**SHRIMATHI DEVKUNVAR NANALAL BHATT VAISHNAV
COLLEGE FOR WOMEN (AUTONOMOUS)
CHENNAI - 600044.
Re accredited with A+ Grade by NAAC**

MASTER OF HUMAN RESOURCE MANAGEMENT

Shift – I

Under the faculty of Arts

HUMAN RESOURCE MANAGEMENT

**CHOICE BASED CREDIT SYSTEM (CBCS)
OUTCOME BASED EDUCATION (OBE)**

(Effective from the Academic Year 2020-21)

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RULES AND REGULATIONS

PG DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

Revised Syllabus of 2020- 2021
MA.HRM

OBJECTIVES OF THE COURSE: Today's competitive business environment owes its success to effective management of its human resource. The students of human resources management must aware of basic aspects of human resource management to understand the functioning of human resource management in an organizational setting. This course equips the students with necessary skills needed to manage the Human Resources in an organization.

PG REGULATIONS

1. **ELIGIBILITY FOR ADMISSION**: A Candidate who has passed bachelor's degree with 50% aggregate in any discipline from University of Madras or from other university accepted by the Syndicate as equivalent thereto is eligible for admission to this course.

2. **ELIGIBILITY FOR THE AWARD OF DEGREE**:

   A candidate shall be eligible for the award of the Degree only if she has undergone the prescribed course of study in a College affiliated to the University for a period of not less than two academic years, passed the examinations all the four-Semesters prescribed earning a minimum of 91 Credits (in Parts-I & II)

3. **DURATION:**
   a. Each academic year shall be divided into two semesters. The first academic year shall comprise the first and second semesters and the second academic year the third and fourth semesters.
   b. The odd semesters shall consist of the period from June to November of each year and the even semesters from December to April of each year. There shall be not less than 90 working days for each semester.

4. COURSE OF STUDY:

The main Subject of Study for Master Degree Courses shall consist of the following

PART – I   CORE SUBJECTS, PROJECT/ELECTIVES

PART – II SOFT SKILLS & INTERNSHIP

1. Skill based subjects (Four) -

   a) Teaching Skills

   b) Research Skills

   c) Soft Skill – SWAYAM COURSE (MOOC)

   d) Soft Skill – SWAYAM COURSE (MOOC)

Recommended Credits Distribution: (Total should not be less than 91 Credits)

5.

Course Type	No. of Papers	Credits / Paper	Credits
Core (Theory)			
Core (Practical)	15	4	60
Core (Project)			
Elective	5	3	15
Internship		2	2
Skill based courses	2	3	6
Swayam Courses	2	4	8
Total			**91**

6. ATTENDANCE

CATEGORY-A: ATTENDANCE REQUIREMENT

All candidates must put in 75% and above of attendance for Arts, Science, Commerce courses both UG/PG including MBA/MCA Degree courses for appearing the University Examination. (Theory/Practical)

CATEGORY –B: CONDONATION OF SHORTAGE OF ATTENDANCE

If a candidate fails to put in the minimum attendance (Percentage stipulated), the Principals shall condone the shortage of attendance up to a maximum limit of 10% (i.e. between 65% and above and less than 75%) for all UG/PG courses. (i.e. Arts Science, Commerce, MBA and MCA) after collecting the prescribed fee of RS.250/-each for Theory/Practical examination separately, (Theory Rs.250/- Per semester/Per Candidate: Practical Rs.250/- Per semester/ Per Candidate) towards the condonation of shortage of attendance.

CATEGORY-C: NOT ELIGIBLE FOR CONDONATION OF SHORTAGE OF ATTENDANCE

Candidates who have secured less than 65% but more than 50% of attendance are NOT ELIGIBLE for condonation of shortage of attendance and such candidates will not be permitted to appear for the regular examination, but will be allowed to proceed to the next year/next semester of the course and they may be permitted to take next University examination by paying the prescribed condonation fee of Rs.250/- each for Theory/Practical separately. Names of such candidates should be forwarded along with their attendance details in the prescribed format mentioning the category(3copies). Degree Wise/Year wise/Branch wise/semester wise/together with the fees collected from them. So as to enable them to get permission from the University and to attend the Theory/Practical examination subsequently without any difficulty.

CATEGORY-D: DETAINED STUDENTS FOR WANT OF ATTENDANCE

Candidate who have put in less than 50% of attendance have to repeat the course (by re-joining) for which they lack attendance without proceeding for II/III year as the case may be. Until they re-join the course and earn the required attendance for that particular semester/year, no candidates shall be permitted to proceed to the next year/next semester of the course under any circumstances. They have to obtain prior permission from the University to re-join the course.

Provided in case of candidates who are admitted form the academic year 2003 -2004 earning less than 50% of attendance in any one of the semesters due to any extraordinary circumstances such as medical ground, such candidates shall produce Medical Certificate issued by the authorized, Medical Attendant (AMA), duly certified by the Principal of the college shall be permitted to proceed to the next semester and to complete the course of study. Such candidates shall have to repeat the semester, which they have missed by re-joining after completion of final semester of the course, by

paying the fee for the break of study ad prescribed by the University from time to time.

CATEGORY-E: CONDONATION OF SHORTAGE OF ATTENDANCE FRP MARRIED WOMEN STUDENTS

In respect of married women students undergoing UG/PG course, the minimum attendance for condonation (Theory/Practical) shall be relaxed and prescribed ad 55% instead of 65% if they conceive during their academic career. Medical certificate form the Doctor attached to the Government Hospital (D.G.O) and the prescribed fee of Rs.250%- therefor together with the attendance details shall be forwarded to this off ice to consider the condonation of attendance mentioning the category.

0% Attendance

The candidates who have earned 0% of attendance, have to repeat the course (by re-joining) without proceeding to succeeding semester and they have to obtain prior permission form the University to re-join the course immediately for which applications issued for the academic year.

7. BREAK IN STUDY

After enrolling into any of the courses offered by the college a student is allowed to be absent continuously for period of FIVE years (Max. Condonable period- from the day of enrolment) after which she forfeits her admission.

A student who wants to continue her study within the condonable break period can rejoin in the same semester in the EXISTING VACANCY after getting the permission from the Principal and subsequently from University of Madras. Such students should also get a letter from the respective Head of the Department stating that she is not repeating any paper which she has already completed in other semesters.

7. TRANSFER OF STUDENTS AND CREDITS:

Transfer from other Autonomous or Non-Autonomous college or from other University is allowed for the same program with same nomenclature provided there is a vacancy in the respective program of study and the student has passed all the examinations under the previous system. **Students with standing arrears are NOT eligible for transfer.**

The marks obtained in the previous system will be converted and grades will be assigned as per the University norms.

Such students **are eligible** for classification.

Such student is NOT eligible for ranking, prizing and medals on qualifying the PG degree.

8. REQUIREMENTS FOR PROCEEDING TO SUBSEQUENT SEMESTERS

1) Candidate shall register their names for the First Semester Examination after the admission in the MA.HRM Course.

2) Candidates shall be permitted to proceed from the first semester up to the final Semester irrespective of their failure in any of the Semester Examinations subject to the condition that the candidate should register for all arrear subjects of earlier semesters along with current (subject) semester subjects.

3) Candidates shall be eligible to proceed to the subsequent semester, only if they earn sufficient attendance as prescribed by the University/College.

9. PASSING REQUIREMENTS

1. There shall be no passing minimum for Internal. But 0 also should not be awarded. In case a student absents herself for all the CIA exams and ends in getting 0 in internal in a particular subject, she will be awarded 1 or 2 marks for attendance.

2. For all subjects (Theory/Practical/Project) the passing requirement is as follows: i) candidate should secure not less than 50% of marks in End Semester Examination (ESE) and not less than 50% in aggregate of the total internal and external marks.

3. A candidate who passes in all subjects earning 91 credits within the maximum period of four years reckoned from the date of admission to the course shall be declared to have qualified for the degree.

4. A student who fails in either Project work or Viva-voce shall be permitted to redo the project work for evaluation and re-appear for the Viva-voce on a subsequent occasion, if so recommended by the examiners.

5. Grading shall be based on overall marks obtained (Internal + External)

10. MEDIUM OF INSTRUCTION AND EXAMINATIONS

The medium of instruction and examinations for the papers of Part I & II shall be the language concerned. For part I subjects other than modern languages, the medium of instruction shall be either Tamil or English and the medium of examinations is in English/Tamil irrespective of the medium of instruction. For modern languages, the medium of instruction and examination will be in the languages concerned.

11. SUBMISSION OF RECORD NOTE BOOKS FOR PRACTICAL EXAMINATIONS

Candidates appearing for practical examinations should submit bonafide Record Note Books prescribed for practical examinations, otherwise the candidates will not be permitted to appear for the practical examinations.

12. CLASSIFICATION OF SUCCESSFUL CANDIDATES

1. A Candidate who qualifies for the Degree and secures CGPA between 9.0 – 10.0 shall be declared to have passed the examination in FIRST CLASS - EXEMPLARY provided she has passed the examination in every subject she has registered as well as in the project work in the first appearance.

2. A Candidate who qualifies for the Degree and secures CGPA between 7.5 – 8.9 shall be declared to have passed the examination in FIRST CLASS WITH DISTINCTION provided she has passed the examination in every subject he/she has registered as well as in the project work in the first appearance.

3. A candidate who qualifies for the degree as per the regulations for passing requirements and secures CGPA between 6.0 – 7.4 shall be declared to have passed the examination in FIRST CLASS

4. A candidate who qualifies for the degree as per the regulations for passing requirements and secures CGPA between 5.0 –5.9 shall be declared to have passed the examination in SECOND CLASS

5. Only those candidates who have passed all the papers including practical and project work in the first appearance shall be considered for the purpose of RANKING.

13.RANKING

1. Candidates who pass all the examinations prescribed for the course in the first appearance itself alone are eligible for Ranking / Distinction.

2. Provided in the case of candidates who pass all the examinations prescribed for the course with a break in the First Appearance due to lack of attendance are only eligible for classification.

14.GRADING SYSTEM

The term grading system indicates a SEVEN (7) point scale of evaluation of the performance of students in terms of marks obtained in the Internal and External Examination, Grade points and letter grade.

Minimum Credits to be earned:

For TWO year PG Programme: Best 91 Credits (Part I: Major/Elective, Part –II: Soft skills)

Conversion of Marks to Grade Points and Letter Grade

(Performance in a Course / Paper)

RANGE OF MARKS	GRADE POINTS	LETTER GRADE	DESCRIPTION
90-100	9.0-10.0	O	Outstanding
80-89	8.0-8.9	D+	Excellent
75-79	7.5-7.9	D	Distinction
70-74	7.0-7.4	A+	Very Good
60-69	6.0-6.9	A	Good
50-59	5.0-5.9	B	Average
40-49	4.0-4.9	U	Re-appear
ABSENT	0.0	AAA	ABSENT

15. CLASSIFICATION & CALCULATION OF GPA AND CGPA

For a Semester :

GRADE POINT AVERAGE [GPA]

Sum of the multiplication of grade points by the credits of the courses

GPA = --

Sum of the credits of the courses in a semester

For the entire programme:

CUMULATIVE GRADE POINT AVERAGE [CGPA]

Sum of the multiplication of grade points by the credits of the courses

For entire programme

CGPA=   --

Sum of the credits of the courses of the entire programme

CGPA	GRADE	CLASSIFICATION OF FINAL RESULT
9.5-10.0	O+	First Class - Exemplary *
9.0 and above but below 9.5	O	
8.5 and above but below 9.0	D++	First Class with Distinction *
8.0 and above but below 8.5	D+	
7.5 and above but below 8.0	D	
7.0 and above but below 7.5	A++	First Class
6.5 and above but below 7.0	A+	
6.0 and above but below 6.5	A	
5.5 and above but below 6.0	B+	Second Class
5.0 and above but below 5.5	B	
0.0 and above but below 5.0	U	Re-appear

* The candidates who have passed in the first appearance and within the prescribed semester of the PG Programme (Major, Elective/Project and Non-Major Elective courses alone) / M.Phil. are eligible.

