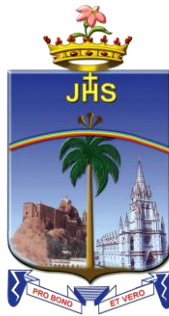


**M.A. HUMAN RESOURCE MANAGEMENT**  
**LOCF SYLLABUS – 2021**

**SCHOOLS OF EXCELLENCE**  
**WITH CHOICE BASED CREDIT SYSTEM (CBCS)**



**DEPARTMENT OF HUMAN RESOURCE MANAGEMENT**  
**SCHOOL OF MANAGEMENT STUDIES**  
**ST.JOSEPH'S COLLEGE (AUTONOMOUS)**

Special Heritage Status Awarded by UGC  
Accredited at A<sup>++</sup> Grade (IV Cycle) by NAAC  
College with Potential for Excellence by UGC  
DBT-STAR & DST-FIST Sponsored College  
Tiruchirappalli - 620 002, Tamil Nadu, India

## **SCHOOLS OF EXCELLENCE WITH CHOICE BASED CREDIT SYSTEM (CBCS) POSTGRADUATE COURSES**

St. Joseph's College (Autonomous), a pioneer in higher education in India, strives to maintain and uphold the academic excellence. In this regard, it has initiated the implementation of five "Schools of Excellence" from the academic year 2014 – 15, to meet and excel the challenges of the 21<sup>st</sup> century.

Each School integrates related disciplines under one roof. The school system enhances the optimal utilization of both human and infrastructural resources. It also enhances academic mobility and enriches employability. The School system preserves the identity, autonomy and uniqueness of every department and reinforces Student centric curriculum designing and skill imparting. These five schools adhere to achieve and accomplish the following objectives.

Optimal utilization of resources both human and material for the academic flexibility leading to excellence.

Students experience or enjoy their choice of courses and credits for their horizontal mobility.

The existing curricular structure as specified by TANSCH and other higher educational institutions facilitate the Credit-Transfer Across the Disciplines (CTAD) - a uniqueness of the choice based credit system.

Human excellence in specialized areas

Thrust in internship and / or projects as a lead towards research and

The multi-discipline nature of the School System caters to the needs of stake-holders, especially the employers.

### **Credit system:**

Weightage to a course is given in relation to the hours assigned for the course. Generally one hour per week has one credit. For viability and conformity to the guidelines credits are awarded irrespective of the teaching hours. The credits and hours of each course of a programme is given in the table of Programme Pattern. However, there could be some flexibility because of practical, field visits, tutorials and nature of project work.

For PG courses, a student must earn a minimum of 110 credits as mentioned in the programme pattern table. The total number of minimum courses offered by the Department is given in the Programme Structure.

## **OUTCOME-BASED EDUCATION (OBE)**

### **LEARNING OUTCOME-BASED CURRICULUM FRAMEWORK (LOCF)**

**OBE** is an educational theory that bases each part of an educational system around goals (outcomes). By the end of the educational experience, each student should have achieved the goal. There is no single specified style of teaching or assessment in OBE; instead, classes, opportunities and assessments should all help the students achieve the specific outcomes

Outcome Based Education, as the name suggests depends on Outcomes and not Inputs. The outcomes in OBE are expected to be measurable. In fact each Educational Institute can state its own outcomes. The ultimate goal is to ensure that there is a correlation between education and employability

**Outcome –Based Education (OBE):** is a student-centric teaching and learning methodology in which the course delivery, assessment are planned to achieve, stated objectives and outcomes. It focuses on measuring student performance i.e. outcomes at different levels.

### **Some important aspects of the Outcome Based Education**

**Course:** is defined as a theory, practical or theory cum practical subject studied in a semester.

**Course Outcomes (COs):** are statements that describe significant and essential learning that learners have achieved, and can reliably demonstrate at the end of a course. Generally three or more course outcomes may be specified for each course based on its weightage.

**Programme:** is defined as the specialization or discipline of a Degree.

**Programme Outcomes (POs):** Programme outcomes are narrower statements that describe what students are expected to be able to do by the time of graduation. POs are expected to be aligned closely with Graduate Attributes.

**Programme Specific Outcomes (PSOs):**

PSOs are what the students should be able to do at the time of graduation with reference to a specific discipline.

**Programme Educational Objectives (PEOs):** The PEOs of a programme are the statements that describe the expected achievement of graduates in their career, and also in particular, what the graduates are expected to perform and achieve during the first few years after Graduation.

### **Some important terminologies repeatedly used in LOCF.**

#### **Core Courses (CC)**

A course, which should compulsorily be studied by a candidate as a core requirement is termed as a Core course. These are the courses which provide basic understanding of their main discipline. In order to maintain a requisite standard certain core courses must be included in an academic program. This helps in providing a universal recognition to the said academic program.

#### **Discipline Specific Elective Courses (DSE)**

Elective course may be offered by the main discipline/subject of study is referred to as Discipline Specific Elective (DSE). These courses offer the flexibility of selection of options from a pool of courses. These are considered specialized or advanced to that particular programme and provide extensive exposure in the area chosen; these are also more applied in nature.

DSE: Four courses are offered, one course in each semester.

**Note:** To offer **one DSE**, a minimum of two courses of equal importance / weightage is a must.

One DSE Course in semester two is offered as interdisciplinary/common course among the departments in a School (Common Core Course) at the PG level.

#### **Generic Elective Courses**

An elective course chosen generally from an unrelated discipline/subject, with an intention to seek exposure is called a Generic Elective.

Generic Elective courses are designed for the students of **other disciplines**. Thus, as per the CBCS policy, the students pursuing particular disciplines would have to opt Generic Elective courses offered by other disciplines, as per the basket of courses offered by the college. The scope of the Generic Elective (GE) Courses is positively related to the diversity of disciplines in which programmes are being offered by the college.

Two GE Courses are offered, one each in semesters II and III. The GE course offered in semester II is within the school level and the GE in semester III is Between Schools level

#### **The Ability Enhancement Courses (AEC)**

One Main discipline related Ability Enhancement Course for 3 credits is offered for a PG programme by the Department.

#### **Skill Enhancement Courses (SECs)**

These courses focus on developing skills or proficiencies in the student, and aim at providing hands-on training. Skill enhancement courses can be opted by the students of any other discipline, but are highly suitable for students pursuing their academic programme.

One SEC is offered in semester II as a compulsory course on Soft Skills, offered by the Department of Human Excellence, common to all the students of PG programme.

**Self-paced Learning:** It is a course for two credits. It is offered to promote the habit of independent/self learning of Students. Since it is a two credit course, syllabus is framed to complete within 45 hours. It is not taught in the regular working hours.

**Comprehensive Examinations:** A detailed syllabus consisting of five units to be chosen from the courses offered over the five semesters which are of immense importance and those portions which could not be accommodated in the regular syllabus.

**Extra Credit Courses:** In order to facilitate the students, gaining knowledge/skills by attending online courses MOOC, credits are awarded as extra credits, the extra credit are at three semesters after verifying the course completion certificates. According to the guidelines of UGC, the students are encouraged to avail this option of enriching their knowledge by enrolling themselves in the Massive Open Online Courses (MOOC) provided by various portals such as SWAYAM, NPTEL and etc.

### Course Coding:

The following code system (10 alphanumeric characters) is adopted for Post Graduate courses:

21	PXX	N	XX	NN/NNX
Year of Revision	PG Department Code	Semester number.	Part Category	running number/with choice

N:- Numerals X :- Alphabet

#### Part Category

CC - Core Theory

CP- Core Practical

#### IS- Internship

#### SP- Self Paced Learning

#### CE- Comprehensive Examination

#### PW- Project Work & viva-voce

#### Electives Courses

ES – Department Specific Electives

EG- Generic Electives

EC - Additional core Courses for Extra Credits (If any)\*

#### Ability Enhancement Courses

AE – Ability Enhancement Course

SE – Skill Enhancement Course – Soft skills

CW - SHEPHERD & Gender Studies (Outreach)

### CIA AND SEMESTER EXAMINATION

#### Continuous Internal Assessment (CIA):

Distribution of CIA Marks	
Passing Minimum: 50 Marks	
Library Referencing	5
3 Components	35
Mid-Semester Test	30
End-Semester Test	30
CIA	100



## MID-SEM & END-SEM TEST

Centralised – Conducted by the office of COE

1. Mid-Sem Test & End-Sem Test: (2 Hours each); will have Objective and Descriptive elements; with the existing question pattern PART-A; PART-B; PART-C and PART D.
2. One of the CIA Component II/III for UG & PG will be of 15 marks and compulsorily a online objective multiple choice question type.
3. The online CIA Component must be conducted by the Department / faculty concerned at a suitable computer centre.
4. The one marks of PART-A of Mid-Sem and End-Sem Tests will comprise only: OBJECTIVE MULTIPLE CHOICE QUESTIONS.
5. The number of hours for the 5 marks allotted for Library Referencing/ work would be 30 hours per semester. The marks scored out of 5 will be given to all the courses (Courses) of the Semester.

**Duration of Examination must be rational;** proportional to teaching hours 90 minute-examination / 50 Marks for courses of 2/3 hours/week (all Part IV UG Courses) 3-hours examination for courses of 4-6 hours/week.

