and other benefit programmes.	5	An

SEMESTER III			
Core XIII		Compensation Management	
Code: 21PHRC32	Hrs/Week: 5	Hrs/Sem:75	Credits: 4

Unit I 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 II Compensation Structure:

Concept of Salary Structure - Salary Progression - Methods of Payment - Competency based Compensation - Executive Compensation – Team Compensation - ESOP Meaning – Working – Advantages and disadvantages - Compensation Management in Multi-National organisation.

Unit III Legal Framework of wage and salary Administration:

Minimum Wages Act, 1948- Payment of Wage Act, 1936 – Payment of Bonus Act 1965 – ESI Act – EPF Act.

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 – Other Remunerations.

Text Book:

1. C.B. Mamoria and S.V. Gankar.*Personnel Management*. New Delhi; Himalaya Publishing House, Edition, 2011.
2. Dr.Mousumi S. Bhattachariya. *Compensation Management*. New Delhi; Anurag Jain Publication, 2009.

Books for Reference:

1. Pravin Durai.*Human Resource Management*. New Delhi; Pearson Education, 2016.
2. Kapoor N.D.*Hand Book of Industrial Law*. New Delhi; Sultan Chand Publications, Edition, 2013.

SEMESTER III			
Core XIV		Statistics For Management	
Code: 21PHRC33	Hrs/Week: 5	Hrs/Sem:90	Credits: 4

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.		PSOs Addressed	CL
CO-1	learn the basic statistical methods with a focus on the application of these methods to the business world.	6 ,7	Ap
CO-2	understand the basic statistical concepts such as types of data, classification of data, frequency distribution and construct frequency distributions.	6 ,7	Un ,Ap
CO-3	to become aware of the concepts of sampling, sampling distributions and estimation.	6 ,7	An
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.	6 ,7	An ,Ev
CO-5	understand the assumptions of an ANOVA model and apply ANOVA in a business context.	6 ,7	Un , Ap
CO-6	understand the concept of Chi-square and use it as an analytical tool for making business decisions.	6 ,7	Un ,Ap
CO-7	to appreciate the importance and application of non-parametric tests.	6 ,7	Un
CO-8	use correlation and regression models to analyse the relationships between variables.	6 ,7	Un, Cr

SEMESTER III			
Core XIV		Statistics For Management	
Code: 21PHRC33	Hrs/Week: 5	Hrs/Sem:90	Credits: 4

Unit I Introduction

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

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

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

Introduction, Advantages and limitations of Non-parametric Methods, Properties of Chi-square distribution, Conditions for the application of Chi-square test, Contingency table analysis: Chi-square test of Independence, Chi-square tests for goodness of fit, Chi-square test for population variance. The sign test for paired data, Mann-Whitney U-test, Wilcoxon Matched pairs test, Kruskal –Wallis test– Managerial Implications.

Unit V Correlation and Regression Analysis

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.

SEMESTER III			
Elective I		Performance Management	
Code:21PHRE31	Hrs. / Week : 4	Hrs / Sem : 60	Credits: 3

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	PSOs Addressed	CL
	On completion of this course students will be able to		
CO-1	acquire in-depth knowledge about performance management.	5	Un
CO-2	gain a working knowledge of performance management systems.	5	Un
CO-3	distinguish between performance management and performance appraisal	5	Ev
CO-4	understand about KPA's and KRA's	5	Un
CO-5	to the different methods of measuring performance	5	Un
CO-6	gain knowledge and analyse about the different performance tools.	5	Un ,An
CO-7	learn and conduct appraisal interviews and BARS	5	Un , Ap
CO-8	acquire knowledge about the performance evaluation	5	Un

SEMESTER III			
Elective I		Performance Management	
Code:21PHRE31	Hrs/ Week : 4	Hrs / Sem : 60	Credits: 3

- Unit I Introduction to Performance Management:**
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**
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**
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:**
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:**
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 OrganisationalExcellence*.Pune;Vikas book house, 2015.

Books for Reference:

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.

SEMESTER III			
Elective I		Business Ethics and Governance	
Code: 21PHRE31	Hrs/Week: 4	Hrs/Sem: 60	Credits: 3

Objectives:

- To provide a strong grounding on theory, through the understanding of Business Ethics, Corporate Social Responsibility and Governance in real-life situations and be able to find solution for ‘most good’.
- To enable the students to gain understanding of the contemporary issues of corporate governance in the wake of changing business ambience and appreciate ethical practices in business/ profession.