16. ESE REVALUATION

A student is eligible to appeal for revaluation of the paper only **if she secures a minimum of 10 in the internal tests (CAT) of that paper** if the internal maximum marks is 25 and **a minimum of 6 in the internal tests (CAT) of that paper** if the internal marks is 15. This has to be done within 10 days from the publication of results. She also has to pay the prescribed fee. The revaluation will be done by an external examiner appointed by the Principal.

17. ARREAR / REPEAT EXAMINATIONS

1. A candidate having arrear paper(s) shall have the option to appear along with the regular semester papers.

2. Candidates who fail in any of the papers in Part I & II of PG degree examinations shall complete the paper concerned within **four** years from the date of admission to the said course.

18. SUPPLEMENTARY / INSTANT EXAMINATION

1. Final year students (PG – II year 4th semester) are **only** eligible to apply for Supplementary / Instant Examination.

2. Students who have only one paper as arrear in the final semester are allowed to take up supplementary / instant examination.

3. Supplementary / Instant Examination will not be conducted for practical papers and projects.

19. CONCESSIONS FOR DIFFERENTLY-ABLED STUDENTS

1. Students who are mentally disabled, learning disability and mental retardation, who are slow learners, who are mentally impaired having learning disorder and seizure disorder and students who are spastic and cerebral palsy the following concessions shall be granted obtaining prior permission from the University
   a. One-third of the time of paper may be given as extra time in the examination.
   b. Leniency in overlooking spelling mistakes

2. Students who are visually challenged

    a. Exempted from paying examination fees.

    b. A scribe shall be arranged by the college and the scribe be paid as per the college decision.

20. MALPRACTICE

The College views malpractice of any kind very seriously. The college has a Malpractice committee consisting of four senior staff members. Students found to be directly or indirectly involved in malpractice of any kind during examinations will be subject to penalty of very high proportions.

21. MAXIMUM PERIOD FOR COMPLETION OF THE PROGRAMME TO QUALIFY FOR A DEGREE:

1. A student who for whatever reasons is not able to complete the programme within the normal period (N) or minimum duration prescribed for the programme, may be allowed **TWO** year period beyond the normal period to clear the backlog to be qualified for the degree. (Time span is N + 2 years for completion of the programme)

2. In exceptional cases like major accidents and child birth, an extension of **ONE** year be considered beyond maximum span of time that is **N + 2 + 1**. Students qualifying during the extension period are **NOT** eligible for ranking.

22. REGULATORY BODIES

Under autonomy, the college is free to frame its curriculum and conduct examinations. These functions are monitored by the **Board of Studies, Board of Examiners and the Academic Council.**

Board of Studies

Separate Board of studies are constituted for each programme offered by a department. Each Board of Studies will meet at least once a year to design courses, modify syllabi / examination pattern and recommend the same to the Academic Council.

The Board of Studies is composed of:

- Head of the respective department (Chair person)
- One subject expert from within parent University – as nominated by the Vice- Chancellor from a panel of recommended members**. (University nominee)**
- Two senior staff members of each specialization apart from Chair person.
- Two subject experts from outside the parent University.
- One representative from Industry / Corporate sector / allied area.
- One alumnus
- One student representative from current batch (preferably a meritorious final year student).

The tenure of the external experts is for TWO years.

Board of Examiners

A list of board of examiners is obtained by circulating the details of courses offered by the college to other colleges and through the list provided by the departments. Single valuation is done for UG courses and double valuation, one Internal and one External, for PG courses.

Academic Council

The Academic Council is composed of:

- ◆ The Principal (Chairman)
- ◆ All heads of the department in the college
- ◆ Four senior teachers of the college representing different categories of teaching
- ◆ Four representatives from the Industry / Corporate sector / allied area relating to placement / Commerce / Law / Education / Medicine / Engineering nominated by the Governing Body
- ◆ Three nominees of the University of Madras
- ◆ A faculty member nominated by the principal (Member Secretary)

The term of the nominated members shall be TWO years.

20. PROGRAMME EDUCATIONAL OBJECTIVES (PEOs)

- To hone their critical intelligence, professional behavior and strive towards creative endeavour.
- To augment research and entrepreneurial skills supplemented with rich skills of communication, teamwork and leadership to excel in their profession.
- To imbibe a deep sense of rationality and in depth knowledge of the various contemporary issues that would elevate their comprehension in the global context.

21. PROGRAMME OUTCOMES (POs)

- Identify and analyze the complex problems reaching substantiated conclusions using domain knowledge.
- Apply investigative research, specialize in problem identification, formulate research design, utilise analytical tools, draw valid inferences and provide suggestions leading to nation building initiatives.
- Strengthen professional ethics and career planning with systematic building of intrapersonal and interpersonal skills to participate in the intellectual diasporas.
- Establish oneself as a self-reliant, empowered individual to have an inclusive, healthy and compassionate understanding towards life and society.
- Equipped with technical / managerial expertise to innovate and critically analyse various attributes which constitute pivotal issues in a multidisciplinary scenario.
- Emerge as innovators and pioneers to create new avenues of employment catering to the global trends as well as demands.

22. PROGRAMME SPECIFIC OUTCOMES (PSOs)

- Impart the students with in-depth, critical understanding of contemporary and knowledge in the field of HRM.
- Equip the students to analyze the role of HR in supporting organizational strategy.
- Enable the students to evaluate the human resource programs in key functional areas.
- Enable practical exposure to the problem and opportunities of HRM through the two project studies one theoretical (organizational study) and the other practical (problem centered study)
- Provides a strong emphasis on applying the knowledge in practical business environments, case studies, live projects and challenges.
- Understand the idea of applying HRM in the individual, team and in business.

23.QUESTION PAPER PATTERN:

QUESTION PAPER PATTERN FOR OBE

(2020-21 onwards)

Theory

PG –Question paper Pattern- conventional on- papermode

Bloom's Category Level	Sections	Marks	Word limit	Total	Meaning of K's
K1, K2	Section A Multiple Choice Questions **15 questions *2 = 30**	30	Correct choice		
K3, K4	Section B 5 Questions out of 7 questions *5 Marks	25	Short answers {approx. 500 Words)	75	K 1 & K2 - Understanding Level K 3 - Apply Level K 4 - Analyze Level K 5 – Evaluate Level K 6 – Create Level
K4, K5,k6	Section C 1 out of 3 Questions *10 Marks + Compulsory Question 10 Marks	20	Elaborate answers (approx. 1000 Words)		

* 75 marks to be converted as 60 marks.

UG/PG QUESTION PAPER PATTERN FOR OBE ONLINE

ASSESSEMENT (2020- 2021)

Bloom's Category Level	Sections	Marks	Description of answer	Total	Meaning of K's
INTERNAL SETTING					
K1,K2,K3	**Section A** Multiple Choice Questions 25 Questions *1 Marks (No Choice)	25X1=25	Choose the write option.	50	K 1 & K2 - Understanding Level K 3 - Apply Level K 4 - Analyze Level K 5 – Evaluate Level K 6 – Create Level
EXTERNAL SETTING					
K2,k3,K4, K5,K6	**Section B** 5 out of 7 Questions *5 Marks	25	Short answers/500 Words		

* 50 marks to be converted as 60 marks.

BLOOM'S CATEGORY LEVEL (ANNEXURE chart)

S.no	K component scale	Verbs for question
I.	**K 1& K2 Verbs**	Verbs to be used for questioning are "choose, find, identify, indicate, match, name, state, what, when, where, which, who, cite, label, reproduce. define,list,quote,revise,explain,show,sketch,illustrate,interpret,describe, substitute, convert, give example, rephrase
2.	**K2 &k3**	The questions may contain the verbs such as explain,show,sketch,illustrate,interpret,describe,substitute,convert,examₑle, rephrase, apply, relate, solve, classify, predict, compute, prepare

3.	K4	The questions may contain verbs - Apply, relate, solve, classify, predict, compute, prepare.
4.	K5	The questions may contain any of the following verbs : Ascertain, diagnose, distinguish, infer, associate, examine, differentiate, reduce, discriminate, dissect, determine, justify, organize, recommend, solve.
5	K6	The questions may contain any of the following verbs: Appraise,conclude,critique, judge,assess,contrast,deduce, weigh. Compare, criticize,evaluate.

Question paper pattern for Continuous Assessment Test (CAT)

(The online assessment pattern)

<u>U.G/P.G PROGRAMME</u>

SHRIMATHI DEVKUNVAR NANALAL BHATT VAISHNAV
COLLEGE FOR WOMEN

M.A DEGREE EXAMINATION, ………., 2020.

……….. YEAR ……… SEMESTER

CAT – I/II/III

Sub Title: Max. Marks: 50

Sub Code: Date:

Time: 2hrs.

Question paper Pattern-Two Components: (Max marks=50) - 3hrs

I.   **Multiple Choice Questions (MCQ)   - 20 marks   (10x2=20)**

II. **Google Class Room (GCR)   - 30 marks** (Structured)

      A. **Section A: 5 out of 6 – each carries 2 marks (5x2=10)**

      B. **Section B: 4 out of 5 – each carries 5 marks (4x5=20)**

- The answers for the questions for QP uploaded in GCR will be as uploads (images of hand written answer sheets converted to .pdf) in Google Class Room.

- The duration for each GCR session (answering and uploading) would be 3 hours (maximum).

- The structured component (30 marks) SHOULD be conducted in GCR as per the CAT schedule.MCQ (10X2=20) CAN be conducted out of schedule also, but should be completed during the CAT examination scheduled.

Note: The GCR question paper and MCQ assessment links to be shared with the COE office for approval and validity on or before the respective allotted dates.