### Knowledge levels for assessment of Outcomes based on Blooms Taxonomy

S. No.	Level	Parameter	Description
1	K1	Knowledge/Remembering	It is the ability to remember the previously learned
2	K2	Comprehension/Understanding	The learner explains ideas or concepts
3	K3	Application/Applying	The learner uses information in a new way
4	K4	Analysis/Analysing	The learner distinguishes among different parts
5	K5	Evaluation/Evaluating	The learner justifies a stand or decision
6	K6	Synthesis /Creating	The learner creates a new product or point of view

### WEIGHTAGE of K – LEVELS IN QUESTION PAPER

(Cognitive Level) K- LEVELS	Lower Order Thinking			Higher Order Thinking			Total %
	K1	K2	K3	K4	K5	K6	
<b>SEMESTER EXAMINATIONS</b>	15	20	35	30			<b>100</b>
<b>MID / END Semester TESTS</b>	12	20	35	33			<b>100</b>

QUESTION PATTERN FOR SEMESTER EXAMINATION	
SECTION	MARKS
<b>SECTION-A</b> (No choice ,One Mark) <b>THREE</b> questions from each unit (15x1 =15)	<b>15</b>
<b>SECTION-B</b> (No choice ,2-Marks) <b>TWO</b> questions from each unit (10x2 =20)	<b>20</b>
<b>SECTION-C</b> (Either/or type) (7- Marks) <b>ONE</b> question from each unit (5x7 =35)	<b>35</b>
<b>SECTION-D</b> (3 out of 5) (10 Marks) <b>ONE</b> question from each unit (3x10 =30)	<b>30</b>
<b>Total</b>	<b>100</b>

<b>BLUE PRINT OF QUESTION PAPER FOR SEMESTER EXAMINATION</b>							
<b>DURATION: 3. 00 Hours.</b>				<b>Max Mark : 100</b>			
<b>K- LEVELS</b>	<b>K1</b>	<b>K2</b>	<b>K3</b>	<b>K4</b>	<b>K5</b>	<b>K6</b>	<b>Total Marks</b>
<b>SECTIONS</b>							
<b>SECTION–A</b> (One Mark, No choice) (15x1 =15)	15						<b>15</b>
<b>SECTION-B</b> (2-Marks, No choice) (10x2=20)		10					<b>20</b>
<b>SECTION-C</b> (7- Marks) (Either/or type) (5x7=35)			5				<b>35</b>
<b>SECTION-D</b> (10 Marks) (3 out of 5) (3x10=30) Courses having only <b>K4</b> levels				3			<b>30</b>
Courses having <b>K4</b> and <b>K5</b> levels <b>One K5 level question is compulsory</b>				2	1		
(Courses having <b>all the 6</b> cognitive levels <b>One K5 and K6 level questions can be compulsory</b>				1	1	1	
<b>Total</b>	<b>15</b>	<b>20</b>	<b>35</b>	<b>30</b>			<b>100</b>

<b>QUESTION PATTERN FOR MID/END TEST</b>		
<b>SECTION</b>	<b>MARKS</b>	
<b>SECTION–A</b> (No choice, One Mark) (7x1 =7)	<b>7</b>	
<b>SECTION-B</b> (No choice , 2-Marks) (6x2 =12)	<b>12</b>	
<b>SECTION-C</b> (Either/or type) (7- Marks) (3x7 =21)	<b>21</b>	
<b>SECTION-D</b> (2 out of 3) (10 Marks) (2x10=20)	<b>20</b>	
<b>Total</b>	<b>60</b>	

<b>BLUE PRINT OF QUESTION PAPER FOR MID/END TEST</b>								
<b>DURATION: 2. 00 Hours.</b>				<b>Max Mark: 60.</b>				
<b>K- LEVELS</b>	<b>K1</b>	<b>K2</b>	<b>K3</b>	<b>K4</b>	<b>K5</b>	<b>K6</b>	<b>Total Marks</b>	
<b>SECTIONS</b>								
<b>SECTION –A</b> (One Mark, No choice) (7 x 1 = 7)	7						<b>07</b>	
<b>SECTION-B</b> (2-Marks, No choice) (6 x 2 = 12)		6					<b>12</b>	
<b>SECTION-C</b> (Either/or type) (7-Marks ) (3 x 7 =21)			3				<b>21</b>	
<b>SECTION-D</b> (2 out of 3) (10 Marks) (2x10=20) Courses having only <b>K4</b> levels				2			<b>20</b>	
Courses having <b>K4</b> and <b>K5</b> levels <b>One K5 level question is compulsory</b>				1	1			
Courses having <b>all the 6</b> cognitive levels <b>One K6 level question is compulsory</b>					1	1		
<b>Total Marks</b>	<b>07</b>	<b>12</b>	<b>21</b>	<b>20</b>			<b>60</b>	
<b>Weightage for 100 %</b>	<b>12</b>	<b>20</b>	<b>35</b>	<b>33</b>			<b>100</b>	

### Assessment pattern for two credit courses.

S. No.	Course Title	CIA	Semester Examination	Total Marks
1	Self Paced Learning Course	25 + 25 = 50	50 Marks MCQ ( COE)	100
2	Comprehensive Examinations	25 +25 = 50	50 Marks (MCQ) (COE)	100
3	Internship	100	--	100
4	Field Visit	100	--	100
5	Ability Enhancement Course (AEC) for PG (3 credits)	50 (Three Components)	50 (COE) Specific Question Pattern	100
<b>Assessment Pattern for Courses in Part - IV</b>				
6	Value Education Courses and Environmental Studies	50	50 Marks (For 2.00 hours) ( COE)	100
7	Skill Enhancement Courses(SECs)	50 marks (by Course in-charge) 50 Marks ( by an External member from the Department)		100
8	SEC: SOFT SKILLS ( For UG and PG)	100	(Fully Internal)	100

## EVALUATION

### GRADING SYSTEM

Once the marks of the CIA and the end-semester examination for each of the courses are available, they will be added and converted as final mark. The marks thus obtained will then be graded as per the scheme provided in Table-1.

From the second semester onwards, the total performance within a semester and the continuous performance starting from the first semester are indicated by semester Grade Point Average (GPA) and Cumulative Grade Point Average (CGPA) respectively. These two are calculated by the following formulae:

$GPA = \frac{\sum_{i=1}^n C_i G_i}{\sum_{i=1}^n C_i}$	$WAM \text{ (Weighted Average Marks)} = \frac{\sum_{i=1}^n C_i M_i}{\sum_{i=1}^n C_i}$
<p>Where,</p> <p><math>C_i</math> is the Credit earned for the Course <math>i</math></p> <p><math>G_i</math> is the Grade Point obtained by the student for the Course <math>i</math></p> <p><math>M_i</math> is the marks obtained for the course <math>i</math> and</p> <p><math>n</math> is the number of Courses <b>Passed</b> in that semester.</p>	

**CGPA:** Average GPA of all the Courses starting from the first semester to the current semester.

### CLASSIFICATION OF FINAL RESULTS:

- i) The classification of final results shall be based on the CGPA, as indicated in Table-2.
- ii) For the purpose of Classification of Final Results, the candidates who earn the CGPA 9.00 and above shall be declared to have qualified for the Degree as 'Outstanding'. Similarly the candidates who earn the CGPA between 8.00 and 8.99, 7.00 and 7.99, 6.00 and 6.99 and 5.00 and 5.99 shall be declared to have qualified for their Degree in the respective programmes as 'Excellent', 'Very Good', 'Good', and 'Above Average' respectively.
- iii) A Pass in SHEPHERD will continue to be mandatory although the marks will not count for the calculation of the CGPA.
- iv) Absence from an examination shall not be taken an attempt.

**Table-1: Grading of the Courses**

Marks Range	Grade Point	Corresponding Grade
90 and above	10	O
80 and above and below 90	9	A+
70 and above and below 80	8	A
60 and above and below 70	7	B+
50 and above and below 60	6	B
Below 50	0	RA

**Table-2: Final Result**

CGPA	Corresponding Grade	Classification of Final Result
9.00 and above	O	Outstanding
8.00 to 8.99	A+	Excellent
7.00 to 7.99	A	Very Good
6.00 to 6.99	B+	Good
5.00 to 5.99	B	Above Average
Below 5.00	RA	Re-appearance

Credit based weighted Mark System is adopted for the individual semesters and cumulative semesters in the column 'Marks secured' (for 100)

#### Declaration of Result

Mr./ MS. \_\_\_\_\_ has successfully completed the Post Graduate in \_\_\_\_\_ programme. The candidate's Cumulative Grade Point Average (CGPA) is \_\_\_\_\_ and the class secured is \_\_\_\_\_ by completing the minimum of 110 credits.

The candidate has also acquired \_\_\_\_\_ (if any) extra by attending MOOC courses.

## Relationship matrix for Course outcomes, Programme outcomes /Programme Specific Outcomes

The Programme Outcomes(POs)/Programme Specific Outcomes(PSOs) are the qualities that must be imbibed in the graduates by the time of completion of their programme. At the end of each programme the PO/PSO assessment is done from the CO attainment of all curriculum components. The POs/PSOs are framed based on the guidelines of LOCF. There are five POs UG programme and five POs for PG programme framed by the college. PSOs are framed by the departments and they are five in numbers.