Course Outcome

CO No.	Course Outcome	PSOs Addressed	CL
CO-1	understand the nature and characteristics of Business ethics.	6	Un
CO-2	gain Knowledge on the Evolution of Business Ethics and Kohlber’s Six Stage Moral Development .	6	Un
CO-3	examine the concepts of management of ethics in the wake of changing business ambience.	4,6,7	An , Ap
CO-4	analyse the role and function of ethical managers in real-life situations.	5,6	An , Ap
CO-5	gain knowledge on the Legal Aspects of Ethics and Economic Environment and its implications for business.	4,6,7	Un
CO-6	gain knowledge on the concept of corporate governance.	4,6	Ap , An
CO-7	analyse the cases in Corporate Governance	4,6	Ap ,An
CO-8	identify the challenges and implementation of Corporate Social Responsibility.	6	Ap

SEMESTER III			
Elective I		Business Ethics and Governance	
Code: 21PHRE31	Hrs/Week: 4	Hrs/Sem: 60	Credits: 3

Unit I Introduction

Ethics –Meaning– Objectives of ethics – Characteristics -Nature of ethics in business – Characteristics of business ethics – Need for business ethics – Concepts and Theories of Business Ethics - Evolution of Business Ethics – Kohlber’s Six Stage Moral Development Process – Utilitarianism, Deontology and Virtue Theory.

Unit II Ethics in Management

Ethics and Business: - Ethics in practice - Ethics for managers- Role and function of ethical managers- Environmental Ethics - Marketing Ethics - Ethical Issues in Human Resource Management - Corporate Ethics.

Unit III International Business and Ethics

Importance of ethics in international business - International business laws and regulations – Cultural Barriers – Outsourcing and Off shoring for business- Ethical Standards – International Labour Standards – WTO Standards.

Unit IV Corporate Social Responsibility

Definition- Evolution- Need for CSR; Theoretical perspectives - Corporate citizenship – Business Practices - Strategies for CSR - Challenges and implementation - Government’s Role – Awards by Institutions: Debate on Methodology of Evaluation of CSR Initiatives.

Unit V Corporate Governance

Corporate Governance: An overview – Theories of Governance - Boards in Corporate Governance: Types and Roles – Selection of Members – Responsibilities of Board - Boards in Public Sector Vs Private Sector – Current Issues on Composition of Board of Directors – Cases in Corporate Governance.

Text Books:

- 1.Fernando A. C.*Business Ethics and Corporate Governance*. Noida; Pearson Education, 2012
2. Sherlekar S.A, *Ethics in Management*,Chennai; Himalaya Publishing House, 2009.

Books for Reference:

1. Shaw W.H. *Business Ethics*.USA; Cengage Learning, 2007.
2. William B. Werther and David B. Chandler.*Strategic corporate social responsibility*.California; Sage Publications Inc, 2011.

SEMESTER III			
Elective II		Business Environment	
Code: 21PHRE32	Hrs/Week: 4	Hrs/Sem: 60	Credits: 3

Objectives:

- To enable students to understand and appreciate the influence of the forces in the external economic, political, legal, social, and technological environment on business.
- To impart theoretical knowledge that provides a framework to understand the existing external environment and help in preparing appropriate strategies for organisations to face the challenges.

Course Outcome

CO No.	Course Outcome	PSOs Addressed	C L
CO-1	On completion of this course students will be able to understand the Overview of Business Environment	4	Un
CO-2	gain knowledge of Business and Its Environment and the influence of the forces in the external environment.	4,6	An ,Ev
CO-3	understand the concept of Economic System.	4	Un
CO-4	understand the concept of Political Environment	4	Un ,Ap
CO-5	gain knowledge of the Economic Environment	4,6	Un , An
CO-6	understand the influence of Social Environment in business.	4,6	Un ,Ap
CO- 7	gain knowledge of the technological developments and the impact of informational technology.	4,6	Un , Ap
CO -8	explain the Economics of development and help in preparing appropriate strategies for organisations to face the challenges	4	Re, Un

SEMESTER III			
Elective II		Business Environment	
Code: 21PHRE32	Hrs/Week: 4	Hrs/Sem: 60	Credits: 3

Unit I Overview of Business Environment

Basic Concepts of Functioning of an Economy - National Income - Business and Its Environment – Political, Economic, Socio-cultural, Technological, Legal and Ecological environment - India’s Population and Its Impact on the Economy.