PROGRAMME PROFILE

MASTER OF HUMAN RESOURCE MANAGEMENT

TOTAL CREDITS: 91　　　　　　　　　　　　**TOTAL TEACHING HRS:100**

PART	COURSE	TITLE OF THE PAPER	CODE	L	T	H	C
		I SEMESTER					
I	MA.HRM	Principles of Management	20PHRCT1001	3	1	6	4
I	MA.HRM	Organizational Behavior	20PHRCT1002	3	1	6	4
I	MA.HRM	Human Resource Management	20PHRCT1003	3	1	6	4
I	MA.HRM	Communication skills for Managers	20PHRCT1004	3	1	6	4
I	MA.HRM	Human rights and duties	20PHRET1001	2	1	6	3
II	MA.HRM	Teaching Skills for HR Managers	18PSSTS1001	2	1	6	3
		II SEMESTER					
I	MA.HRM	Performance Management	20PHRCT2005	3	1	6	4
I	MA.HRM	Research Methods	20PHRCT2006	3	1	6	4
I	MA.HRM	Labour Laws	20PHRCT2007	3	1	6	4
I	MA.HRM	Stress Management	20PHRCT2008	3	1	6	4
I	MA.HRM	SPSS	20PHREP2002	2	1	6	3
II	MA.HRM	Soft Skills – SWAYAM (MOOC)	18MOOC2002				4
		III SEMESTER					
I	MA.HRM	Strategic Management		3	1	6	4
I	MA.HRM	Industrial Relations and labour Welfare		3	1	6	4
I	MA.HRM	Management Training and development		3	1	6	4
I	MA.HRM	Counselling skills for managers		3	1	6	4
I	MA.HRM	Total Quality Management		3	1	6	3
II	MA.HRM	Research Skills for HR Managers	18PSSRS3003	2	1	6	3
II	MA.HRM	Internship*	17PHRIP3001				2
		IV SEMESTER					
I	MA.HRM	Compensation and Benefits		3	1	6	4
I	MA.HRM	Entrepreneurship Development		2	1	6	3
I	MA.HRM	International Human Resource Management		2	1	6	3
I	MA.HRM	Project work & Viva voce	13PHRPR4001 PHR/PR/4001				8
II	MA.HRM	Soft Skills – SWAYAM (MOOC)	18MOOC4004				4

L =LectureHrs; T =TutorialHrs; H = Hrsperweek; C =Credits

RUBRICS FOR CONTINUOUS ASSESSMENT

Assignment	✓
Seminar	✓
Field visit	✓
Participatory Learning	✓
Group Discussion	✓
Flipped/Blended Learning	✓

Assessment Model (from 2020 – 21 onwards)
Post graduationprogramme
40% Internal 60% External

S.No	Assessment Component	Marks	Weighted %
A.	**Theory**		
1	**INTERNAL ASSESSMENTS** Continuous Assessment Test(best two out of three)	2 x 50 = 100	15
2	Quiz/Group Discussion/Seminar/Assignment/Role Play/ Case Study/ Open Book/ snap Test/ Video Presentation/ Review (any three to be considered)	3 x 10 = 30	15
3	MCQ (one test to be conducted online during the semester)	20	10
4	**EXTERNAL ASSESSMENT** End semester examinations	75	60
	Grand Total		**100**
B	**Practical**		
1	INTERNAL ASSESSMENTS Continuous Assessment Test(best two out of three)	2 x 50 = 100	15
2	Record + Observation	10 +10 = 20	15
3	MCQ (one test to be conducted online during the semester)	20	10
4	**EXTERNAL ASSESSMENT** End semester Examinations	60	60
	Grand Total		**100**

PG DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

SDNB VAISHNAV COLLEGE FOR WOMEN (AUTONOMOUS)

CHENNAI–600044.

HUMAN RESOURCE MANAGEMENT

COURSE FRAME WORK

SEMESTER I

SEM	COURSE CODE	COURSE TITLE	TITLE OF THE PAPER	HRS	CREDITS	CA	SE	T
I	20PHRCT1001	Core Theory	Principles of Management	15	4	40	60	100
I	20PHRCT1002	Core Theory	Organizational Behavior	15	4	40	60	100
I	20PHRCT1003	Core Theory	Human Resource Management	15	4	40	60	100
I	20PHRCT1004	Core Theory	Communication skills for Managers	15	4	40	60	100
I	20PHRET1001	Core Elective I	Human rights and duties	15	3	40	60	100
I	18PSSTS1001	Skill based elective	Teaching Skills for HR Managers		3	50		50
			TOTAL		21			

PRINCIPLES OF MANAGEMENT

TOTALHOURS: 75 **SUB CODE: 20PHRCT1001**
CREDIT:4 **L-T-P: 3-1-6**

COURSE OBJECTIVES:
1. To guide the students in understanding the basic definitions with respect to functions of management
2. To imbibe knowledge about the organisation structure, fundamentals of man power planning and its coordination in the organisation.
3. To motivate students to contribute to industry and society, including involvement in professional and other service activities;
4. To prepare students to make decisions as ethical leaders, lead them to contribute to the organization and society.

COURSE OUTCOMES:
On completion of this course, the students will be able to
 CO1: Get aware about the varied management principles and practices.
CO2: Describe the process of management's four functions: planning, organizing, leading, and controlling
CO3: Identify and properly use vocabularies within the field of management to articulate one's own position on a specific management issue and communicate effectively within the organisation.
CO4: Evaluate leadership styles to anticipate the consequences of each leadership style.
 CO5: Make ethical decision as a good leader by applying various control techniques in management.

SYLLABUS

UNIT – I **15Hrs**
Management Definition – Basic Principles and process of Management. The evolution of Management. The evolution of Management Science.
Planning: Planning as the first step in the process of Management cycle- Basic techniques of Planning – Basic factors involved in planning – Key planning points- Psychological hazards to rational planning-Strategic consideration in planning.

UNIT – II **15Hrs**
Need for organization- Organizational hierarchy in large concerns- Top Management organization – Staff UNITs and Committee – Factors to be considered in the establishment of an organization.
Basic division of Functional activities – Methods of grouping activities – Typical patterns used- Use of organizational charts and manuals.
Authority, relationship – Line function and staff – Basics of delegation of responsibility and authority. Centralization and decentralization of authority and the pros and cons of each.Span of control – Pros and cons of narrow and wide spans of control – Optimum span.

UNIT - III **15Hrs**
Co-ordination-Need for Co-ordination –Types of co-ordination Techniques of securing Co-ordination.
Fundamentals of Staffing- concept, factors affecting staffing.

UNIT –IV **15Hrs**
Concept of control- Application of the process of control at different levels of management (Top, middle and first line)-Performance standards – measurement of performance – Remedial action – An Integrated

Control system in an organization.

UNIT –V 15Hrs

Operational control techniques- financial control(budgetary control, costing, break even analysis, internal audit)operating control(quality control) inventory control(EOQ),Management by objectives – Management by exception- Decision making theory in management - Business Ethics – Industrial Value – Common Ethics.

TEXT BOOKS:
- Harold koontz, Heinz Weihrich, A Ramachandra Aryasri(2004), Principles of management(10th ed.), Tata McGraw-Hill's
- Dr.V.Balu, Management Principles ,SriVenkateswara Publications
- P.C.Tripathi, P.N.Reddy, Principles of Management, (4th ed.)TataMcGraw-Hill Publishers
- L.M.Prasad, Principles& Practices of Management (10th ed.), Sultan Chand & Sons.

BOOKS FOR REFERENCE:
- Premavathi.N(2011) ,Principles of Management, TataMcGraw-Hill Publishers
- DinkarPagare (2018),Principles of Management(6th ed.), , Sultan Chand & Sons
- Prasad.Lallan&Gulsha.S.S ,Management Principles & Practices, S.Chand& Company
- R.S.Gupta(2013),Principles& Practices of Management, Kalyani Publishers

E-LEARNING RESOURCES:
- www.ncert.nic.in
- www.easynotes.in
- www.education.stateuniversity.com

Mapping of CO with PSO:

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	3	3	2	3	3	3
CO2	3	3	3	2	3	3
CO3	3	3	3	3	3	2
CO4	3	3	3	3	3	3
CO5	3	3	3	3	3	3
AVG	3	3	2.8	2.8	3	2.8

KEY:
PEDAGOGY:
Lecture method, Group discussion, Role play, Case study, assignments

SEMESTER I

ORGANIZATIONAL BEHAVIOUR

TOTALHOURS: 75   **SUB CODE: 20PHRCT1002**
CREDIT: 4   **L-T-P: 3-1-6**

COURSE OBJECTIVES:
1**.** To understand and learn the various concepts of organizational behaviour
2. To understand the various personalities, attitude, perception and motivation and apply in organizational situations
3. To interpret the interpersonal and behaviour processes for team building and leadership development
4. To evaluate the culture and people cope up with the cultural change and stress related issues
5. To understand organization change and how to implement the change in the organization.

COURSE OUTCOMES:
CO1**:** Apply various organization models to understand organizational strategies.
CO2: Identify the types of motivation theory.
CO3: Analyze the group and team behaviour in organization.
CO4: Understands the organizational Conflict.
CO5: Describes the multicultural organizational behaviour.

SYLLABUS

UNIT –I   **15Hrs**
Organizational behavior-Definition, Objectives, Organizational models
Autocratic, Collegial, Supportive, Custodial, System. Theoretical Frameworks: Cognitive, Behavioural, Social Cognitive
Personality -Meaning, Nature and Traits, Values-Meaning, Importance, Types Attitude- Meaning, Components, job Satisfaction and Job Involvement, Organizational Commitment
Perception- Meaning, Importance, Process, Factors influencing Perception, Attribution Theory, Short cut in Judging others
Learning: Meaning, Components, Factors Influencing, Theories – Classical Conditioning, Operant Conditioning, Cognitive learning, Social learning Theory

UNIT – II   **15 Hrs**
Motivation – Meaning, Types of Motivation, Early theories- Hierarchy of needs Theory, theory X and Theory Y, Two Factor Theory, Contemporary theories-McClelland's Theory of Needs, Cognitive Evaluation Theory Goal setting Theory, Self Efficacy theory, Reinforcement Theory, Equity Theory, Expectancy Theory
Motivation- Concept to Application, Job Rotation, Job Enlargement, Job Enrichment, Employee Involvement
Leadership – Traditional Theories: Trait, behavioral and contingency theories; Modern Theories: Charismatic Leadership, Transformational Leadership, Social Cognitive Approach
Power and Politics: Meaning, Distinction between Power, Authority and Influence, trait, behavioral analysis (T.A.)

UNIT- III
        15Hrs Group – Meaning, Nature, Dynamics of Group Formation, Features, Group Development,

Types of Group –Formal and Informal group, Temporary and Permanent groups, nominal and Non-Performing groups, Group behavior, and group decision-making, intergroup relations.

Teams – Nature, Cross functional teams, Virtual teams, Self Managed Teams, Team Building, Group VS Team.

UNIT – IV

15Hrs Organizational structure and design; organizational change and development; organizational culture and climate

Organizational conflict; causes, types of conflict, management of conflict. Effects of Stress and Conflicts Coping Strategies for Stress and Conflicts

UNIT – V

15Hrs International Dimensions of Organizational Behaviour-Introduction-How Cultural Differences affect organization-Managing Multicultural teams-Multinational Decision Making and Negotiations-Global Organization and Motivating Diversity.

TEXT BOOKS:
- Stephen, P. Robbins., Timothy, A. Judge., and Seema Sanghi. Organizational Behaviour. Pearson Education.
- Fred, Luthans. Organizational Behaviour (11th ed.). McGraw-Hill International companies.
- R. Sharma. OrganisationalBehaviour. Tata McGraw-Hill Publishers.
- Nancy, J. Adler., Allison, Gunderson. International Dimensions of Organizational Behaviour (5th ed.).

BOOKS FOR REFERENCE:
- L.M. Prasad. OrganisationalBehaviour. Sultan Chand & Sons Publishers.
- Pradeep Kumar. Organisational theory and Behaviour. Kedar Nath Ram Nath & Co.

E-LEARNING RESOURCES:
- www.humanresourcesmba.net
- **www.coursera.org**
- **www.nitie.ac.in**

Mapping of CO with PSO:

CO	PSO 1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	3	3	3	3	3	3
CO2	3	3	3	3	3	3
CO3	3	3	2	2	3	3
CO4	3	3	2	3	3	3
CO5	3	3	3	3	3	3
AVG	**3**	**3**	**2.6**	**2.8**	**3**	**3**

KEY:
PEDAGOGY:
Lecture Methods, Group Discussion, Seminar and Case studies

SEMESTER I

HUMAN RESOURCES MANAGEMENT

TOTALHOURS: 75   **SUB CODE: 20PHRCT1003**
CREDIT: 4   **L-T-P: 3-1-6**

COURSE OBJECTIVES:
 1. To enable the students to understand the HR management and system at various levels in   general and in certain specific industries or Organizations.
 2. To help the students focus on and analyze the issues and strategies required to select and develop Human Resources.
 3. To develop relevant skills necessary for application in HR related issues.
 4. To enable the students to integrate the understanding of various HR concepts along with the future of HR in order to take correct business decisions.