For each Course, there are five Course Outcomes to be achieved at the end of the course. These Course outcomes are framed to achieve the POs/PSOs. All course outcomes shall have linkage to POs/PSOs in such a way that the strongest relation has the weight 3 and the weakest is 1. This relation is defined by using the following table.

Mapping	<40%	$\geq 40\%$ and < 70%	$\geq 70\%$
Relation	Low Level	Medium Level	High Level
Scale	1	2	3

<b>Mean Scores of COs =</b> $\frac{\text{Sum of values}}{\text{Total No.of POs \& PSOs}}$		<b>Mean Overall Score =</b> $\frac{\text{Sum of Mean Scores}}{\text{Total No.of COs}}$	
<b>Result</b>	<b>Mean Overall Score</b>	< 1.2	# Low
		$\geq 1.2$ and < 2.2	# Medium
		$\geq 2.2$	# High

If the mean overall score is low then the course in charge has to redesign the particular course content so as to achieve high level mean overall score.

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		$\geq 2.2$	# High

If the mean overall score is low then the course in charge has to redesign the particular course content so as to achieve high level mean overall score.

## **VISION**

Forming globally competent, committed, compassionate and holistic persons, to be men and women for others, promoting a just society.

## **MISSION**

- Fostering learning environment to students of diverse background, developing their inherent skills and competencies through reflection, creation of knowledge and service.
- Nurturing comprehensive learning and best practices through innovative and value-driven pedagogy.
- Contributing significantly to Higher Education through Teaching, Learning, Research and Extension.

## **PROGRAMME EDUCATIONAL OBJECTIVES (PEO)**

- Graduates will be able to accomplish professional standards in the global environment.
- Graduates will be able to uphold integrity and human values.
- Graduates will be able to appreciate and promote pluralism and multiculturalism in working environment.

### **PROGRAMME OUTCOMES (POs) PG**

1. Graduates will be able to apply assimilated knowledge to evolve tangible solutions to emerging problems.
2. Graduates will be able to analyze and interpret data to create and design new knowledge.
3. Graduates will be able to engage in innovative and socially relevant research and effectively communicate the findings.
4. Graduates will become ethically committed professionals and entrepreneurs upholding human values.
5. Graduates groomed with ethical values and social concern will be able to understand and appreciate cultural diversity, promote social harmony and ensure sustainable environment.

### **PROGRAM SPECIFIC OUTCOMES (PSO) PG**

On completion of the Programme, the Post Graduates will be able to;

1. Apply the knowledge gained through Human Resource management to seek possible solutions for the emerging HR issues.
2. Develop analytical, behavioural and ICT skills for knowledge creation.
3. Navigate appropriate research methods and effectively communicate their findings related to labour codes and other key HR areas.
4. Become ethically competent and committed HR professionals and entrepreneurs.
5. Develop a sense of respect and appreciation for instilling cultural diversity, promoting social harmony and striving for sustainability.



<b>M.A. HUMAN RESOURCE MANAGEMENT</b>					
<b>PROGRAMME STRUCTURE</b>					
<b>Sem.</b>	<b>Specification</b>	<b>No. of Courses</b>	<b>No. of Hours</b>	<b>Credits</b>	<b>Total Credits</b>
I-IV	Core Courses : Theory	<b>14</b>	<b>78</b>	<b>67</b>	<b>78</b>
II	Self-paced learning	1	-	<b>2</b>	
IV	Comprehensive Examination	1	-	<b>2</b>	
IV	Project work & Viva Voce	1	6	<b>5</b>	
III	Internship Training (Summer Placement)	1	-	<b>2</b>	
I- IV	Discipline Specific Elective	4	20	<b>16</b>	<b>16</b>
I	Ability Enhancement Course	1	4	<b>3</b>	<b>3</b>
II	Skill Enhancement Course (Soft Skills)	1	4	<b>3</b>	<b>3</b>
III	Generic Elective IDC (WS)	1	4	<b>3</b>	<b>3</b>
IV	Generic Elective IDC (BS)	1	4	<b>3</b>	<b>3</b>
II-IV	Online courses (MOOC)	3	-	<b>(2)</b>	<b>(6)</b>
<b>I-IV</b>	<b>Outreach Programme</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>4</b>
	<b>Total</b>		<b>120</b>		<b>110(6)</b>

M.A. HUMAN RESOURCE MANAGEMENT							
PROGRAMME PATTERN							
Course Details					Scheme of Exams		
Sem	Course Code	Course title	Hrs	Cr	CIA	SE	Final
I	21PHR1CC01	Dynamics of Human Resource Management	7	6	100	100	100
	21PHR1CC02	Management Concepts & Functions	7	6	100	100	100
	21PHR1CC03	Organizational Behaviour	7	6	100	100	100
	21PHR1ES01A	<b>DSE – 1:</b> Managerial Economics	5	4	100	100	100
	21PHR1ES01B	<b>DSE – 1:</b> Human Resource information System					
	21PHR1AE01	<b>AEC :</b> Knowledge Management	4	3	50	50	50
	<b>Total</b>		<b>30</b>	<b>25</b>			
II	21PHR2CC04	Labour Legislation-I	6	6	100	100	100
	21PHR2CC05	Industrial Relation Management	5	4	100	100	100
	21PHR2CC06	Total Quality Management	5	4	100	100	100
	21PHR2CC07	Field Exposure I	1	1	100	100	100
	21PHR2SP01	<b>Self-Paced Learning :</b> Talent Management	-	2	50	50	50
	21SMS2ES02	<b>DSE –2:</b> Common Core: Human Resource Management	5	4	100	100	100
	21PSS2SE01	<b>SEC :</b> Soft skills	4	3	100	-	100
	21PHR2EG01	<b>GE-1 :</b> (WS) Organizational Behaviour	4	3	100	100	100
		Extra Credit Courses (MOOC)-1	-	(2)			
	<b>Total</b>		<b>30</b>	<b>27(2)</b>			
III	21PHR3CC08	Organizational Development	7	6	100	100	100
	21PHR3CC09	Research Methodology	7	5	100	100	100
	21PHR3CC10	Labour Legislation-II	7	5	100	100	100
	21PHR3IS01	Internship Training (Summer Placement)	-	2	100	100	100
	21PHR3ES03A	<b>DSE –3:</b> Compensation Management	5	4	100	100	100
	21PHR3ES03B	<b>DSE –3:</b> Managing Interpersonal Effectiveness					
	21PHR3EG02	<b>GE-2:</b> (BS) Counselling and Guidance	4	3	100	100	100
		Extra Credit Courses (MOOC)-2		(2)			
	<b>Total</b>		<b>30</b>	<b>25(2)</b>			
	21PHR4CC11	Managerial Counselling	6	6	100	100	100
IV	21PHR4CC12	Performance Management	6	6	100	100	100
	21PHR4CC13	Corporate Social Responsibility	6	5	100	100	100
	21PHR4CC14	Field Exposure II	1	1	100	100	100
	21PHR4ES04A	<b>DSE –4:</b> Entrepreneurship Development	5	4	100	100	100
	21PHR4ES04B	<b>DSE –4:</b> Human Resource Development and Planning					
	21PHR4PW01	Project work& Viva Voce	6	5	100	100	100
	21PHR4CE01	Comprehensive Examination	-	2	50	50	50
		Extra Credit Courses (MOOC)-3	-	(2)			
	<b>Total</b>		<b>30</b>	<b>29(2)</b>			
I-IV	21PCW4OR01	Outreach Programme (SHEPHERD)		4			
<b>Total (Four Semesters)</b>			<b>120</b>	<b>110(6)</b>			

\*The courses with a scheme of Exam 50 in CIA and SE will be converted to 100 for grading.

<b>GENERIC ELECTIVE -1: 2<sup>nd</sup> Semester</b> <b>Within school (WS)- Offered to students belong to other Departments in the School</b>							
Course Details					Scheme of Exams		
School	Course Code	Course Title	Hrs	Cr	CIA	SE	Final
<b>SBS</b>	21PBI2EG01	Herbal Technology	4	3	100	100	100
	21PBT2EG01	Medical Biotechnology	4	3	100	100	100
	21PBO2EG01	Medicinal Botany	4	3	100	100	100
<b>SCS</b>	21PCA2EG01	Applied Statistics using R	4	3	100	100	100
	21PMA2EG01	Mathematical Foundations	4	3	100	100	100
	21PCS2EG01	Mobile Adhoc Networks (MANET)	4	3	100	100	100
<b>SLAC</b>	21PEN2EG01A	Indian Literature in Translation	4	3	100	100	100
	21PEN2EG01B	English Literature For Competitive Examinations					
<b>SMS</b>	21PCO2EG01	Supply Chain Management	4	3	100	100	100
	21PEC2EG01	Labour Economics	4	3	100	100	100
	21PHR2EG01	Organizational Behaviour	4	3	100	100	100
	21PCC2EG01	Stress Management	4	3	100	100	100
<b>SPS</b>	21PCH2EG01	Industrial Products	4	3	100	100	100
	21PPH2EG01A	Solar Energy and Utilization	4	3	100	100	100
	21PPH2EG01B	Renewable Energy Resources	4	3	100	100	100