Political environment: Government and Business - Role of Government in Business - GDP Trend and distribution and Business opportunities- Monetary System- Social and cultural factors and their implications for business.

Unit II Technology Environment

Technology Development - Technology Trade and transfer- Technology Trends in India- Role of Information Technology.

E – Commerce: Essential Components, Strategies, Business Models- Digital payment system – Risk in E payment system – Payment security.

Unit III Economic System

Economic System -Capitalism- Socialism - Mixed Economy -Public Policies - Business Economic -Monetary and Fiscal Policies- Foreign Trade Policy. Economic Legislation – FEMA- Intellectual Property Rights.

Unit IV Business Economics

Meaning and scope of business economics - Objectives of business firms - Demand analysis: Law of demand; Elasticity of demand and its measurement - Consumer behaviour: Utility analysis; Indifference curve analysis - Law of Variable Proportions: Law of Returns to Scale- Theory of cost: Short-run and long-run cost curves - Price determination under different market forms: Perfect competition; Monopolistic competition; Oligopoly- Price leadership model; Monopoly; Price discrimination - Pricing strategies: Price skimming; Price penetration; Peak load pricing – Competition Act.

Unit V The Economics of Development

The Economics of development - Stages and Strategies of Economic Growth - Role of the State in Economic Development-Economic Planning; New Economic Policy (1991)- India in the Global Economic System – FDI- WTO - World Bank- IMF.

Text Book:

1. Francis Cherunilam.,*Business environment: Text and Cases*. Bangaluru Himalaya Publishing House,2009.

Books for Reference:

1. Fernando. A.C. *Business Environment* . New Delhi; Pearson Education,2011.
2. Paul, Justin .*Business Environment: Text andCases*. New Delhi ;McGraw Hill Education, 2010.
3. Murthy C.S.V, *E-Commerce Concepts, Models, Strategies*, Mumbai, Himalaya Publishing House. Edition 2016

SEMESTER- III			
Elective II		Managerial Economics	
Code: 21PHRE32	Hours / Week :4	Hrs / Semester: 60	Credits :3

Objectives:

- To emphasize the influence of micro and macro economics on managerial decision making and to explain the supply, demand and cost functions, its relative impact on the economy and the company.
- To use 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

CO No.	On completion of this course students will be able to	PSOs Addressed	CL
CO-1	Understand the concept of managerial economics.	4	Un
CO-2	Gain knowledge on the nature and scope of Managerial Economics.	4	Re
CO-3	Understand and determine the types of demand	4	Un , Ap
CO-4	Infer the supply factors	4	Re
CO-5	Understand the concept of production and cost.	4	Un , Ap
CO -6	Gain knowledge of market structure and pricing.	4	Un , Ap
CO-7	Gain insights to the macro economic factors.	4	Un
CO-8	Gain knowledge on the monetary and fiscal policies.	4,7	Un

SEMESTER- III			
Elective II		Managerial Economics	
Code: 21PHRE32	Hours / Week :4	Hrs / Semester: 60	Credits :3

UNIT – I Introduction

Meaning, nature and scope of Managerial Economics– Relationship between Economic theory and Managerial Economics –Role of Managerial Economics in Business Decisions- Concepts of Opportunity cost, Time Value of Money - Role in business decision making

UNIT – II Demand and Supply Analysis

Meaning -Types and determinants of demand- Law of Demand – Giffen Paradox - Elasticity of Demand: Types, Measures and Role in Business Decisions- Determinants of supply- Elasticity of Supply- Measures and Significance.

UNIT – III Production and Cost Function

Production function – Cost concepts – Cost output relationship – Economy of scale – Cost functions Cost function and cost-output relationship – Economics and Diseconomies of scale – Cost control and Cost reduction- Cost Behaviour and Business Decision- Relevant costs for decision-making.

UNIT - IV Market Structure and Pricing

Market structure – Characteristics -Pricing and output decisions under Monopoly, Duopoly, Monopolistic Competition and Perfect Competition – Penetrative and Skimming Pricing- Government intervention in pricing –Price discrimination

UNIT – V Macro-Economic Factors and Managerial Decision:

Business cycle – Phases and Business Decision- Factors causing Inflation and Deflation- Control measures – Balance of payment Trend and its implications in managerial decision- Aggregate and concepts – GNP, GDP, GDS – National income – Business cycle – Inflation and Deflation — Monetary and Fiscal policies.

Text Books:

- 1.G.S.Gupta. *Managerial Economics*.Noida; Tata Mc Graw Hill,1990.
- 2.Varshney R.L and Maheshwari K.L . *Managerial Economics*.NewDelhi;Sultan Chand & Sons,2014.