COURSE OUTCOME:
On completion of this course, the students will be able..
CO1: Learn the concept of Human Resource Management and to understand its relevance in organizations.
CO2: Develop the human resource planning and polices.
CO3: Build necessary skill set for application of various HR issues.
CO4: Apply the Recruitment and Selection methods in Organisation.
CO5:Understand the Ethics and recent trends in HR profession.

SYLLABUS

UNIT- I   **15Hrs**
Human Resources Management: Definition, Importance of Human Resources, Objectives of Human Resources Management, Qualities of a good personnel manager – Evolution and growth of Personal Management in India.

UNIT – II   **15Hrs**
Human Resource Policies: Need, type and scope – Advantage for a written policy.
Human Resources planning: Long and short term planning, Job Analysis, Skills inventory, Job Description, Job enlargement, Job enrichment and Job Specification.

UNIT – III   **15Hrs**
Functions of Human Resource Management: Placement, Induction, Transfers, Promotions, Talent management, Acquisition, Retention, Employee engagement, Appraisal, Compensation, Disciplinary actions, Termination of services: Resignation, Dismissal, Retrenchment and Voluntary Retirement Schemes, Exit Interviews, Prevention of employee turnover.

UNIT – IV   **15Hrs**
Recruitment and selection: Purposes, types and methods of recruitment and selection, Relative merits and demerits of the different methods; Personnel Search, Selection Instruments, Reduction of recruitment costs, Training and Development.

UNIT – V   **15Hrs**
Professional Code of Ethics in HR profession, Recent trends in HR(Flex time, work from home), HR Audit, Wages and salary administration, HRIS - competency mapping-knowledge sharing.

TEXT BOOKS:-
- K Aswathappa (2017). Human Resource Management: Text and Cases (8th edition).Tata McGraw- Hill Publishing Co., LTD.
- BiswanathGhosh(2000). Human Resource Management and Development. Vikas Publishing House Pvt LTD.
- Gupta,C.B,(2017). Human Resource Management. Sultan Chand & Sons.
- Gary Dessler., Biju vaarkey(2020). Human Resource Management(16th edition). Prentice Hall of India

BOOK OF REFERENCE:
- H.JohnBernardin(2012). Human Resource Management an Experimental Approach(6th edition).Tata McGraw- Hill Publishing Co., LTD.
- Rao,V.S.P(2007). Human Resources Management: Text and Cases(2nd edition).Excel Books India.

E-LEARNING RESOURCES:
- **www.digitalhrtech.com**
- **www.open.umn.edu.com**
- **www.bookboon.com**
- **www.whatishumanresource.com**
- **www.onlinelibrary.wiley.com**

Mapping of CO with PSO:

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	3	3	3	3	3	3
CO2	3	3	2	3	2	3
CO3	3	3	3	3	2	2
CO4	3	3	3	3	3	3
CO5	3	3	3	3	3	3
AVG	**3**	**3**	**2.8**	**3**	**2.6**	**2.8**

KEY:
PEDAGOGY:
Lecture Methods, Group Discussion, Seminar, Case studies and Problem Solving Exercise.

SEMESTER I

COMMUNICATION SKILLS FOR MANAGERS

TOTALHOURS: 75   **SUB CODE:20PHRCT1004**
CREDIT: 4   **L-T-P: 3-1-6**

COURSE OBJECTIVES:
 1. To provide an overview to the requisites of Business Communication skills required for a manager and to insist the nuances of Business communication by explain the various methods of communication.
2. To give an outline to effective Organizational Communication
3. To impart the correct practices of the strategies in Effective Business writing.
4. To train the students in using modern communication techniques and improve their business negotiation skills.

COURSE OUTCOMES:
On completion of this course, the students will be able to.
CO1: Demonstrate their verbal and non-verbal communication ability through presentations.
CO2: Stimulate their Critical thinking by designing and developing clean and lucid writing skills.
CO3: Write error free business letters while making an optimum use of Correct Business Vocabulary & Grammar and in preparing business reports.
CO4: Distinguish among various levels of organizational communication and
Communication barriers while developing an understanding of Communication as a process in an organization.
CO5: Negotiate business using modern methods of business communication

SYLLABUS

UNIT- I   **15Hrs**
Definition – methods – Types –Principles of Effective communication- Business letter- Layout (examples of Banking, Insurance and Agency letters).-Kinds of business letters: Enquiry and Reply- Order letters- Sales letters – dealing with non-payment problems(collection letters)-Complaints- circular letters.

UNIT- II   **15Hrs**
Advertisement-application letters-curriculum vitae –Interview and group discussion-invitation to interview-acknowledgement-offer letter-letter of acceptance-letter of resignation-testimonial.

UNIT- III   **15Hrs**
Reports – Structure – Formal Report, Informal report – checklist for compiling reports – Executive Summary – Corporate Meeting- Conducting Effective Meetings– Agenda, Minutes of Meeting – Compiling a Press Release.

UNIT- IV   **15Hrs**
Face-to-face Communication- Effective Presentation Skills - Telephonic conversation- Email Etiquette-Role Play – Body Language.

UNIT -V   **15Hrs**
Business negotiations- Non-negotiable issues- Approaches to negotiations-How to make negotiations successful- Negotiation tactics- 7 steps negotiating process- know your BATNA.

TEXT BOOKS:

- Rajendra Pal &J.S.Korlahalli(2011) ,Essentials of Business Communication, Sultan Chand & Sons
- N.C.Jain&Saakshi,Essentials of Business Communication(3rded.), A.I.T.B.S.Publishers, India
- R.C.Bhatia(2009) ,BusinessCommunication, Ane Books India
- J.N.Jain&P.P.Singh(2007), Modern Business Communication principles &Techniques, Regal Publications

BOOK OF REFERENCE:
- Shirley Taylor &Longman(2005),Communication for Business: A practical Approach(4th ed.), Pearson Longman
- Herta A Murphy, Herbert W Hilbrandt, Jane P Thomas, Effective Business communication(7th ed.), The McGraw Hill companies.
- Stephen P. Robbins, Phillip L. Hunsaker(2012), Training in Interpersonal skills (6th ed.), Pearson Education,
- Mary Ellen Guffey, Dana Loewy(2010),Business Communication: Process And Product.: Process and Product(9th ed.), Cengage Learning, .

E-LEARNING RESOURCES:
- www.studydrive.net
- www.archive.mu.ac.in
- www.entrepreneur.com
- www.businesscommunication.com

Mapping of CO with PSO:

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	3	3	3	3	3	3
CO2	3	3	2	3	2	3
CO3	3	3	3	3	2	2
CO4	3	3	3	3	3	3
CO5	3	3	3	3	3	3
AVG	3	3	2.8	3	2.6	2.8

KEY:
PEDAGOGY:
Lecture method, seminars, Extempore, mock interview.

SEMESTER I

HUMAN RIGHTS AND DUTIES

TOTALHOURS:75   **SUB CODE:20PHRET1001**
CREDIT:3   **L-T-P: 2-1-6**

COURSE OBJECTIVES:

1. To impart the basic ideas about human rights at post -graduation level.
2. To provide different aspects of human rights which include children and women.
3. To learn not only their basic rights but also to understand the duties to be carried out in the days to come.

COURSE OUTCOMES:

On completion of this course, the students will be able to
CO1: Understand the origin and terminologies of human rights that would pave way for understanding human behaviors.
CO2: Describe the different classification of Human rights and thereby understanding the privileges associated with different groups
CO3: Demonstrate the rights of women and children on female infanticide, domestic violence, physical assault, sexual harassment, violence at work place and their remedial measures.
CO4: Developing investigative and analytical skills which will help for better people management
CO5: Identifying and assessing primary sources as well scholarly literature about human beings by understanding their rights and benefits.

SYLLABUS

UNIT I: Introduction to human rights   **15Hrs**
Human rights: Meaning- Definition-Origin and growth of human rights in the world- Need and types of human rights- UNHRC(United Nations Human rights commission)- Human Rights in India.
UNIT II: Classification of Human Rights   **15Hrs**
Right to liberty- Right to life- Right to equality-Right to dignity- Right against Exploitation- Educational Rights- Cultural Rights- Educational Rights- Economic Rights- Political Rights- Social Rights.
UNIT III: Rights of Women and Children   **15Hrs**
Rights of women- Female feticide and Infanticide and selective abortion- Physical assault and sexual harassment- Domestic violence- Violence at work place- Remedial measures.
UNIT IV: Multi-Dimensional aspects of Human rights   **15Hrs**
Labour rights- Bonded labour- Child Labour- Contract labour- Migrant Labour- Domestic Women labour- Gender Equity- Rights of ethnic refugees- Problems and remedies- Role of trade union in protecting the unorganized labourers.
UNIT V: Grievance and Redressal Mechanism   **15Hrs**
Redressal mechanism at national and international levels- structure and functions of national and state level human rights commission-constitutional remedies and directive principles of state policy.

TEXT BOOKS:
- Baradat Sergio., and Swaronjali Ghosh. (2009). Teaching of human rights. Dominant publishers and distributors., NewDelhi.
- Roy A.N. (2005). Human Rights Achievements and challenges. Vista international publishing house., Delhi.
- Asish Kumar das., and Prasant Kumar Mohanty. (2007). Human rights in India. Sarup and sons., New Delhi.

BOOK OF REFERENCE:
- Bani Borgohain. (2007). Human rights social justice and political challenge. Kaniska publishers and distributors., New Delhi.
- Velan, G. (2008). Human Rights and Development Issues. The associated publishers., Ambala cantt.

E- LEARNING RESOURCES:
- www.easynotes.com
- www.toppr.comrights-and-duties
- www.managment studyguide.com

Mapping of CO with PSO:

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	3	3	3	3	3	3
CO2	3	3	3	3	2	3
CO3	3	3	3	3	3	3
CO4	3	3	3	3	3	3
CO5	3	3	3	3	3	2
AVG	**3**	**3**	**3**	**3**	**2.8**	**2.8**

KEY:
PEDAGOGY:
Lecture Methods, Group Discussion, Seminar and Case studies.

SDNB VAISHNAV COLLEGE FOR WOMEN (AUTONOMOUS)

CHENNAI–600044.

PG DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

COURSE FRAMEWORK
SEMESTER II

SEM	COURSE CODE	COURSE TITLE	TITLE OF THE PAPER	HRS	CREDITS	CA	SE	T
II	20PHRCT2005	Core Theory	Performance Management	15	4	40	60	100
II	20PHRCT2006	Core Theory	Research Methods	15	4	40	60	100
II	20PHRCT2007	Core Theory	Labour Laws	15	4	40	60	100
II	20PHRCT2008	Core Theory	Stress Management	15	4	40	60	100
II	16PHREP2002	Core Elective II	SPSS	15	3	40	60	100
II		Soft Skills – SWAYAM (MOOC)	-		4	50		50
			TOTAL		23			

SEMESTER II

PERFORMANCE MANAGEMENT

TOTALHOURS: 75   **SUB CODE:20PHRCT2005**
CREDIT: 4   **L-T-P: 3-1-6**

COURSE OBJECTIVES:

1. To help the students to understand the implementation of Performance Management system in organization.
 2. To identify the process of Performance Appraisal in organization.
 3. To develop the performance management skills.