<b>GENERIC ELECTIVE -2: 3<sup>rd</sup> Semester</b> <b>Between schools (BS)- Offered to students in the Departments belong to other Schools</b> (Except the school offering the course)							
Course Details					Scheme of Exams		
School	Course Code	Course Title	Hrs	Cr	CIA	SE	Final
<b>SBS</b>	21PBI3EG02	First Aid Management	4	3	100	100	100
	21PBT3EG02	Food Technology	4	3	100	100	100
	21PBO3EG02	Horticulture and Landscaping	4	3	100	100	100
<b>SCS</b>	21PCA3EG02	Web Design	4	3	100	100	100
	21PMA3EG02	Operations Research	4	3	100	100	100
	21PCS3EG02	Advances in Computer Science	4	3	100	100	100
	21PDS3EG02	Deep Learning	4	3	100	100	100
<b>SLAC</b>	21PEN3EG02	English for Effective Communication	4	3	100	100	100
<b>SMS</b>	21PCO3EG02	Basics of Taxation	4	3	100	100	100
	21PEC3EG02	Managerial Economics	4	3	100	100	100
	21PHR3EG02	Counselling and Guidance	4	3	100	100	100
	21PCC3EG02	Dynamics of Human Behaviour in Business	4	3	100	100	100
<b>SPS</b>	21PCH3EG02	Health Science	4	3	100	100	100
	21PPH3EG02A	Physics for Competitive Exam	4	3	100	100	100
	21PPH3EG02B	Nano Science	4	3	100	100	100

Semester	Course Code	Title of the Course	Hours	Credits
I	21PHR1CC01	<b>CORE – 1: DYNAMICS OF HUMAN RESOURCE MANAGEMENT</b>	7	6

CO No.	CO–Statements	Cognitive Levels ( K –Levels)
	On successful completion of this course, students will be able to	
CO–1	understand job description, human resource planning, recruiting and selection factors that meet company human resources requirements.	K1
CO–2	describe key human resource management perspectives.	K2
CO–3	apply the terms and conceptual models to specific and especially new contexts.	K3
CO–4	investigate and articulate effective methods of training and developing employees.	K4
CO–5	recommend to organization management improvements resulting in effective application of HRM processes.	K5

#### **Unit - I: Basics and Evolution of HRM (21 Hours)**

HRM: concepts, nature, objectives, policy. PMand HRM: similarities and dissimilarities. Evolution of HRM, Contemporary HRM thoughts: Guest, Legge and Purcell. Indian HRM thought. HRM critical appraisal: Reservations, relevance and reactions. Current challenges of HRM

#### **Unit – II: Functions of HRM (21 Hours)**

HR department and HR Functions: Human Resource Planning, Human Resources Development, Compensation Management, Performance evaluation, Employee Welfare, Industrial Relations, and Corporate Social Responsibility.

#### **Unit – III: Competency Based HRM (21 Hours)**

Competency: Concept, Types, Uses for key success and its coverage. Competency frame works: meaning, objectives, importance and development. Role of HR manager in enhancing competency, HR in Merger and Acquisition Process.

#### **Unit – IV: Strategic HRM & Approaches (21 Hours)**

Strategic HRM: concept, aims, types , distinction between strategic HRM and HR strategies, Approaches to Strategic HRM, Methodology for strategy development; HRM in strategy formulation, Implementation of Strategic HRM and Criteria for an effective HR strategy.

#### **Unit – V: International HRM Concepts (21 Hours)**

International HRM: concepts, features, importance and issues. Types of employees: HCN, PCN, and TCN. Cultural dimension: Approaches of staffing: Ethnocentric, Geocentric,

Polycentric; Repatriation and its process. International Performance Management and Compensation Management.

### Books for Study

1. Pattanayak, Biswajeet, 2016, *Human Resource Management*, Prentice- hall of India Pvt Ltd. New Delhi  
(Unit 5- Chapter 14,15 and 25)
2. Prasad, L.M (2018), *Principles and Practice of Management*, New Delhi, Sultan Chand and Sons.  
(Unit-1 &Unit-3- Chapter 16,19,23)
3. Prasad L.M, 2017, *Human resource management*, New Delhi, Sultan Chand and Sons,  
(Unit 1- Chapter 6) (Unit 2- Chapter 5and 7) (Unit 3- Chapter 8,9 and 10)  
(Unit 4- Chapter 11,15 and 25)

### Books for Reference

1. Gary Dessler, (2016). *Human Resources Management* (ed.15), United Kingdom. Pearson Publisher
2. Dave Ulrich, Jon Younger, Wayne Brockbank, Mike Ulrich, (2017). *HR from the Outside In: Six Competencies for the Future of Human Resources*.United States, McGraw-Hill Education

### Web Resources

1. <https://www.digitalhrtech.com/hrm-books/>
2. [https://www.academia.edu/39035303/PDF\\_Download\\_Human\\_Resource\\_Management\\_15th\\_Edition\\_Free\\_Online](https://www.academia.edu/39035303/PDF_Download_Human_Resource_Management_15th_Edition_Free_Online)
3. <https://open.umn.edu/opentextbooks/textbooks/human-resource-management>

### Relationship matrix for Course outcomes, Programme outcomes /Programme Specific Outcomes

Semester	Course code	Title of the Course					Hours	Credits			
I	21PHR1CC01	CORE-1: DYNAMICS OF HUMAN RESOURCE MANAGEMENT					7	6			
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of Cos
	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-1	PSO-2	PSO-3	PSO-4	PSO-5	
CO-1	3	2.5	3	3	1	3	3	2	2	3	2.5
CO-2	2	3	2	3	2	3	3	2	2	3	2.5
CO-3	3	2	3	2	3	2	3	2	3	2	2.5
CO-4	3	2	2	3	1	2	3	2	2	3	2.3
CO-5	3	2	2	2	3	2	3	2	2	3	2.4
Mean overall Score											2.4 (High)

Semester	Course Code	Title of the Course	Hours	Credits
I	21PHR1CC02	CORE – 2: MANAGEMENT CONCEPTS & FUNCTIONS	7	6

CO No.	CO–Statements	Cognitive Levels ( K –Levels)
	On successful completion of this course, students will be able to	
CO–1	remember the basic concepts and functions of Management.	K1
CO–2	understand the planning process of an organization.	K2
CO–3	apply the leadership qualities to fulfill the expectations of the organization and the employees.	K3
CO–4	analyze the effective management control system.	K4
CO–5	synthesize those concepts into various decisive functions of an organization.	K5&6

**Unit – I: Concepts of Management, Evolution& Approaches (21 Hours)**

Management - definition, nature, functions, Principles, roles and skills. Distinction between Management and Administration.

**Unit – II: Development of Management Thoughts (21 Hours)**

Contribution of Taylor and Scientific Management, Contributions of Fayol, Barnard and social systems theory, contributions of Herbert Simon, Contributions of Peter Drucker, and Indian Management thoughts.

**Unit – III: Planning & Organizing (21 Hours)**

Planning: Meaning, purpose, steps, types and importance; Decision Making: models and decision trees. Organizing: Organizational structure, line and staff relationships, departmentalization, centralization, decentralization and delegation. Communication: process, types, barriers, tips for effective communication.

**Unit – IV: Directing & Coordinating (21 Hours)**

Direction: meaning, principles and techniques. Supervision: definition, functions, importance and effectiveness. Coordination: concept, types, techniques, and essentials

**Unit – V: Controlling (21 Hours)**

Control: meaning, steps, areas, resistance. Effective managerial control systems. Techniques of control: Benchmarking, budgetary control, quality, inventory. Audit and Human Resource Accounting.

**Books for study**

1. Prasad, L.M (2018), *Principles and Practice of Management*, New Delhi, Sultan Chand and Sons.  
(Unit - I: chapter 1 and 3; Unit -II: chapter 4, 11, 12 and 26; Unit-III: Chapter 22 and 16; Unit-IV: chapter 24 and 25; Unit-V: chapter 27 and 28)
2. Fred Luthans, 2016, *Organisational Behaviour*, New Delhi, McGraw Hill Publishers, (Unit III) Chapters 3,4,5
3. Steven L Mcshane, Mary Ann Von Glinow, Radha R Sharma, 2014, *Organisational Behaviour: Emerging Knowledge and Practice for the Real World*, TMH (Unit-5)

**Books for Reference**

1. Stoner & Freeman (2002), *Management*, New Delhi, PHI
2. Prahalad.C.K ,(2014) *Future at the bottom of pyramid*, Wharton school Publishing
3. Davis & Newstrom, 2015, *Organisational Behaviour*, NewDelhi, McGraw Hill Publishers.