Books for Reference:

1. Dominick Salvatore.*Managerial Economics in a Global Economy*. Chennai; Oxford Univ. Press, 2011.
2. N. Gregory Mankiw.*Principles of Economics*.New Delhi; Thomson learning ,2007.

SEMESTER III			
Core XV		Summer Internship	
Code: 21PHRI31	Hrs/Week 7	Hrs/Sem 105	Credits: 5

Objectives:

- To enable students gain an exposure to industry and understand current and contemporary management practices.
- 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	PSOs Addressed	CL
CO-1	On completion of this course students will be able to collect data and submit a comprehensive report on the objective of their internship topic.	8	Cr
CO-2	compare their theoretical knowledge with the professional environment.	8	An
CO-3	gain exposure about industry and understand the current management practices.	8	An , Ap

SEMESTER III			
Core XV		Summer Internship	
Code: 21PHRI31	Hrs/Week: 7	Hrs/Sem: 105	Credits: 5

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 five credits will be awarded for it.

SEMESTER IV			
Core XVI		Strategic Human Resource	
Code: 21PHRC41	Hrs/Week: 6	Hrs/Sem:90	Credits: 4

Objectives:

- To make the students understand the concept and techniques of Strategic Management.
- To help the students to use key strategy concepts and to integrate and apply their learning to various business situations

Course Outcome

CO No.	On completion of this course students will be able to	PSOs Addressed	CL
CO-1	understand the kinds of strategies and importance of strategic management .	3	Un
CO-2	gain knowledge of strategic management process.	3	Un
CO-3	understand the strategy formation for objectives, policies and company mission.	1,3	Un
CO-4	analyse the strategy for internal and external environment.	3	An
CO-5	gain knowledge and use the business level strategy .	3,6,7	Re , Ap
CO-6	evaluate the corporate level strategy.	3,6	Ev
CO-7	describe the concept of strategy implementation.	3	Re
CO-8	understand the features of effective evaluation and control.	3,7	Un

SEMESTER IV			
Core XVI		Strategic Human Resource	
Code: 21PHRC41	Hrs/Week: 6	Hrs/Sem:90	Credits: 4

Unit I	Introduction to Strategic Management Strategy: Introduction- Concept of Strategy- Strategy formation process- Hierarchy of Strategy – Nature of Strategic Management- Strategic management process Conceptual framework for Strategic Management- Strategic Intent - Elements of Strategic Intent.
Unit II	Environmental analysis and Competitive Advantage Business Environment – Components of Business Environment – Internal Analysis – Framework - External Environment Analysis – Procedures – Levels – Techniques of External Analysis: ETOP / QUEST / SWOT / PEST Analysis – Porter’s Five Forces Model.
Unit III	Strategies and Strategic Choice Concept of Corporate Strategy - Types of Corporate level Strategy: stability, expansion, retrenchment and combination - Business level strategy – Strategy in the Global Environment –Strategic Analysis and Choice (SAC): Process of Strategic Analysis and Strategic Choice – Factors affecting Strategic Choice – Tools of Strategic Analysis and Choice: Environmental Threat and Opportunity Profile / SWOT Analysis / McKinsey’s 7S Framework / BCG Product- Portfolio Matrix / GE Nine Cell Matrix / Experience Curve / Market Life Cycle Model / Balanced Scorecard.
Unit IV	Strategy Implementation and Evaluation Strategic Implementation: Meaning - Definition – Nature – Process – Aspects – Barriers – Resource Allocation: Approaches – Structural Implementation: Types of Organizational Structure – Stages of Organizational Life Cycle – Strategic Evaluation and Control – Nature – Measures –Techniques - Designing Strategic Control Systems – Implementing Strategic Change: Types –Process.
Unit V	Strategic Issues Managing Technology and Innovation: Introduction – Nature of Technology – Managing Technology – Innovation – Strategic Issues in Managing Technology and Innovation – Non-Profit Organisations: Strategies of Non-Profit Organisations - Strategic Issues of Non-Profit Organisations – Internet Economy: Strategic guidelines for Internet Economy – New Business Models and Strategies for Internet Economy.