COURSE OUTCOME:

On completion of this course, the students will be able..
CO1: Understand the process and implementation of Performance Management
CO2: Apply the approaches measuring the performance.
CO3: Develop the knowledge on conducting the staff appraisal.
CO4: Analyze the Reward system.
CO5**:** Develop necessary skills for performing performance appraisal.

SYLLABUS

UNIT-I   **15Hrs**
Introduction: Definition of performance Management, the performance management contribution, dangers of poorly implemented PM systems, aims and role of PM Systems, characteristics of an ideal PM systems, performance management process.

UNIT-II   **15Hrs**
Performance appraisal system implementation: Defining performance, determinants of performance, performance dimensions, approaches to measuring performance, Balance Score Card, diagnosing the causes of poor performance.

UNIT- III   **15Hrs**
Conducting Staff Appraisals: concept, objectives, importance, performance appraisal process, classification of appraisal tools and problems in performance appraisal, Performance appraisal of managers, performance appraisal interview, Appraisal of potential.

UNIT- IV   **15Hrs**
Performance management & employee development: PersonalDevelopment plans, 360 degreefeed back as developmental tool. Performance management skills, Reward systems: Definition and Reward types. Biases in performance Appraisal: Halo effect, Horn effect, Stereotyping/personal biases

UNIT- V   **15Hrs**
Performance Management Skills: Mentoring, Coaching, Coaching Styles, Coaching Process: Observation and Documentation of Developmental Behaviour and outcomes, Giving Feedback; Performance Review Meetings, linking performance management to performance appraisal, challenges in performance monitoring, E-performance, uses of technology in performance management.

TEXT BOOKS:

- Michael Armstrong., Angela Baron(1994). Managing Performance: Performance Management in Action (3rd edition).CIPD Publishing.
- Lance A. Berger., Dorothy R. Berger(2011). The Talent Management Hand Book(2nd edition). Tata Mc-Grow Hill.
- Rao.T.V (2002). Appraising & Developing Managerial Performance (1st edition). Excel Books

BOOK OF REFERENCE:

- Herman Aguinis(2013).Performance Management(3rd edition).PearsonEducation.
- Sahu.R.K(2012). Performance Management(2nd edition).Excelbooks
- Dr.Nigel Hunt(2011).Setting Up and Running Effective Staff Appraisals
(7th edition).How tobooks,UK.
- Lance A. Berger & Dorothy R. Berger (2003).TheTalent Management Hand Book(3rd edition).TataMc- GrawHill

E-LEARNING RESOURCES:

- **www.hr.berkeley.edu**
- **www.hbr.org**
- **www.humanresourcestoday.com**
- **www.oreilly.com**
- **www.hrmguide.net**

Mapping of CO with PSO:

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	3	3	3	3	3	3
CO2	3	3	3	3	3	3
CO3	3	3	3	3	3	3
CO4	3	3	3	2	3	3
CO5	3	3	3	3	3	3
AVG	3	3	3	2.8	3	3

KEY:
PEDAGOGY:
Lecture Methods, Group Discussion, Seminar, Case studies and Problem Solving Exercise.

SEMESTER II

RESEARCH METHODS

TOTALHOURS: 75   **SUB CODE:20PHRCT2006**
CREDIT: 4   **L-T-P: 3-1-6**

COURSE OBJECTIVES:

1. To help the students to understand the basics of research methodology and its role in business.
2. To make familiar to distinguish a purpose statement, a research question or hypothesis, and a research objective, how to collect the data
3. To guide the students to know the various types of sampling techniques and its application in research.
4. To help the students in preparing the research proposal/reports.

COURSE OUTCOMES:

On completion of this course, the students will be able to.
CO1: Assess the various research methods pertinent to technology innovation research.
CO2: Perform literature reviews using print and online databases
CO3: Relate the various sampling methods, measurement scales and instruments, and appropriate uses of each
CO4: Describe, compare, and contrast the descriptive and inferential statistics using different statistical analysis
CO5:Prepare the key elements of a research proposal or report

SYLLABUS

UNIT- I   **15Hrs**
Nature and Scope of Research, Identification of Research problem, Research objective, formulation of hypothesis, Type of Business Research, Research Process, Role of theory in research
Research Designs: Exploratory, Descriptive, Experimental and Observational. Planning and formulation of Research Project proposals (only theory)
UNIT-II   **15Hrs**
Sampling Techniques- Advantages, sampling frame **-** Probability and Non-probability sampling-Concept of different sampling methods **-** Simple random Sampling, Stratified random sampling, Cluster sampling, Multistage sampling. Sample size determination with respect to proportions (only theory)
UNIT-III   **15Hrs**
Data collection-tools of data collection, questionnaire, steps to construct questionnaire-Primary Data and Secondary data collection Tabulation-need - nature and guidelines-grouped and ungrouped frequency tables and charts, Types of scales, scaling techniques. (Only theory)
UNIT-IV   **15Hrs**
Statistical techniques: Mean,Median,Mode (ungrouped data) correlation-Regression.Testing of hypothesis-Parametric- Z test, t-test, one way ANOVA, Chi-Square test, Non- Parametric- The sign test for paired data.(Only simple problems), Uni-variant, Bi-variant, Multi-variant(Only theory)

UNIT-V   **15Hrs**

Reports - Types of research reports, Structure of Research report, Report writing and presentation. Executive Summary, Appendix and bibliography (only theory)

TEXT BOOKS:

- Donald R.Cooper(2006),PamelaS. Schindler, Business Research Methods(9th ed.), TataMcGraw-Hill Publishers
- C.R.Kothari(2004), Research Methodology, Methods&Techniques, New Age International Publishers
- P.SaravanaVel(2015) ,Research Methodology, KitavMahal Publishers
- Uma sekaran and Roger Bougie(2016) ,Research Methods for business(7th ed.), Wiley Publishers

BOOK OF REFERENCE:

- Donald H.McBurney,TheresaL.White (2006), Research Methodology(7th ed.), Thomson Wadsworth Corp.
- Patrick McNeill(2005), Research Methods(3rd ed.),Routledge, 2005

E- LEARNINGRESOURCES:

- www.researchgate.net
- www.writeawriting.com
- www.researchacademy.elsevier.com

Mapping of CO with PSO:

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
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CO4	3	3	3	3	3	3
CO5	3	3	2	3	3	3
	3	3	2.8	2.8	3	3

KEY:
PEDAGOGY:
Lecture method, questionnaire preparation, Case study, online certification courses (free resources)

SEMESTER II

LABOUR LAWS

TOTALHOURS:75   SUB CODE:20PHRCT2007
CREDIT:4   L-T-P: 3-1-6

COURSE OBJECTIVES:

 1. To understand the application of Labor Laws.
2. To acquire expert knowledge about trade union practices in Indian organizations.
 3. To learn social security laws enacted for the organized sector in India.

COURSE OUTCOMES:

On completion of this course, the students will be able to.
CO1 – Learn and understand the development and the judicial setup of Labour Laws.
CO2 - Integrate the knowledge of Labour Law in General HRD Practice
CO3 - learn the laws relating to Industrial Relations, Social Security and Working conditions.
CO4 - Know the statutory procedures with respect to industrial discipline.
CO5 – Can Involve in workplace bargaining and agreements.

SYLLABUS

UNIT – I   15Hrs
Emergence and objectives of labour laws, Development of Labour Laws in India
Law Relating to Industrial Relations.: Industrial Disputes Act 1947, Industrial Employment (standing orders) Act, 1946, Industrial Relations Act, 1960

UNIT – II   15Hrs
Trade Union Act, 1926, The employer's liability Act 1938, The sales Promotion employees (Conditions of Service) Act, 1976.
Trade unions and standing orders Act, misconduct, disciplinary action.

UNIT – III   15Hrs
Workmen's Compensation Act, 1923, Employees State Insurance Act, 1948, Employees provident fund and miscellaneous provisions Act, 1952, Maternity Benefit Act, 1961, Fatal Accident Act 1855

UNIT – IV   15Hrs
Payment of Wages Act, 1936, Minimum Wages Act, 1948, Payment of Bonus Act, 1965
Equal Remuneration Act, 1976, The Payment of Gratuity Act 1972, The Contract Labour (Regulation & Abolition) Act 1970

UNIT – V   15Hrs
Factories Act 1948.and contract labor. Welfare legislations-welfare provisions under the factories act 1948.
TEXT BOOKS:

- Srivastava, S.C. (2012). Industrial relations and labour law. Vikas publications., New Delhi. N.D. Kapoor. (2019). Industial laws (8th ed.). S. Chand publications.
- S.S. Gulshan., and G.K. Kapoor Daryaganj. (2013). Economic, Labour and Industrial Laws (5th ed.). Sultan Chand &Sons.Vol. 23. New Delhi.
- P.L. Malik. (2010). Industrial Law. Eastern Book Company. Vol. 34. Lalbagh, Lucknow.
- H.L. Kumar. (2000). Labour Laws. Universal Laws Publishing Co. Pvt. Ltd., G.T. Karnal Road, Delhi – 110033.

BOOK OF REFERENCE:
- Padhi. (2006). LabourAnd Industrial Laws. PHI Learning Pvt.Ltd.
- D. Singh. (2006). Industrial Relations and Labour Laws. Excel BooksIndia.
- LabourLaws. (2011). Taxmann's.

E-LEARNING RESOURCES:
- e-bulletin : Available on ICSI website -www.icsi.edu
- http://www.mondaq.com
- https://labour.gov.in
- https://iclg.com
- https://blog.ipleaders.in

Mapping of CO with PSO:

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	3	3	3	3	3	2
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CO3	3	3	3	3	3	2
CO4	3	3	3	3	3	3
CO5	3	3	2	3	3	3
AVG	**3**	**3**	**2.8**	**3**	**3**	**2.6**

KEY:
PEDAGOGY:
Lectures, Seminars, Playing videos (expert talk about labour laws)

SEMESTER II

STRESS MANAGEMENT

TOTALHOURS: 75   **SUB CODE:20PHRCT2008**

CREDIT: 4   **L-T-P: 3-1-6**

COURSE OBJECTIVES:

1. To understand the nature of stress management
2. To learn more about Individual's and Organizational Approaches to Managing Stress
3. To deliver the best practices to manage stress management in workplace.

COURSE OUTCOMES:

On completion of this course, the students will be able to.

CO1- Understand the term 'stress' and its emotional basis to handle people in a better way

CO2- Incorporate strategies to overcome work related stress and thereby enhancing the productivity

CO3- Identify the specific stressors and curtailing it from the workplace for effective organizational performance

CO4 – Addressing stress at the workplace which will certainly pave ways for better human resource management

CO5 –Learning stress busting techniques to overcome its negative impacts on employees work related outcomes.

SYLLABUS

UNIT- I   **15Hrs**

Definition – Stress – nature of stress -Indian and Western Concept of Stress-Eustress Vs Distress-stress levels - Theoretical models of Stress

UNIT- II   **15Hrs**

. Sources of stress-Types of stressors –Signs and Symptoms of Stress - anxiety problems-relation between stress and disease- Overload-Effects of Stress

UNIT- III   **15Hrs**

Strategies for Managing Stress: Behavior Modification; Journal Writing; Music and Art Therapy; Massage Therapy; Humor and Comic Relief; Creative Problem Solving; Meditation; Visualization; Progressive Relaxation; Autogenic Relaxation and Hypnosis;

UNIT- IV   **15Hrs**

Stress in Workplace-symptoms of occupational stress- Occupational Stressors; Organization Stress; Time Management; Environmental Stressors; Biological Factors in the Workplace.