**Relationship matrix for Course outcomes, Programme outcomes /Programme Specific Outcomes**

Semester	Course code		Title of the Course						Hours		Credits	
I	21PHR1CC02		CORE -2:MANAGEMENT CONCEPTS & FUNCTIONS						7		6	
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of Cos	
	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-1	PSO-2	PSO-3	PSO-4	PSO-5		
CO-1	1	1	1	2	2	2	2	1	3	3	1.8	
CO-2	3	2	2	3	2	3	2	2	2	2	2.3	
CO-3	3	2	2	3	3	3	2	2	3	3	2.6	
CO-4	3	3	2	3	2	3	3	3	3	3	2.5	
CO-5	3	3	2	2	2	3	3	2	2	2	2.4	
Mean overall Score											2.3 (High)	

Semester	Course Code	Title of the Course	Hours	Credits
I	21PHR1CC03	<b>CORE – 3: ORGANISATIONAL BEHAVIOUR</b>	7	6

CO No.	CO–Statements	Cognitive Levels ( K –Levels)
	On successful completion of this course, students will be able to	
CO–1	recapitulate the basic concepts in OB like meaning, approaches, theories, models and experiments.	K1
CO–2	predict the behaviour determinants (personality, perception and learning) in themselves	K2
CO–3	apply different behaviour modification techniques in themselves and others.	K3
CO–4	appraise the right value, and right attitude in themselves and live accordingly.	K4
CO–5	construct/generate individual skills as well as team skills for handling individual, group and organizational levels of conflicts to face resistance and pressures to change.	K5

#### **Unit – I: Introduction & Evolution (21 Hours)**

Organisational Behaviour – Concept, meaning, nature, objectives, approaches, S-O-B-C Models, Historical development of OB, Hawthorne Experiments. Global scenario of Organisational Behaviour – Organisational Design – Organisational Climate and Work Life Integration.

#### **Unit – II: Behaviour Determinants (21 Hours)**

Personality–concept, meaning, determinants. Perception–meaning, factors, process, Difference between perception and sensation, Learning – meaning, theories, Difference between Learning and Maturation. Motivational Theories: Content, and Contemporary theories.

#### **Unit – III: Behaviour Modification (21 Hours)**

BM: Concept, meaning, application and importance. Stress: Sources, Causes, and Management. Fatigue: Sources, Causes and management. Work Place Happiness, Conflict: meaning, types, models and conflict management

#### **Unit – IV: Organisational Team Dynamics (21 Hours)**

Team: Types, norms, roles and cohesiveness. Team building: Process, types, managing team process. Team resource, Roles and Responsibilities. Self-Identity Team skills, Process, Management influencing skills – Leadership – importance, types and theories.



**Unit – V: Organisational Change****(21 Hours)**

Challenges of change – Pressures for change, types of change, approaches. Resistance to change – individual, group and organizational. Overcoming Resistance. Promoting change – interpersonal, team and organisation

**Books for Study**

1. Davis & Newstrom, (2017) *Organisational Behaviour*, New Delhi, McGraw Hill Publishers,  
(Unit - 2) Chapter–2.
2. Fred Luthans (2016). *Organisational Behaviour*, New Delhi. Mcgraw Hill Publishers,  
(Unit - 3) Chapter–3,4,5
3. Prasad L.M. (2018) *Organisational Behaviour*, New Delhi, Sultan Chand & Sons,  
(Unit- 1&5) Chapter-1,10,11
4. Stephen Robins (2017). *Organisational Behaviour*, New Delhi, Prentice hall of India,  
(Unit-4) Chapter–5,7,94.

**Books for Reference**

1. Uma Sekaran (2016), *Organisational Behaviour*, New Delhi, Tata McGraw Hill.
2. Steven L Mcshane, Mary Ann Von Glinow, Radha R Sharma, *Organisational Behaviour: Emerging Knowledge and Practice for the Real World*, TMH. New Delhi
3. Radha R Sharma, *Organisational Behaviour: Emerging Knowledge and Practice for the Real World*, TMH. New Delhi

**Relationship matrix for Course outcomes, Programme outcomes /Programme Specific Outcomes**

Semester	Course code		Title of the Course						Hours		Credits	
I	21PHR1CC03		CORE-3: ORGANISATIONAL BEHAVIOUR						7		6	
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of Cos	
	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-1	PSO-2	PSO-3	PSO-4	PSO-5		
CO-1	3	2	2	3	2	3	2	3	2	3	2.5	
CO-2	3	3	2	2	2	3	2	2	2	2	2.3	
CO-3	3	2	3	2	3	2	3	2	2	2	2.4	
CO-4	2	3	2	2	2	2	2	2	2	3	2.2	
CO-5	3	2	2	2	2	2	2	2	2	2	2.1	
Mean overall Score											2.2 (High)	

Semester	Course Code	Title of the Course	Hours	Credits
I	21PHR1ES01A	DSE – 1: MANAGERIAL ECONOMICS	5	4

CO No.	CO–Statements	Cognitive Levels ( K –Levels)
	On successful completion of this course, students will be able to	
CO–1	describe the basic terms of managerial economics.	K1
CO–2	restate the fundamental concepts of managerial economics and their managerial implications in human resources.	K2
CO–3	illustrate the concepts like demand, supply, pricing and Indian economic policies in competitive examinations.	K3
CO–4	investigate the trade policies and its impact in human resources of an organization.	K4
CO–5	justify their decision by sharing their enriched skills and knowledge in managerial economics with the HR professionals.	K5

#### **Unit – I: Introduction & Basic Concepts (15 Hours)**

Meaning and scope of managerial economics - fundamental concepts - scarcity, Marginalism, opportunity cost - discounting - profits – optimization - risk and uncertainty.

#### **Unit – II: Demand & Supply Concepts (15 Hours)**

Demand – types, Demand decisions – demand analysis, demand elasticity, demand distinction, demand forecasting and Uses of elasticity of demand. Supply, Supply analysis - determinants of supply - elasticity of supply and its uses for managerial decision making.

#### **Unit – III: Input & Output Functions (15 Hours)**

Input and output decisions - Production function, law of variable proportion - Law of Diminishing returns - ISO quants - optimal product mix - cost - nature, determinants, types and revenue functions - BEP and its applications, Relationship between cost and production function.

#### **Unit – IV: Pricing (15 Hours)**

Price and output decisions - market environment - market research – price and output determination - price under different markets - Perfect competition, Monopoly, Duopoly, Monopolistic competition, Oligopoly. Pricing decisions and Price forecasting - nature of commodity, characteristics of price changes – minimum support price.

#### **Unit – V: Recent and Indian Economic Policies (15 Hours)**

The new economic policy of 1991- Liberalization, Globalization and Privatization – GATT - WTO – IMF - intellectual property. India's trade policy and foreign exchange management in India. Demonetization - effect and consequences of GST.

### Books for study

1. Varshney and Maheswari, 2018, *Managerial Economics*, New Delhi: Sultan Chand and sons,  
[Unit - I: Chapter 1,2,25 & 32] [Unit -II: Chapter 4, 5, 6 & 7] [Unit – III: Chapter 8, 9, 28, 30 & 36] [Unit – IV: Chapter 14, 16, 19, 20, 21, 22, 23 & 24]
2. Jhingan, M.L and Stephen, J.K. (2013). *Managerial Economics* (2<sup>nd</sup> edition, reprint). New Delhi: Vrinda Publications.  
[Unit-5 : Chapter 23]
3. Petersen, H, C., Lewis, W.C. & Jain, S.K. (2008). *Indian Economy: Developments and Challenges*. New Delhi: Pearson Education  
[Unit-2&5 : Chapter 21, 27]

### Books for Reference

1. Webb,S.C., 2015, *Managerial Economics*, Houghton Mifflin,
2. Habib-UR-Rehman2014, *Managerial Economics*, New Delhi: Himalaya Publishing House.
3. Dutt and Sundaram, 2014, *Indian Economy*, New Delhi: Sultan Chand Co.
4. Mehta, P.L. (2014). *Managerial Economics*. New Delhi: Sultan Chand and sons

### Relationship matrix for Course outcomes, Programme outcomes /Programme Specific Outcomes

Semester	Course code		Title of the Course					Hours		Credits	
I	21PHR1ES01A		DSE-1: MANAGERIAL ECONOMICS					5		4	
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of Cos
	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-1	PSO-2	PSO-3	PSO-4	PSO-5	
CO-1	2	2	2	2	2	2	2	2	2	2	2.0
CO-2	3	3	3	2	3	3	3	3	2	3	2.8
CO-3	2	2	2	3	3	2	2	2	3	3	2.4
CO-4	2	3	3	2	3	2	3	3	2	3	2.6
CO-5	2	3	3	2	3	2	3	3	2	3	2.6
Mean overall Score											2.4 (High)

Semester	Course Code	Title of the Course	Hours	Credits
I	21PHR1ES01B	DSE – 1: HUMAN RESOURCE INFORMATION SYSTEM	5	4

CO No.	CO-Statements	Cognitive Levels ( K –Levels)
	On successful completion of this course, students will be able to	
CO-1	write the key components of Human resource information system and articulate the use of HRIS in different contexts.	K1
CO-2	explain the vital framework and models of Information system architecture and Human Capital Accounting.	K2
CO-3	classify and apply successful project management in organizations.	K3
CO-4	analyze critically the Integration of HR System in Indian organizations.	K4
CO-5	compose opportunities for developing the individual Flexi office employment towards organizational competence.	K5&6

#### **Unit – I: Introdcution to Information System (15 Hours)**

Introduction to information system – Establishing the framework – Business models – Information system architecture – Evolution of information system – Modern Information System – System Development Life cycle – Structured Methodologies.