Text Book:

1. Azhar Kazmi, Strategic Management and Business Policy, 3rd Edition, Tata McGraw Hill, 2008.

Books for Reference:

1. John A.Parnell. Strategic Management, Theory and practice Biztantra (2012).
2. Adriaux Haberberg and Alison Rieple, Strategic Management Theory & Application, OxfordUniversity Press, 2008
3. Dr.Dharma Bir Singh, Strategic Management & Business Policy, KoGent Learning Solutions Inc., Wiley, 2012.
4. John Pearce, Richard Robinson and Amitha Mittal, Strategic Management, McGraw Hill, 12th Edition, 2012.
5. Dr.Vellaiputhiyavan, Strategic Management, Thakur Publishers, Edition, 2014.

SEMESTER IV			
Core XVII		Human Resource Information System	
Code: 21PHRC42	Hrs/Week: 6	Hrs/Sem:75	Credits: 4

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	PSOs Addressed	CL
CO-1	describe the role of Human resource Information Systems in business.	7	Un
CO-2	understand the concepts of HRIS and evaluate the usage of different software packages for HRIS.	7	Un, Ev
Co-3	effectively utilize database, DBMS and RDBMS to organise, store and retrieve data.	7	Un , Ap
CO-4	create database using MS – Access.	7	Un, Ap
CO-5	understand the concepts and methods of HR accounting	7	Un
CO-6	evaluate the steps in system development, and describe the process of system design and implementation.	7	Un, Ev
CO-7	discuss the types of IS threats and various kinds of security technology.	7	An
CO-8	discuss the emerging trends of HRIS and outsourcing of HR	7	An

SEMESTER IV			
Core XVII	Human Resource Information System		
Code: 21PHRC42	Hrs/Week: 6	Hrs/Sem:75	Credits: 4

Unit I Introduction to HRIS

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:

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

Meaning - Definition – Concept – Objectives – Methods of HR accounting – Measuring Human Resource Strength – Skills Measurement – Matching Project requirements.

Unit IV IS Development, Project Management, System Design and Implementation:

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:

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.

SEMESTER IV			
Core XVIII		Training and Development	
Code: 21PHRC43	Hrs/Week: 5	Hrs/Sem:75	Credits: 4

Objectives:

- To impart in students the different types of training methods and tools and also enable them to realize how training is indispensable for effective use of human resources and tailoring them to meet the organisational aspirations.
- To educate the students on assessing training requirements of different types of people based on their skills and competencies and the future growth potential of the individual and the organisational plan.

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, values, Difference between training, development and education.	5	Un
CO-2	analyse the types, benefits principles and changing facets in training.	5	An
CO-3	identify the roles and responsibilities of trainers.	5	Ev
CO-4	illustrate the needs, identification of needs and process of training	5	Ap
CO-5	discuss the different methods of training and determine the training method necessary for training.	5	Cr, Ev
CO-6	describe the different types of training tools and recommend it for training purposes.	5	Un, Ev
CO-7	understand the meaning, concept, objectives, need and role of Development programme.	5	Un
CO-8	discuss the need, approaches and examine the types and stages of evaluation.	5	Un ,An

SEMESTER IV			
Core XVIII		Training and Development	
Code: 21PHRC43	Hrs/Week: 5	Hrs/Sem:75	Credits: 4

Unit I Introduction to Training:

Training: Definition – Objectives - Purpose – Organizational climate for Training and Development – Components of Training – Training Skills - Difference between Training and Development - Benefits of training to employers and employees – Roles and responsibilities of trainers – Types of training - Principles of Training.

Unit II Identification of Training and Development Needs and Design:

Training and Development Needs: Concept – Objective - Process – Importance – Tools / Methods of Identification Training and Development Needs.
 Training and Development Design: Concept of designing Training and Development programmes – Process of designing Training and Development programmes - Concept of conducting Training and Development programmes.

Unit III Training Methods and tools:

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

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 Management Development:

Management Development – Definition – Objectives - Need and importance – Management characteristics – Role of Training and development officers - Management development implications.

Unit V Validation and Evaluation:

Validation of Training –Meaning – Methods - Evaluation of Training – Definition - Need for Evaluation – Principles– Criteria – Objectives -Types of Evaluation Instruments and data – Dimensions - Models of Evaluation – Kirk Patrick’s Model- CIRO’s – Philips model.

Text Book:

1. Taylor.B and Lippitt.G.*Management Development and Training hand book*,UK.McGraw Hill Education Pvt Ltd, 2003.
2. Dr.Janakiram.B.*Training and Development*.New Delhi; Biztantra Publishers,2018.