UNIT -V   **15Hrs**

Performance under stress pressure-role of management and support programs to reduce stress-impact of stress in the organisation- measuring absence and turnover

Stress among working women

TEXT BOOKS:
- Chen, D.D., Taylor. and Francis. (2017). Stress Management and Prevention (3rd ed.). Applications to Daily Life.
- Lehrer, P.M., Woolfolk, R.L., Sime,W.E (2008). Principles and Practices of Stress Management (3rd edition). The Guildford Press.
- Wolfgang Linden. (2005). Stress Management- From Basic Science to Better Practice. Sage publications.
- John, A. Romas., Manoj Sharma. (2017). Practical Stress Management: A Comprehensive Workbook (7th ed.). Academic press.
- Hiriyappa, B. (2018). Stress Management. Publishdrive.

BOOK OF REFERENCE:
- Richard S. Lazarus. Richard S. Lazarus. (2006). Stress and Emotion. Springer Publishing Company.
- Stress: Concepts, Cognition, Emotion, and Behavior. (2016). Handbook of Stress Series. Academic Press. Vol. 1.
- Paul M. Lehrer., Robert L.Woolfolk., Wesley E. Sime., and David H. Barlow. (2008).Principles and Practice of Stress Management (3rd ed.). The Guilford Press.
- Stress and Emotion. Springer Publishing Company.
- Stress: Concepts, Cognition, Emotion, and Behavior. (2016). Handbook of Stress Series. Academic Press. Vol. 1.
- Paul M. Lehrer., Robert L.Woolfolk., Wesley E. Sime., and David H. Barlow. (2008).Principles and Practice of Stress Management (3rd ed.). The Guilford Press.

E-learning resources:
- www.ksl-training.co.uk
- www.campusmindworks.org
- www.who.int

Mapping of CO with PSO:

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	3	3	3	3	3	3
CO2	3	3	3	3	3	3
CO3	3	3	3	3	3	3
CO4	3	3	3	3	3	3
CO5	3	3	3	3	3	3
AVG	**3**	**3**	**3**	**3**	**3**	**3**

KEY:
PEDAGOGY:
Lectures, Group Discussion, Seminar, Case studies and Problem Solving Exercises.

SEMESTER II
SPSS

TOTALHOURS:75   **SUB CODE:20PHREP2002**
CREDIT:3   **L-T-P: 2-1-6**

COURSE OBJECTIVES:

1. To provide Practical training in SPSS Packages.
2. To acquire theoretical as well as practical inputs regarding SPSS in management
3. To develop skills in the application of research methods for business problem solving (especially HR management)
4. To gain an up-to-date knowledge on research methods, techniques and SPSS package which is used in analyzing data in research.

COURSE OUTCOMES:

On completion of this course, the students will be able to.
CO1: Able to perform a wide range of data management tasks in *SPSS* application.
CO2: Understanding the basic workings of *SPSS*, and perform basic statisticalanalyses.
CO3: Possessing analytical skills to deal the real life/organizational-related problems quantitatively which is unbiased
CO4: Continue their higher studies and scientific research to analyze and solve complex problems in the field of management (HRM).
CO5: Gaining a knowledge on testing the relationship between variables (HRM variables) which would help the students to progress well in their career

SYLLABUS

UNIT- I   15Hrs
Data analysis with SPSS: Use of Statistical package for social sciences. general aspects. SPSS: general description, functions, menus, commands-SPSS file management

UNIT- II   15Hrs
Defining variables-Manual input of data-Automated input of data and file import-output Management

UNIT- III   15Hrs
Descriptive Analysis of Data-Frequencies-Descriptives-Explore-Crosstabs-Charts - Tabulation-diagrammatic and graphic representation of data

UNIT- IV   15Hrs
Summary Statistics-central tendency,Dispersion – correlation coefficient Parametric tests: Z test,t-test,pairedt-test-ANOVA-Nonparametrictest:Chi-squaretest-Signtestforpaireddata, Kruskal-wallis test.

UNIT- V   15Hrs
Regression –multiple linear regression -Multi variate analysis: Factor analysis –
Clusteranalysis

Mapping of CO with PSO:

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	3	3	3	3	3	2
CO2	3	3	3	3	3	2
CO3	3	3	3	3	3	3
CO4	3	3	3	3	3	3
CO5	3	3	3	3	3	3
AVG	**3**	**3**	**3**	**3**	**3**	**2.6**

KEY:
PEDAGOGY:

Lecture methods and practical problems

PG DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

SDNB VAISHNAV COLLEGE FOR WOMEN (AUTONOMOUS)

CHENNAI–600044.

PG DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

COURSE FRAME WORK

SEMESTER III

SEM	COURSE CODE	COURSE TITLE	TITLE OF THE PAPER	HRS	CREDITS	CA	SE	T
III		Core Theory	Strategic Management	15	4	40	60	100
III		Core Theory	Industrial Relations and labour Welfare	15	4	40	60	100
III		Core Theory	Management Training and development	15	4	40	60	100
III		Core Theory	Counselling skills for managers	15	4	40	60	100
III		Core Elective III	Total Quality Management	15	3	40	60	100
III	18PSSRS3003	Skill based elective	Research Skills for HR Managers		3	50	-	50
III	17PHRIP3001	Internship*			2	40	60	100
			TOTAL		23			

STRATEGIC MANAGEMENT

TOTALHOURS:75   **SUB CODE:**
CREDIT: 4   **L-T-P: 3-1-6**

COURSE OBJECTIVES:
1. To expose students to various perspectives and concepts in the field of Strategic Management
2. The course would enable the students to understand the principles of strategy formulation, implementation and control in organizations.
3. To help students develop skills for applying these concepts to the solution of business problems.
4. To help students master the analytical tools of strategic management.

COURSE OUTCOMES:
On completion of this course, the students will be able to.

CO1: Understand the basic concepts and principles of strategic management analyse the internal and external environment of business
CO2: Develop and prepare organizational strategies that will be effective for the current business environment
CO3: Devise strategic approaches to managing a business successfully in a global context
CO4: Identify and analyse the business problems

SYLLABUS

UNIT- I   **15Hrs**
Introduction: Strategy – Strategic Management Process – Developing a Strategic Vision - Setting Objectives – Crafting Strategy – Strategies and Tactics – Importance of Corporate Strategy –Board of Directors: Role and Functions– Board Functioning – Top Management: Role and Skills
UNIT -II   **15Hrs**
Society and Business: Social Responsibility of Business – Corporate Governance and Ethical Responsibility Corporate Policy: Importance – Characteristics – Objectives - Policy Formulation and Development – Types of Business Policies - Implementation of Policies.
UNIT- III   **15Hrs**
Environmental Analysis: Environmental Scanning – Industry Analysis - The Synthesis of External Factors - Internal Scanning – Value Chain Analysis – SWOT Audit –Stakeholders' Expectations – Scenario planning
UNIT- IV   **15Hrs**
Strategy Formulation and Analysis: Strategy Formulation – Strategic Factors Analysis Summary Matrix – Business Strategy – Corporate Strategy – Functional Strategy –Strategic Choice – Generic, Competitive Strategies
UNIT- V   **15Hrs**
Strategy Implementation: Strategy Implementation - Corporate Culture – Matching Organization Structure to Strategy –the 7S framework- Strategic Leadership
Strategic Control: Strategic Control Process – Du Pont's Control Model – Balanced Score Card – Michael Porter's Framework for Strategic Management – Future of Strategic Management – Strategic Information System

TEXT BOOKS:

- David, F.R.,Strategic Management – Concepts and Cases, Prentice-Hall, 13th Edition
- Dess, G., Lumpkin, G.T. and Eisner, A.,Strategic Management, Tata McGraw-Hill, 3rd Edition
- Hill, C.W.L. and Jones, G.R., Strategic Management: An Integrated Approach, Cengage Learning,9th Edition
- Hitt, Ireland, Hoskisson and Manikutty.,Strategic Management, Cengage Learning, 9th Edition

BOOK OF REFERENCE:

- Kazmi, A. (2008). Strategic Management and Business Policy, Tata McGraw-Hill Education, 3rd Edition.
- Robinson, R.B. and Mittal, A. (2012) Strategic Management:Formulation, Implementation and Control, Pearce II, McGraw-Hill, 12th Edition
- Pitts, R. and Lei, D. (2006) Strategic Management: Building and Sustaining Competitive Advantage, Cengage Learning, 4th Edition.
- Srinivasan, R. (2008) Strategic Management – The Indian Context, PHILearning, 3rd Edition

E- LEARNING RESOURCES:
- www.hbr.org
- www.managementstudyguide.com

Mapping of CO with PSO:

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	3	3	3	3	3	3
CO2	3	3	3	3	3	3
CO3	3	3	3	3	3	3
CO4	3	3	3	3	3	3
CO5	3	3	3	3	3	3
AVG	**3**	**3**	**3**	**3**	**3**	**3**

KEY:
PEDAGOGY:
Lectures, Group Discussion, Seminar and Case studies.

SEMESTER III

INDUSTRIAL RELATIONS AND LABOUR WELFARE

TOTALHOURS: 75   **SUB CODE:**
CREDIT: 4   **L-T-P: 3-1-6**

COURSE OBJECTIVES:

1. To provide students an overview of the key concepts, processes, practices and debates associated with employment relationships in India
2. To examine the organisational, institutional and market contexts that affect employment relations in any industrial society.
3. To give an understanding of the key participants in any industrial relations system – workers, employers, trade unions, employer organisations and the state and how they interact, sometimes cooperatively and sometimes in conflict.
4. To assess how this wider context affects the perennial concerns of managers and employees in their day-to-day activities in the workplace.

COURSE OUTCOMES:

On completion of this course, the students will be able to.
CO1: Acquire a solid theoretical, practical and ethical perspective on many aspects of industrial relations
CO2: Critically analyse theories, models, and paradigms in the field
CO3: Understanding the key participants, institutions, relationships and processes in employment relations, so that students acquire an enhanced ability to influence industrial relations outcomes in an informed manner
CO4: Developing research, writing and speaking skills necessary for work and life
CO5: Strengthening key competencies in group participation, oral and written communication and persuasion, critical thinking, problem-solving, information processing and planning.

SYLLABUS

UNIT- I   **15Hrs**
Industrial Relations: Definition, Evolution, Objectives and Approaches of Industrial Relations, Parties/Agencies in the IR system, Causes of Poor Industrial Relations. Nature of Industrial Conflicts.

UNIT- II   **15Hrs**
Industrial disputes and legislative frame work in india: Causes and types of Industrial disputes. Machinery for the prevention and settlement of Industrial Disputes.Collective Bargaining.
Trade Union &Trade Union Movement in India – An overview of 1950 onwards
Employee Federation, India and International Labour Organization, Fundamental principles of ILO

UNIT- III   **15Hrs**
Introduction to Labour Welfare: Concept, Scope, Objectives, Functions, Agencies providing Labour Welfare, Labour Welfare measures (Intramural & extramural) and Role of Welfare Officers.
Social Problems affecting Industrial Labour: Labour Turn over, Dealing with victims of Alcoholism, Absenteeism, Indebtedness and Sexual harassment. Problems of Child labour and Women Workers,

Industrial Discipline, Grievances, Strikes, Lock outs

UNIT- IV   **15Hrs**

Social Security: Definition, Concept, Scope and Objectives, Social Insurance Vs. Social Assistance, Brief study of Social Security Legislations.

UNIT- V   **15Hrs**

Worker's Participation in Management: Meaning, Objective, Schemes of workers' participation in management in India.