#### **Unit – II: Project Management (15 Hours)**

Project Management – Organisation Strategy – Project Selection – Defining the project – Managing risks – Leadership - Overview of International projects.

#### **Unit – III: Human Captial Accountiong (15 Hours)**

Human capital Accounting: Measuring human resource strength – Skills and competency measurement – Matching project requirements – Measuring cost –Flexi office employment, Compensation accounting.

#### **Unit – IV: System Utility (15 Hours)**

Systems: Systems for Leave Accounting Pay roll, LTC, Incentives, Welfare Measures, Career growth monitoring, Performance Appraisal and Statuary requirements.

#### **Unit – V: Changing HR Systems (15 Hours)**

Changing HR Systems - Changing world of HR, Integration of HR System, Paperless office and Outsourcing of HR.

**Books for study**

1. Kenneth C. Laudon and Jane Price Laidon,(2015) “ *Management Information Systems – Managing the Digital Firm*”, New Delhi, Pearson Education, Asia,  
(Unit I, II & III)
2. Clifford F, Gray and Erik W Larson (2016), *Project Management – The Managerial process*, New Delhi, McGraw Hill International edition.  
(Unit-IV&V)

**Books for Reference**

1. Amrit,Tiwana(2016) *The Management Information Process*, Pearson Education
2. Dixon, N. M. (2014). *How to deal with MIS*, Boston, Mass: Harvard Business School Press.
3. Kimiz Dalkir, (2013) *Knowledge about Management information system*, Routledge

**Relationship matrix for Course outcomes, Programme outcomes /Programme Specific Outcomes**

Semester	Course code		Title of the Course						Hours	Credits	
I	21PHR1ES01B		DSE-1: HUMAN RESOURCE INFORMATION SYSTEM						5	4	
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of Cos
	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-1	PSO-2	PSO-3	PSO-4	PSO-5	
CO-1	3	2	2	2	2	3	3	3	2	2	2.4
CO-2	3	3	2	2	2	3	3	3	2	2	2.5
CO-3	2	2	2	2	2	3	3	2	2	3	2.3
CO-4	3	3	2	2	2	3	3	2	3	2	2.5
CO-5	3	3	3	2	2	3	3	2	2	3	2.6
Mean overall Score											2.4 (High)

Semester	Course Code	Title of the Course	Hours	Credits
<b>I</b>	<b>21PHR1AE01</b>	<b>AEC: KNOWLEDGE MANAGEMENT</b>	<b>4</b>	<b>3</b>

CO No.	CO–Statements	Cognitive Levels ( K –Levels)
	On successful completion of this course, students will be able to	
<b>CO–1</b>	understand the key components of Knowledge Management and articulate its usage in different contexts.	<b>K1</b>
<b>CO–2</b>	explain the key theories and models of Knowledge architecture and conversion.	<b>K2</b>
<b>CO–3</b>	apply appropriate knowledge strategies in organizations.	<b>K3</b>
<b>CO–4</b>	define learning organizations and critically analyze the knowledge management practices in organizations.	<b>K4</b>
<b>CO–5</b>	create opportunities for developing the individual knowledge competence towards organizational competence.	<b>K5&amp;6</b>

#### **Unit – I: Introduction to KM (12 Hours)**

Knowledge Management: meaning, objectives, importance and scope. Knowledge as human resource – The paradigm shift: Knowledge Worker, Knowledge Society, Knowledge enabled organization Building blocks of knowledge: Data, Information, Knowledge, Wisdom, Truth and the Knowledge Continuum. Difference between KM and Information Management, Knowledge Mapping, Intellectual Capital.

#### **Unit – II: KM Architecture (12 Hours)**

KM architecture: Meaning, complexity, purpose - Ways of understanding Knowledge (types) Technical and Cognitive aspects – Types of Knowledge Management Cycle - Zack KM cycle (1996)- Bukowitz and Williams KM cycle(2003) – Mc Elroy KM cycle (1999) –Wiig KM cycle (1993) - Knowledge conversation / conversion / creation: The S-E-C-I modes - Knowledge Spiral - Developing, securing, distributing and combining knowledge and Recent KM issues in organization.

#### **Unit – III: Strategic KM (12 Hours)**

Knowledge as strategy and strategic KM, Knowledge Leadership: Views of Peter Senge and Peter Drucker. The Seven Strategic Levers, Creating successful knowledge strategies. KM in practice and basics of Logical reasoning.

**Unit – IV: Knowledge Sharing (12 Hours)**

Knowledge sharing: Meaning, need, importance - Guidance for knowledge sharing - Measurement of knowledge sharing behavior - Knowledge sharing practices - Barriers to knowledge sharing - Knowledge sharing skills and effective knowledge sharing.

**Unit - V: Knowledge Competent Organisation (12 Hours)**

Knowledge as the primary source of organizational effectiveness - KM processes in organizations - Conditions for organizational knowledge creation –The Five Phase Model of organizational knowledge - Challenges in organizational KM –Learning Organizations: Views of Peter Senge (The Fifth Discipline). KM experience of Indian companies.

**Books for study**

1. Devanesan, P. (2009) *Knowledge Management*, Department of HRM Publication, St. Joseph's College, Tiruchirapalli  
[Units: I to V]
2. Pattanayak, B. (2015) *Human Resource Management*, Prentice-Hall of India, New Delhi (Chapter 20 Knowledge Creation and Management)  
[Units II & V]

**Books for Reference**

1. Amrit, Tiwana (2016) *The Essential Guide to Knowledge Management*, Pearson Education
2. Amrit, Tiwana (2015) *The Knowledge Management Tool Kit*, Pearson Education
3. Dixon, N. M. (2014). *Common knowledge: How companies thrive by sharing what they know*, Boston, Mass: Harvard Business School Press.
4. Kimiz Dalkir, (2013) *Knowledge Management in Theory and Practice*, Routledge.

**Relationship matrix for Course outcomes, Programme outcomes /Programme Specific Outcomes**

Semester	Course code		Title of the Course					Hours/ week	Credits		
I	21PHR1AE01		AEC: KNOWLEDGE MANAGEMENT					4	3		
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of Cos
	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-1	PSO-2	PSO-3	PSO-4	PSO-5	
CO-1	3	2	2	2	2	3	3	3	2	2	2.4
CO-2	3	3	2	2	2	3	3	3	2	2	2.5
CO-3	2	2	2	2	2	3	3	2	2	3	2.3
CO-4	3	3	2	2	2	3	3	2	3	2	2.5
CO-5	3	3	3	2	2	3	3	2	2	3	2.6

Mean overall Score	2.4 (High)
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Semester	Course Code	Title of the Course	Hours	Credits
II	21PHR2CC04	CORE – 4: LABOUR LEGISLATION-I	6	6

CO No.	CO–Statements	Cognitive Levels ( K –Levels)
	On successful completion of this course, students will be able to	
CO–1	remember the recent labour codes with its amalgamation.	K1
CO–2	comprehend the practical application of labour codes at various areas of industrial practices.	K2
CO–3	face the competitive exams in the key areas of labour codes.	K3
CO–4	analyze and integrate labour codes with developments among human resources in industrial avenues.	K4
CO–5	undertake researches pertaining to employees’ issues in an industrial environment.	K5

#### **Unit – I: Basic Concepts of Labour Laws (18 Hours)**

Definition, Meaning of employment – Significance of labour – Historical perspectives – Industrial Revolution – Labour welfare – Nature, Scope, need and Sources - Principles of Labour Laws – Provisions in the Constitution of India – Concept and purpose of International Labour Laws – The ILO – Organs of the ILO – Conventions – India and the ILO.

#### **Unit – II: Concepts of Occupation Safety and Health (18 Hours)**

Concepts of Occupation safety and health - Clauses – short title, extent, commencement and applications. Registration – Registration of certain establishments, Appeal, Notice by employer of commencement and cessation of operation. Duties of Employer and Employees – duties and responsibilities of owner, agent and manager relation to mine, duties of manufacturers, designer, importers or suppliers, notice of certain accidents, certain dangerous occurrences and certain diseases, duties and rights of employee.

#### **Unit – III: Codes of Occupation Safety, Health & Welfare (18 Hours)**

Codes of Occupation safety and health – national occupational safety and health advisory board, state occupational safety and health advisory board, occupational safety and health standards, research related activities, safety and occupational health surveys, safety committee and safety officers. **Health and Working conditions** – responsibility of employer to maintaining health and working conditions. **Welfare provisions** – welfare facilities in the establishment. Hours of work and Annual leave with wages – weekly and daily working hours, leave, weekly and compensatory holidays, extra wages for overtime, night shifts,



prohibition of overlapping shifts, restriction on double employment in factory and mine, notice of periods of work, annual leave with wages. Maintenance of Registers and Records and filing of returns. Inspectors-cum-Facilitators and other authority. Special provisions relating to employment of women.