Books for Reference:

1. Bhatia.S.K.*Training for Development*.New Delhi; Deep& Deep Publications Pvt. Ltd, 2008.
2. Dipak Kumar.Bhattacharyya ,*Training and Development:Theories and applications*. New Delhi ;Sage Publications India Pvt. Ltd,2015.

SEMESTER IV			
Core XIX		Coaching , Mentoring and Counselling	
Code: 21PHRC44	Hrs/Week: 5	Hrs/Sem:75	Credits: 4

Objectives:

- To enable students to gain understanding of coaching, mentoring and counselling and adhere to professional values to achieve the desired goals of the organisation.
- To gain expertise in providing quality coaching, mentoring and counselling services to employees, to help them find their solutions to problems and develop better ways to manage organisational issues.

Course Outcome

CO No.	Course Outcome	PSOs Addressed	CL
	Upon completion of this course students will be able to		
CO-1	understand the concepts of Coaching, Mentoring and Counselling.	3	Un
CO-2	understand and exhibiting skills of coaching techniques.	3	Un
CO-3	Understand the concepts of mentoring and stages of mentoring relationship.	3	Un
CO-4	explain the counselling types and distinguish between individual and group counselling.	3	Un ,Cr
CO -5	describe the principles, functions, goals, concept and roles of employee counselling.	3	Un
CO-6	evaluate the problems faced by employees in industries.	3	Ev
CO-7	learn about Creating a physical environment for rapport building.	3	An
CO-8	identifying Roadblocks	3	Ap

SEMESTER IV			
Core XIX		Coaching , Mentoring and Counselling	
Code: 21PHRC44	Hrs/Week: 5	Hrs/Sem:75	Credits: 4

- Unit I Coaching:**
Coaching –Definition - Meaning – Types – Skills required for coaching – Coaching techniques – Establishing and managing the relationship – Getting to know each other – Getting to know you (Conversation ladder)–Circle of disclosure -The Zone of discomfort.
- Unit II Mentoring:**
Mentoring – Definition – Meaning – Objectives – Characteristics – Importance of mentoring –Roles and Responsibilities of mentor – Skills of a mentor – Stages of mentoring relationship.
- Unit III Counselling:**
Counselling – Definition – Meaning – Objectives – Principles – Process-Techniques - Different approaches – Theoretical aspects of Counselling - Types of counselling – Directive - Non-directive and Eclectic counselling. Individual and Group Counselling - differences between individual and group counselling.
- Unit IV Employee and work place counselling:**
Employee counselling: Definition – Principles – Functions – Goals - Pre-requisites for employee counselling.
Employee’s problems in industry: Causes - Remedial steps - Deviant behaviour among workers – Emotionally disturbed – Psychotic and neurotic employees - Chronic absenteeism – Problem of Indiscipline in Industry - Readiness for Employee Counselling – Counselling and Employees Growth.
- Unit V Rapport and Dealing with Roadblocks:**
Rapport – Creating a physical environment for rapport – Developing dialogue - Social – Technical – Tactical – Strategic – Self- insight – Behavioural – Change – Integrative.
Dealing with roadblocks – Identifying road blocks – Deciding what to do – Layers of change – Living with road blocks – Using intuition to identify roadblock –Moving roadblocks.

Text Book:

1.DavidMegginson and David Clutterbuck.*Techniques for Coaching and Mentoring*.UK;Heinemann Publications,2005.

Books for Reference:

1. Kochnar.S.K.*Guidance and Counselling*.New Delhi; Sterling Publications Pvt. Ltd, 2010.
2. InduDave. *The Basic Essentials of Counselling*.New Delhi; Sterling Pvt Ltd, 1983.

SEMESTER IV			
Core XX		Project	
Code: 21PHRP41	Hrs/Week: 8	Hrs/Sem:120	Credits: 8

Objectives:

- To enable students to gain exposure on the current industrial practices and equip them with skills needed in corporate world.
- To do research and apply their theoretical knowledge, critical thinking and analytical skills in the professional environment by working on an issue or problem or opportunity and giving recommendation for the same.

Course Outcome

CO No.	Expected Learning Outcome	PSOs Addressed	CL
CO-1	Collect data and analyse the data using research methods and techniques.	8,10	Cr
CO-2	Compare their theoretical knowledge with the professional environment and enrich their competencies, Knowledge and skills.	10	An
CO-3	Produce reports and recommend changes in human resource practices.	8,10	Cr &Ev

SEMESTER IV			
Core XX		Project	
Code: 21PHRP41	Hrs/Week: 8	Hrs/Sem:120	Credits: 8

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.