TEXT BOOKS:
- P.R.N. Sinha., InduBala Sinha., and Seema Priyadarshini Shekar. Industrial Relations, Trade unions, and Labour Legislation. Pearson Publication.
- C.B .Mamoria., Sathish Mamoria and Subha Roa.P (2016). Dynamics of Industrial Relations. Himalaya Publishing House., New Delhi.
- Pylee, M.V. and Simon George. (2007).2nd edition Industrial Relations and Personnel Management. Vikas Publishing House (P) Ltd., New Delhi.
- N.G. Nair., and Lata Nair. (2001). Personnel Management and Industrial Relations. S. Chand.
- Punekar., Deodhar., and Sankaran. LabourWelfare. Himalaya Publishing House.

BOOK OF REFERENCE:
- R.C. Saxena. Labour problems and social welfare. K.Nath& co., Meerut.
- B.D. Singh. (2009). Industrial Relations and Labour Laws. Excel Books India.
- M.Salamon. (2001). Industrial relations-Theory and Practice 4th edition. Prentice hall

E-LEARNING RESOURCES:
- www.businessjargons.com
- **www.yourarticlelibrary.com**

Mapping of CO with PSO:

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO5	PSO6
CO1	3	3	3	3	3	3	3
CO2	3	3	3	3	3	3	2
CO3	3	3	3	3	3	3	3
CO4	3	3	2	3	3	3	3
CO5	3	3	3	3	3	3	3
AVG	**3**	**3**	**2.8**	**3**	**3**	**3**	**2.8**

KEY:
PEDAGOGY:
Lecture Methods, Group Discussion, Seminar and Case studies.

SEMESTER III

MANAGEMENT TRAINING AND DEVELOPMENT

TOTALHOURS: 75   **SUB CODE:**
CREDIT:4   **L-T-P: 3-1-6**

COURSE OBJECTIVES:

1. To help the studentsunderstand the role of training and development in Human Resource Management.
2. To enable the students to analysis the need for training, designing a training program and the training techniques.
3. To develop the students to analyse the recent trends in training and development and future of training and development in organization.

COURSE OUTCOMES:

On completion of this course, the students will be able to.
CO1: Understand the role of training and development in Human Resource Management.
CO2: Analyze the need of training, designing the training program, and the techniques of training in the organization.
CO3: Apply the training methods and training styles in the functional areas.
CO4: Analyze the career development and to manage the time in the practical business environments.
CO5: Update the future and recent trends in training and development for the challenges in the organization.

SYLLABUS

UNIT- I   **15Hrs**
Training, Training and Development: An Overview – Learning Process, Mentoring, Distinction between Training & Development, Importance of Training--Training styles-types. Systematic approaches to training-Strategic training and development process. Employee orientation.

UNIT- II   **15Hrs**
Evolution of Trainer's Role –Training Need Analysis – Designing a Training Program, Training Techniques: On the job techniques (Coaching/understudy, Job rotation, Apprenticeship training, Job Instruction Training) , Off-the job techniques (The Lecture Method - The case Study Method – Role plays – Games and Simulations, In-basket exercises, Vestibule training), Sensitivity Training.

UNIT -III   **15Hrs**
Training Evaluation (Overview of evaluation process, Krikpatrick's evaluation, Cost benefit analysis, Return on Investment)evaluation design, job application in training. Marketing the training function

UNIT- IV   **15Hrs**
Future of training and development (new technology, emphasize on speed in design, focus in content, delivery methods, capturing & sharing intellectual capital) Career development. Organization development, change training, employee counseling.

UNIT -V   **15Hrs**
Time Management: Importance of Time factor, Time waster, Prioritizing work scheduling, Train the trainer-Training Lab(classroom sessions).

TEXT BOOKS:

- Rolf.P.Lynton,UdaiPareek(2011). Training&Development(3rd edition).Vistaar Publication India Pvt Ltd.
- Senge Peter(2006).The fifth discipline: The art and practice of the learning organization(2nd edition).RHUK
- Raymond A. Noe (2017). Employee Training and Development(7th edition). Tata McGraw Hill.

BOOK OF REFERENCE:

- John P Wilson (2005). Human Resource and Development(2nd edition).Kogan Page publishers.
- Barney Erasmus(2015), Piet Loedolff(2015). Management Training and Development. Oxford University Press, South Africa.

E-LEARNING RESOURCES:

- www.ddegjust.ac.in
- www.manageement-training-development.com
- www.managementstudyguide.com
- www.shrm.org
- www.toppr.com

Mapping of CO with PSO:

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	3	3	3	3	3	3
CO2	3	3	3	3	3	3
CO3	3	3	3	3	3	3
CO4	3	3	3	3	3	3
CO5	3	3	3	3	3	3
AVG	**3**	**3**	**3**	**3**	**3**	3

KEY:
PEDAGOGY:
Lecture Methods, Group Discussion, Seminar, Case studies and Problem Solving Exercise.

COUNSELLING SKILLS FOR MANAGERS

TOTALHOURS:75   **SUB CODE:**
CREDIT: 4   **L-T-P: 3-1-6**

COURSE OBJECTIVES:

1. To equip managers with the basic skills in counselling with practical sessions on counselling.
2. To provide counseling knowledge to the future Human Resource Managers.
3. To Discover and use counselling as a facilitative and non-directive process.
4. To Develop an appreciation of the importance of counseling in organizational situations to improve performance.

COURSE OUTCOMES:

On completion of this course, the students will be able to.
CO1: Know the basics of counselling and how to use various approaches of counselling.
CO2: Understand the problem and assess a counselee during emergency situations in the organizations.
CO3: Use the various types of counselling strategies.
CO4: Leverage personal strengths and expertise to create & maintain a managerial relationship
CO5: Apply the learnt counselling techniques in organisation situations which improves performance among the employee

SYLLABUS

UNIT- I   **15Hrs**
Introduction: Definition,need and types of counselling, advanced skills in counselling. Emergence and Growth of Counselling Services; Approaches to counselling
UNIT –II   **15Hrs**
Counselling Relationship, Rapport building, empathy vs sympathy, counselling process- Beginning, Developing and terminating a counselling relationship and follow up.
UNIT- III   **15Hrs**
Counsellor's Attitude and Skills of Counselling; Counsellors self disclosure, Role of counsellor, spiritual dimension of counselling, role conflicts in counselling, Assessing Clients problems.
UNIT- IV   **15Hrs**
Selecting Counselling Strategies and Interventions – Changing Behaviour through Counselling-resistance to change, Do's and Don'ts of counselling. Change agent- difference between counselling and psychotherapy
UNIT- V   **15Hrs**
Special problems in counselling; Application of Counselling to Organizational situations with a focus on Performance counselling.

TEXT BOOKS:

- Richard Nelson &Jones((2003) ,Introduction to Counselling skills: Texts & Activities(4thn ed.), SAGE Publications.
- Kavita Singh(2007), Counselling Skills for Managers(2nd ed.), PHI Learning Pvt.Ltd .
- David(2002) ,Guidance and Counselling, Commonwealth Publishers.

BOOK OF REFERENCE:

- Dr.DalaganjanNaik (2005),Fundamentals of Guidance and Counselling, Adhyayan Publishers and Distributers.
- Richard Nelson &Jones(2003), Introduction to Counselling skills: Texts & Activities(4th ed.), SAGE Publications,.
- Dr.DalaganjanNaik(2005), Fundamentals of Guidance and Counselling, Adhyayan Publishers and Distributers.
- John McLeod(2009), An Introduction to Counselling(3rd ed.), McGraw-Hill International.

E-LEARNING RESOURCE:

- www.weber.edu
- www.slideshare.net/shalinishalini75098
- www.corehr.wordpress.com

Mapping of CO with PSO:

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	3	3	3	2	2	3
CO2	3	3	3	3	3	3
CO3	3	3	3	3	3	3
CO4	3	3	3	3	3	3
CO5	3	3	3	3	3	3
AVG	3	3	3	2.8	2.8	3

KEY:
PEDAGOGY:
Lecture method, Group discussion, Role play, Case study, assignments

SEMESTER III

TOTAL QUALITY MANAGEMENT

TOTALHOURS:75   **SUB CODE:**
CREDIT:3   **L-T-P: 2-1-6**

COURSE OBJECTIVES:

1. To generate knowledge and skills of students to use the principles of total quality Management in business and public sector.
2. To have exposure on the challenges in Quality Improvement Programs and modern quality tools available.
3. To understand the role of TQM gurus and usage of their philosophies.
4. To provide awareness regarding the Recent Techniques for Quality Improvement used worldwide.

COURSE OUTCOMES:

On completion of this course, the students will be able to.

CO1: Know the principles of total quality management and peculiarities of their Implementation in business

CO2: Understand the Implications of Quality in Business using conventional and modern quality control tools.

CO3: Implement the contributions of various quality gurus in modern organisation.

CO4: Know about the various recent quality management techniques

CO5: Gain knowledge towards various Quality management systems**.**

SYLLABUS

UNIT -I   **15Hrs**
Introduction: Definition of Quality, Dimensions of Quality, Importance of Quality, TQM-Meaning and definition of TQM- Principles of TQM, Quality Function Development (QFD).Introduction to Quality Control and Quality Costs. Quality Awards.

UNIT- II   **15Hrs**
7QC Tools, Management Tools, Methods of Inspection, Reliability Engineering, Value Engineering, ABC Analysis, Defect Diagnosis and Prevention.

UNIT -III   **15Hrs**
Quality Leadership: Definition, Characteristics of Quality Leaders, 7 Habits of Highly effective people – Role of TQM Leaders, 14 pointProgramme of Deming and Crosby**.**

UNIT -IV   **15Hrs**
Recent Techniques for Quality Improvement- 5S, Six Sigma, JIT, Kaizen, PDSA/PDCA cycle, Zero Defect, Quality Circles.

UNIT- V   **15Hrs**
Quality Management System: ISO 9000, ISO 90001-Environmental Management System – ISO 14000, OHSAS 18001, ISO 27001, ISO 22000. Recent Trends in Quality management.

TEXT BOOKS:

- Dale H.Besterfield,CarolBesterfieldMichna,GlenH.Berterfield,MaryBerterfield-Scare Total Quality Management(3rd ed), Pearson Education.
- Shailendra Nigam(2005),Total Quality Management: An Integrated Approach, Excel Books India.
- SenthilArasu.B,PraveenPaul.J (2015),Total Quality Management , Scitech Publications.
- R.Ramakrishnan (2005)Total Quality Management, Eswar Press.

BOOK OF REFERENCE:

- V.S.Bagad(2008), Total Quality Management, Technical Publications.
- D.R.Kiran (2016),Total Quality Management: Key concepts and case studies, Butterworth-Heinemann.

E-LEARNING RESOURCES

- www.study focus.com
- www.studynama.com
- www.educba.com

Mapping of CO with PSO:

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	3	3	3	3	3	2
CO2	3	2	3	3	3	3
CO3	3	3	3	3	3	3
CO4	3	3	3	3	3	3
CO5	3	3	3	3	3	3
AVG	3	2.8	3	3	3	2.8

KEY:
PEDAGOGY:
Lecture method, seminars, Case study, assignments, and Industrial visits

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COURSE FRAME WORK

SEMESTER IV

SEM	COURSE CODE	COURSE TITLE	TITLE OF THE PAPER	HRS	CREDITS	CA	SE	T
IV		Core Theory	Compensation and Benefits	15	4	40	60	100
IV		Core Elective V	Entrepreneurship Development	15	3	40	60	100
IV		Core Elective IV	International Human Resource Management	15	3	40	60	100
IV	PHR/PR/4001	Core Project	Project work & Viva voce	15	8	40	160	200
IV	18MOOC4004	Extra Disciplinary–SWAYAM (MOOC)			4	50	-	100
			TOTAL		22			

SEMESTER IV

COMPENSATION AND BENEFITS

TOTALHOURS:75   **SUB CODE:**
CREDIT:4   **L-T-P: 3-1-6**

COURSE OBJECTIVES:

1. To help the students to understand the concept of compensation and wage fixation in the organisation.
2. To understand the compensation design and wage structure in supporting the organisation.
3. To enable the students to evaluate the job and fix the compensation by applying in the practical business environments.