#### **Unit – IV: Contract Labour & Inter-State Migrant Worker (18 Hours)**

Contract labour and Inter-state migrant worker – applicability of this part, appointment of licensing of contractors, licensing of contractors, grant of license, no fees or commission or any cost to workers, information regarding work order to be given to the appropriate government, revocation, suspension and amendment of license, appeal, liability of principal employer for welfare facilities, effect of employing contract labour from a non – licensed contractor, responsibility for payment of wages, experience certificate, prohibition of employment of contract labour, power to exempt in special cases. **Inter – state migrant worker** – facilities to interstate migrant workers, displacement allowance, journey allowance, past liabilities. **Mines** – managers, code not to apply in certain cases, exemptions from provision regarding employment, employment of persons below eighteen year of age, decision of question whether a mine is covered under this code. Beedi and cigar workers – license to industrial premises and person, appeals, permission to work by employees outside industrial premises, part not to apply to self – employed persons to private dwelling houses. Building and other construction workers – prohibition of employment of certain persons in certain building or other construction work.

#### **Unit – V: Codes of Factories (18 Hours)**

Codes of Factories– approval and licensing of factories, liability of owner of premises in certain circumstances, power to apply the code to certain premises, dangerous operation, constitution of appraisal committee, compulsory of disclosure of information by occupier, specific responsibility of occupier in relation to hazardous process, national board to inquire into certain situations, emergency standards, permissible limits of exposure of chemicals and toxic substances, right of workers to warn about imminent danger, appeal against the order of Inspector-cum-Facilitator in case of factory, power to make exempting rules and order. Offences and Penalties.

#### **Books for study**

1. Malik P.L (2015) *Industrial Law*; Eastern Book Company; 34, Lalbagh, Lucknow.  
(Unit - 1, 2 – Chapter 3, 5, 7)
2. Kapoor N.D (2016) *Handbook of Industrial Law*; Sultan Chand & Sons, 23, Darya Ganj, New Delhi – 110002.  
(Unit - 3, 4 - Chapter-17, 20, 24)
3. Gulshan.S S (2017) *Economic, Labour and Industrial Laws*; Sultan Chand & Sons, 23, G.K. Kapoor Daryaganj, New Delhi- 2.  
(Unit-5- Chapter-28, 30)

**Books for Reference**

1. Sinha, P.R.N.(2019), *Labour Legislation*. New Delhi, Pearson Education.
2. H.L. Kumar (2017) *Labour Laws*; Universal Laws Publishing Co. Pvt. Ltd., Delhi – 110033.
3. Malik P.L (2015) *Labour and Industrial Laws* (Pocket Edition); Eastern Book Company, 34, Lalbagh, Lucknow-226 001.

**Relationship matrix for Course outcomes, Programme outcomes /Programme Specific Outcomes**

Semester	Course code		Title of the Course					Hours		Credits	
II	21PHR2CC04		CORE -4:LABOUR LEGISLATION-I					6		6	
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of Cos
	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-1	PSO-2	PSO-3	PSO-4	PSO-5	
CO-1	3	3	2	2	2	3	3	3	2	1	2.4
CO-2	3	2	2	1	1	2	3	2	2	2	2.0
CO-3	3	3	3	3	3	3	3	1	3	3	2.8
CO-4	3	3	3	2	2	3	3	3	2	2	2.6
CO-5	3	3	3	2	2	3	3	1	2	2	2.4
Mean overall Score											2.4 (High)

Semester	Course Code	Title of the Course	Hours	Credits
II	21PHR2CC05	<b>CORE – 5: INDUSTRIAL RELATION MANAGEMENT</b>	5	4

CO No.	CO–Statements	Cognitive Levels ( K –Levels)
	On successful completion of this course, students will be able to	
CO–1	remember the concepts of Industrial Relations.	K1
CO–2	comprehend the disciplinary proceedings and grievance handling measures in the context of socio-economic and industrial environment.	K2
CO–3	apply the latest IR codes while dealing with the trade unions.	K3
CO–4	analyze the labour codes for research activities in the dynamic areas of industrial relations.	K4
CO–5	synthesize labour codes by sharing their enriched knowledge and skill with the concerned people.	K5&6

### **Unit – I: Concept of Industrial Relations & Trade Unions (15 Hours)**

Concept of industrial relations - Preliminary – short title, extent and commencement, definitions. Bi– Partite Forums – Works Committee, Grievance Redressal Committee. Codes of Trade Unions.

### **Unit – II: Codes for Standing Orders (15 Hours)**

Codes for Employment of standing orders. Notice of change – notice of change, power of appropriate government to exempt. Voluntary reference of dispute to arbitration.

### **Unit – III: Mechanism for Resolution of Industrial Disputes (15 Hours)**

Mechanism for resolution of Industrial Disputes – conciliation officer, Industrial Tribunal, National Industrial Tribunal, Decision of National Industrial Tribunal, Procedure and powers of arbitrator, conciliation officer, powers of Tribunal and National Industrial Tribunal to give appropriate relief in case of discharge or dismissal of worker, transfer of pending cases, adjustment of services of presiding officers under repealed Act, conciliation and adjudication of dispute, functions of National Industrial Tribunal, form of award - its communication and commencement, payment of full wages to worker pending proceedings in higher courts, persons on whom settlements and awards are binding, period of operation of settlements and awards, recovery of money due from employer. Strikes and Lock-outs – prohibition of strikes and lock-outs, illegal strikes and lock-outs, prohibition of financial aid to illegal strikes or lock-outs.

#### **Unit – IV: Lay – off, Retrenchment and Closure (15 Hours)**

Lay – off, Retrenchment and Closure – application of section 67 to 69, definition of continuous service, rights of workers laid-off for compensation, duty of an employer to maintain muster rolls of workers, workers not entitled for compensation in certain cases, conditions precedent to retrenchment of workers, procedure for retrenchment, Reemployment of retrenched workers, Compensation to workers in case of transfer of establishment, Sixty days' notice to be given of intention to close down any undertaking, Compensation to workers in case of closing down of undertakings.

#### **Unit – V: Special Provisions to Lay Off, Retrenchment & Closure in Certain Establishments (15 Hours)**

Special provisions to Lay – off, Retrenchment and Closure - Application of this chapter, Prohibition of Lay-off, Conditions precedent to retrenchment of workers to which Chapter X applies, Procedure for closing down an undertaking, Duty of an employer to maintain muster rolls of workers, Worker re-skilling fund. Prohibition of unfair labour practice. Offences and penalties – Power of officers of appropriate Government to impose penalty in certain cases, penalties, cognizance of offences, offences by companies and composition of offences

#### **Books for study**

1. Mamoria, C.B (2016)., *Industrial Labour and Industrial Relations in India*, Kitab Mahal, [Unit 2] - Chapter 3, 4
2. Sinha,P.R.N. (2019), *Labour Legislation*.New Delhi, Pearson Education. [Unit 1& 3] - Chapter 9, 14
3. H.L. Kumar (2017) *Labour Laws*; Universal Laws Publishing Co. Pvt. Ltd., Delhi [Unit 5] - Chapter 22, 28

#### **Books for Reference**

1. Bhagoliwal, (2015), *Personnel Management and Industrial Relations*, New Delhi, Kitab Mahal Publishers.
2. *Industrial Relations Code*, 2019.
3. Bhatia, S.K. (2016), *Constructive Industrial Relations and Labour Laws*. Deep and Deep. New Delhi, 2003.

#### **Web Resources**

[https://labour.gov.in/sites/default/files/364\\_2019\\_LS\\_Eng.pdf](https://labour.gov.in/sites/default/files/364_2019_LS_Eng.pdf)

**Relationship matrix for Course outcomes, Programme outcomes /Programme Specific Outcomes**

Semester	Course code	Title of the Course					Hours	Credits			
II	21PHR2CC05	CORE -5: INDUSTRIAL RELATION MANAGEMENT					5	4			
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of Cos
	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-1	PSO-2	PSO-3	PSO-4	PSO-5	
CO-1	3	3	2	2	1	3	3	1	3	3	2.4
CO-2	3	3	2	2	3	2	2	2	3	3	2..5
CO-3	3	2	2	2	2	3	2	2	3	2	2.3
CO-4	3	3	3	2	1	3	3	2	2	3	2.5
CO-5	3	2	2	3	3	3	1	2	3	3	2.5
Mean overall Score											2.4 (High)

Semester	Course Code	Title of the Course	Hours	Credits
II	21PHR2CC06	<b>CORE – 6: TOTAL QUALITY MANAGEMENT</b>	5	4

CO No.	CO–Statements	Cognitive Levels ( K –Levels)
	On successful completion of this course, students will be able to	
CO–1	remember the principles and concepts of TQM in today's context.	K1
CO–2	understand the TQM systems adopted by other countries.	K2
CO–3	apply TQM concepts and systems for the organizational effectiveness.	K3
CO–4	explore the Practical knowledge through Statistical Process Control.	K4
CO–5	evaluate the possibilities to become committed TQM expert.	K5

#### **Unit – I: Introduction to TQM (15 Hours)**

Quality: definition, Dimensions, planning, Quality cost, TQM: meaning, definition and fundamental concepts. Historical review: contribution from W. Edwards Deming and Joseph .M. Juran

#### **Unit – II: TQM Principles (15 Hours)**

Customer satisfaction, Customer perception, customer complaints, customer retention Employee involvement - motivation, empowerment, teams, recognitions and rewards, and supplier partnership. Continuous process improvements - Juran Trilogy, PDSA cycle and 5SKaizen.

