

**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)**

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

**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

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

### **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</b>	<b>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.

**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. K.Aswathappa - 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.

**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:5</b>

- **Objective:**

To impart a thorough knowledge of Industrial Relations.

**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.

**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 excellentCo-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 – Functional 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

SEMESTER II			
Core V		Labour Legislation	
Code:17PHRC21	Hrs/Week:6	Hrs/Sem:90	Credits:5

**Objective:**

- To enlighten the students about Labour Legislation in India.

**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 Labour 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.

**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.

**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

**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 - PDCA 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</b>		<b>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

**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.



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

**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-Pramod Batra.
4. Business Communication by Sri Jin Kaushal, VK Global Publications Pvt. Ltd.,  
Delhi.

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

**Objective:**

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

**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. Jawadekar – Management Information System – Tata Mc Graw Hill , New Delhi
4. James.A.O’Brien – Management Information System McGraw Hill Education Pvt Limited

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<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

**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</b>		<b>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.

**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 Intergration – Vertical Intergration – 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, Manglam Publications , New Delhi
- 2.Charles .W.L. Hill and Gareth O’JoneI- 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, J.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.

**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>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.

**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 S.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			
Core XIII		Communication for Managers	
Code:17PHRC41	Hrs. / Week : 6	Hrs / Sem : 90	Credits: 4

**Objectives:**

- To impart knowledge on principles of Communication.

**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, Herbest W. Hilde, Executive Business Communication, Mc Graw Hill Publications.

SEMESTER IV			
Core XIV		Training & Development	
Code: 17PHRC42	Hrs/Week: 6	Hrs/Sem:90	Credits: 4

**Objective :**

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

**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.

**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.,

<b>SEMESTER IV</b>			
<b>Project I</b>		<b>Project</b>	
<b>Code: 17PHRP41</b>	<b>Hrs/Week: 6</b>	<b>Hrs/Sem:90</b>	<b>Credits: 5</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 – 50 Marks)**

<b>S.No.</b>	<b>Description</b>	<b>Marks</b>
1	Originality	10
2	Experimental design / Data collection Experimental work	20
3	Literature Review/ Mechanics of writing	20
	<b>Total</b>	<b>50</b>

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

<b>S.No.</b>	<b>Description</b>	<b>Marks</b>
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.

### **Summer Internship Report**

During the vacation holidays, in between the first year and second year, students should undergo internship for 45 days (including holidays) in industries in the field of HR. 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.