COURSE OUTCOMES:

On completion of this course, the students will be able..
CO1: Analyze how the pay decision help the organization achieve a competitive advantage.
CO2: Apply the knowledge to solve compensation related issues in organizations.
CO3: Understand the concept of compensation and its practices, to strengthen the performance liked with compensation and other employee benefits in the organization.
CO4: Apply the job evaluation process and methods to fix a competitive package in the business environment.
CO5: Evaluate the international compensation and salary fixation for expatriates and repatriates to the global trends.

SYLLABUS

UNIT- I   **15Hrs**
Concept of compensation and factors influencing compensation- Objectives- compensation plans, Theories of Compensation – Expectancy, Equity and Agency theories, 3P's concept in Compensation Management, Compensation as Retention Strategy, Compensation for Special groups.
Diagnosis and bench marking, compensation designing –The process of Designing compensation system, Variable Performance linked Pay, executive hr compensation. .
UNIT- II   **15Hrs**
Wage structure, wage and salary differentials – Fixation of Wage, Wage Policy, Wage Incentive Systems, difference between fair wage and living wage - Wage board, Theories of wages.
UNIT- III   **15Hrs**
Monetary and Non-Monetary benefits-Approaches in fringe benefits and employee services, Salary survey – salary matrix, salary Bands and Salary Buckets, pay commission, employee benefit programme, retirement benefits, pay grade, employee benefits around the world, attendance bonus, performance linked compensation, Cafeteria approach, Incentive plans. Rewards and Awards.
UNIT- IV   **15Hrs**
Job Evaluation: meaning, definition, objectives, process, scope, methods, pitfalls to job evaluation.
UNIT- V   **15Hrs**
International compensation – Significance of International compensation, National differences in compensation, Compensation for expatriates, Difference between expatriates and repatriates. Wage fixation for expatriates, Cost and Benefit approaches to International Compensation.

TEXT BOOKS:

- Singh B.D(2017).Compensation and Reward Management(3rd edition). Excel books
- C.B Gupta(2012). Human Resources management(5th edition). S.Chand Publications
- Bhatia SK(2004).New compensation management in changing environment(1st edition). Deep and deep publications
- Mousumi S. Bhattacharya(2009). Compensation Management(1st edition). Excel Books India.

BOOK OF REFERENCE:

- ErSoniShyamSingh(2008). Compensation management (1st edition). Anurag Jain Publication
- K.Aswathappa(2013) Human Resources Management(7th edition).Tata MC Graw Hill

E-LEARNING RESOURCES:
- www.business.com
- www.businessmanagementideas.com
- www.jungohr.ca
- www.economicsdiscussion.net
- www.zenefits.com

Mapping of CO with PSO:

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
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AVG	**3**	**3**	**3**	**3**	**3**	3

KEY:
PEDAGOGY:
Lecture Methods, Group Discussion, Seminar, Case studies and Problem Solving Exercise.

SEMESTER IV

ENTREPRENEURSHIP DEVELOPMENT

TOTALHOURS:75   **SUB CODE:**

CREDIT: 3   **L-T-P: 2-1-6**

COURSE OBJECTIVES:

1. To explore the forces that is driving the growth of entrepreneurship by highlighting various case histories of successful entrepreneurs.
2. To understand the concept small scale Entrepreneurship in India
3. To provide students the new and emerging concepts in Entrepreneurship with respect the advancements in technology.
4. Provide context to those processes in the form of differences between small
and large firms, and the economic environment

COURSE OUTCOMES:

On completion of this course, the students will be able.
CO1: Understand the various domains of Entrepreneurship.
CO2: Know the parameters to assess opportunities and constraints for new business ideas and its importance towards business planning.
CO3: Understand the Components of macro and micro business environment related to entrepreneurship development
CO4: Know about the Impact of SSIs in India and its importance in economic improvement
CO5:Understand the importance of diversity in modern organizations and the emergence of entrepreneurship with special reference to export promotions

SYLLABUS

UNIT-I   **15Hrs**
The Entrepreneur -Definition- Characteristics of Successful entrepreneur. Entrepreneurial scene in India: Analysis of entrepreneurial growth in different communities – Case histories of successful entrepreneurs. Identification of potential entrepreneurs.
UNIT-II   **15Hrs**
Development   and   Training of Entrepreneur _ Cultural and Social environment in promoting entrepreneurship – Entrepreneurial environment. Check list for organizing and operating small business – Entrepreneur and Business Executive personnel administration and Management Development.
UNIT-III   **15Hrs**
Small Scale Industries – Definition _ Classification of Small Industries – Organisation structure and plant location of small scale industries.
UNIT-IV   **15Hrs**
The significance of SSI in the Indian Economy – Problems and possibilities of ancillary industries – Sickness in small scale industries – Causes and Remedies. Financial assistance to SSU, Start-ups-meaning-characteristics-types of investors for start ups-benefits and risks involved in start-ups-Role of Incubators in Entrepreneurship Development.
UNIT-V   **15Hrs**

Marketing Feasibility – New Product ideas and evaluation – Marketing Methods – Pricing Policy and channels – Exports – Problems of Small Scale Units, Women entrepreneurship-Self Help Groups, Government Organisations supporting Entrepreneurship Development.
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TEXT BOOKS:
* Dr.C.B.Gupta, Dr.S.S.Khanka, 2017, Entrepreneurship& Management in Small Business, Sultan Chand & Sons
* Vasant Desai ,2001,Dynamics of entrepreneurial development and management : Entrepreneurship, project management, finances, programmes, and problems, Himalaya Publishing house, 4. rev. Millennium ed., reprint
* B.S.Bhatia,G.S.Batra, 2002,Entrepreneurship & Management in Small Business, Deep& Deep Publications
* S.S.Khanka,2006,Entrepreneurial Development, S. Chand Limited
* Ramachandran,2009, Entrepreneurship Development, Tata McGraw-Hill Education

BOOK OF REFERENCE:
* Sushil Kumar (2016), Entrepreneurship Development in India, Aavishkar Publishers.
* Anil Kumar(2003), Entrepreneurship Development, New Age International.

E-LEARNING RESOURCES:

* www.ediindia.ac.in
* Www. indiavca.org
* www.economictimes.indiatimes.com
* www.bplans.com
* www.entrepreneur.com

Mapping of CO with PSO:

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	3	3	3	3	3	3
CO2	3	3	3	3	3	3
CO3	3	3	3	3	3	3
CO4	3	3	3	3	2	3
CO5	3	3	3	3	3	3
AVG	3	3	3	3	2.8	3

KEY:
PEDAGOGY:
Lecture method, seminars, Case study of successful entrepreneurs, online certification courses (free resources).

SEMESTER IV

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

TOTALHOURS:75   SUB CODE:
CREDIT:3   L-T-P:2-1-6

COURSE OBJECTIVES:

1. To enable the students to understand the significance of internationalizing the domestic firms
2. To help the students focus on and analyze the issues and strategies required to select and develop Human Resources pertaining to international business
3. To inculcate required skills for exhibiting human resources processes for international business firms
4. To enable the students to align various international HR concepts with the reality to take decisions that enhances organizational growth

COURSE OUTCOMES:

On completion of this course, the students will be able..
CO1: Provides the knowledge, understanding and key skills required by HR professionals working in an international firms.
CO2: Enabling students to effectively contribute to dynamic organizations
CO3: Creates an avenue for the students to understand the significance of ethical issues in HR practices and the management of people in the workplace
CO4: Provides an in-depth knowledge of specific IHRM-related theories, skills and practices.
CO5: Generate students who are competent with diverse skills, experience levels and way of thinking.

SYLLABUS

UNIT- I   **15Hrs**
Introduction and Overview to Human Resource Management - International HRM – An Introduction; Differences Between Domestic and International Human Resource Management; Expanding the Role of HRM in International Firms -Organisational Context – International HRM Approaches - The Path to Global Status – International sources of global labour supply for meeting work demand, Mode of Operation- HR and Expansion Strategies.

UNIT- II   **15Hrs**
International HRM as a Perspective International Recruitment and Selection; Performance Management - Training& Development- Compensation

UNIT- III   **15Hrs**
International HRM- Issues and Strategies Repatriation- Career Anxiety- Career counselling - Devaluing International Experience- Coping with New Role Demands -Labour Relations

UNIT- IV   **15Hrs**
International HRM- Moving Beyond Models, Challenges and Implications Managing People in International Context; Human Resource Issues in Multinational Corporations, HR outsourcing, Diversity management

UNIT- V   **15Hrs**
International HRM- International labour agreements, The Paradigm of Cross-Cultural Management Fundamentals of Culture- Cross-Cultural Perspectives- Cultural Paradox-Concept of National Culture, Cultural Sensitivity etc.

TEXT BOOKS:
- Peter J Dowling, et al**.**International Human Resource Management: Managing People in a Multinational Context (3rd ed.).
- Bernardin, H.J., and Russell, J.E. Human Resource Management (2nd ed.). Irwin-McGraw., Singapore.
- Punnett, B.J. International Perspective on Organisational Behavior and Human resource Management. PHI., New Delhi.
- Harvard Business Review. HB Press.

BOOK OF REFERENCE:
- Anne-WilHarzing., Ashly Pinnington. (2010). International Human Resource Management. SAGE.
- IbraizTarique., Dennis Briscoe., and Randell Schuler. (2015). International Human Resource Management: policies and practices for multinational enterprises
- Bernardin H.J., and Russell J.E. Human Resource Management (2nd ed.). Irwin-McGraw., Singapore.

E-LEARNING RESOURCES:
- www.ipedr.com
- www.longdom.org

Mapping of CO with PSO:

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO5	PSO6
CO1	3	3	3	3	3	3	3
CO2	3	3	3	3	3	3	3
CO3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3
AVG	3	3	3	3	3	3	3

KEY:
PEDAGOGY:
Lecture Methods, group discussion, seminar, role plays and case studies

QUESTION PAPER PATTERN

END SEMESTER EXAMINATION:

Bloom's Category Level	Sections	Marks	Word limit	Total	Meaning of K's
K1, K2	Multiple Choice Questions	30	Correct choice		
K3, K4	Section B 5 Questions out of 7 questions *5 Marks	25	Short answers {approx. 500 Words)	75	K 1 & K2 - Understanding Level K 3 - Apply Level K 4 - Analyze Level K 5 – Evaluate Level K 6 – Create Level
K4, K5,k6	Section C 1 out of 3 Questions *10 Marks + Compulsory Question 10 Marks	20	Elaborate answers (approx. 1000 Words)		

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Amendments in the regulations from 2020 – 2021 onwards

PG

Changes in Part-II

Semester – I

Title	Internal Marks	External Marks	Credits
Skill based elective-Teaching Skills	50	-	3

Semester – II

Title	Internal Marks	External Marks	Credits
Soft Skills – SWAYAM (MOOC)	50	-	4

Semester – III

Title	Internal Marks	External Marks	Credits
Skill based elective -Research Skills	50	-	3

Semester – IV

Title	Internal Marks	External Marks	Credits
Extra Disciplinary– SWAYAM (MOOC)	50	-	4