#### **Unit – III: Models of TQM (15 Hours)**

TQM Models: Fuji Xerox model, Norman Rickad model, Eicher group model, Basic frame move model, Operational model, Diamond model, Umbrella model, Kano's basics of TQM model, Westing house model, Itoh model, Peratech model, Kehoe's integrated model, Eight components model, Building block model and Dhruv model.

#### **Unit – IV: Statistical Process Control & TQM Tools (15 Hours)**

TQM Tools: Seven basic QC tools-Check sheets, Cause and Effect diagram, Pareto Analysis, Scatter diagram, Histogram, Control charts and Flow diagram. Concept of Six Sigma, Bench marking, Brain storming and Quality circle.

**Unit – V: Quality Systems****(15 Hours)**

Quality audit, Quality awards – Malcolm Baldrye National Quality Award (United States), Deming Price (Japan), European Quality Award, Golden Peacock National Quality Award and Australian Quality Award. ISO 9000, 2000 and 14000; Case studies.

**Book for Study**

Sharma.D.D. 2015, *TQM-Principles, Practices and Cases*, Delhi, Sultan Chand Publications,

**Unit I**–Chapter2, 3, 4&6

**Unit II**- Chapter14, 16, 4 & 8

**Unit III**- Chapter 3

**Unit IV**- Chapter 7,10,31,15 & 9

**Unit V** – Chapter 25&32

**Book for Reference**

Krishnan. K, Karmegam. G and Somasundaram.R (2016), *TQM*, Coimbatore, R.K. Publishers.

**Relationship matrix for Course outcomes, Programme outcomes /Programme Specific Outcomes**

Semester	Course code					Title of the Course					Hours	Credits
II	21PHR2CC06					CORE-6: TOTAL QUALITY MANAGEMENT					5	4
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of Cos	
	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-1	PSO-2	PSO-3	PSO-4	PSO-5		
CO-1	2	2	2	2	2	2	2	2	2	2	2.0	
CO-2	3	3	3	2	2	3	3	3	2	2	2.6	
CO-3	2	2	3	3	3	2	2	3	3	3	2.6	
CO-4	2	3	3	2	3	2	3	3	2	3	2.6	
CO-5	2	2	2	3	3	2	2	2	3	3	2.4	
Mean overall Score											2.4 (High)	

Semester	Course Code	Title of the Course	Hours	Credits
II	21PHR2SP01	SELF-PACED LEARNING: TALENT MANAGEMENT	-	2

CO No.	CO-Statements	Cognitive Levels ( K –Levels)
	On successful completion of this course, students will be able to	
CO-1	remember talent management practices in the competitive business environment.	K1
CO-2	restate talent planning process according to the situational demands.	K2
CO-3	apply their talents appropriately in the arising circumstances.	K3
CO-4	analyze the organizational talents to meet the challenging demands.	K4
CO-5	evaluate the right talents of the employees and reinforce them with rewards.	K5

#### **Unit – I: Introduction**

Talent Management: Introduction, employment life cycle, Talent: - engine of new economy, difference between talents and skill, leveraging talent, the talent value chain, elements of talent friendly organizations.

#### **Unit – II: Talent Management System**

Talent Management System – elements and benefits of Talent Management System; challenges of TMS; building blocks of talent management: competencies, evaluating employee potential, talent management strategy aligned with business strategy, Talent acquisition.

#### **Unit – III: Talent Planning & Development**

Talent Planning – succession management process; cross functional capabilities and fusion of talents, value driven cost structure; contingency plan for talent; building a reservoir of talent, leadership coaching.

#### **Unit – IV: Return on Talent**

Return on talent; ROT measurements; optimizing investment in talent; integrating compensation with talent management; developing talent management information system Competencies.

#### **Unit –V: Talent Acquisition**



Talent Acquisition; Onboarding Talent Review Sessions; Talent and Acceleration Pools Retention and Engagement Career Management/ Development Planning Measuring effectiveness.

### Books for Study

1. Berger, Lance A and Dorothy Berger (Eds.), (2014) *The Talent Management Handbook*, Tata McGraw Hill, New Delhi.  
(Unit 1, 3, 4 & 5- Chapter 1, 2, 4, 6, 8)
2. Chowdhary, Subir, (2014) *The Talent Era*, Financial Times- Prentice Hall International  
(Unit 1, 2, 3, & 5- Chapter 7, 12, 31, 33)

### Books for Reference

1. Chowdhary, Subir, (2014) *Organization 2IC*, Pearson Education, New Delhi
2. Sanghi, Seema, (2015) *The Handbook of Competency Mapping*, Response Books, New Delhi

### Relationship matrix for Course outcomes, Programme outcomes /Programme Specific Outcomes

Semester	Course code	Title of the Course							Hours	Credits	
II	21PHR2SP01	SELF- PACED LEARNING : TALENT MANAGEMENT							-	2	
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of Cos
	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-1	PSO-2	PSO-3	PSO-4	PSO-5	
CO-1	3	3	2	2	2	3	3	3	2	2	2.5
CO-2	3	3	1	3	3	3	2	2	2	2	2.4
CO-3	3	2	2	3	1	3	1	2	3	3	2.3
CO-4	3	3	3	3	3	3	3	1	3	3	2.8
CO-5	3	3	3	3	2	3	2	2	2	2	2.5
Mean overall Score											2.5 (High)

Semester	Course Code	Title of the Course	Hours	Credits
II	21SMS2ES02	DSE –2: (Common Core) HUMAN RESOURCE MANAGEMENT	5	4

CO No.	CO–Statements	Cognitive Levels ( K –Levels)
	On successful completion of this course, students will be able to	
CO–1	describe the principles of Human resource management.	K1
CO–2	explain the features of Job evaluation techniques, compensation policies and procedures.	K2
CO–3	illustrate various methods of recruitment, training and development.	K3
CO–4	analyze and interpret the factors influencing employee relations and grievance handling mechanisms.	K4
CO–5	recognize the Employee empowerment in Indian and Global Scenario.	K5&6

**Unit – I: Introduction to Human Resource Management (15 Hours)**

HRM – Meaning, Nature, Objectives, Scope and Functions. Line and Staff views of HRM, HRM as a profession, Future role of HRM, Department structure of HRM. HR Metrics, HRM in Small and Medium Scale Enterprises and Challenges of HRM at today’s context.

**Unit – II: Human Resource Planning & Recruitment (15 Hours)**

HR planning - Job Analysis – Job Specification and Job description. Recruitment – Sources, characteristics and types. Selection process. Types of tests and interviews. Induction Programme. Promotion and Transfers, Demotions, Separations and Employee Mobility.

**Unit – III: Strategic HRM & Performance Appraisal (15 Hours)**

Role of HRM in Corporate Goal Setting, Levels and Models of Strategic HRM, Applications of Strategic HRM. Performance Appraisal – Purpose, Methods, Factors, Problems. Performance Appraisal and Potential Appraisal. Performance Management Systems.

**Unit – IV: Training & Development (15 Hours)**

Training – Need, Importance, Steps, Methods. Training needs assessment. Management Development Programme – Significance and methods. Stages of Career Planning and Development, Career counseling and Employee counselling.

**Unit – V: Compensation Administration (15 Hours)**

Compensation plan – Incentives - individual and group. Benefits – Bonus and Fringe

benefits. Developing a sound compensation plan, wage policy, types of wage and Emoluments, Executive compensation – Factors and issues. HRM in Virtual Organisations.

### Books for Study

1. Pravin Durai, (2010), *Human Resource Management*, Pearson Education Books, New Delhi.  
(Unit-1 & Unit-3- Chapter 16, 19, 23)
2. Prasad L.M, 2017, *Human resource management*, New Delhi, Sultan Chand and Sons,  
(Unit 2- Chapter 5 and 7) (Unit 4- Chapter 8,9 and 10) (Unit 5- Chapter 11,15 and 25)

### Books for Reference

1. VSP Rao (2002), *Human Resource Management: Text & Cases*, Excel Books, New Delhi.
2. Edwin Flippo (1984), *Personnel Management*, Tata McGraw Hill, New Delhi.
3. Gary Dessler, (2016). *Human Resources Management* (ed.15). Pearson Publisher, United Kingdom
4. Mamoria C. B. & Gankar S. V, (2008), *Human Resource management*, Himalaya Publishing House New Delhi
5. Monappa A and Saiyadain, M (2001), *Personnel management*, Mc-Graw Hill Education, New Delhi
6. DeCenzo, D.A. & Robbins, S.P, (2001), *Fundamentals of Human Resource Management*, John Wiley and Sons, New Delhi.

### Relationship matrix for Course outcomes, Programme outcomes /Programme Specific Outcomes

Semester	Course code					Title of the Course					Hours	Credits
II	21SMS2ES02					DSE –2: ( Common Core) HUMAN RESOURCE MANAGEMENT					5	4
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of Cos	
	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-1	PSO-2	PSO-3	PSO-4	PSO-5		
CO-1	3	3	3	2	3	3	2	3	3	2	2.7	
CO-2	3	3	3	2	2	3	3	3	2	2	2.6	
CO-3	3	3	3	3	2	3	3	2	3	3	2.8	
CO-4	3	3	2	3	2	3	3	2	2	2	2.5	
CO-5	3	3	3	2	2	3	3	3	2	3	2.7	
Mean overall Score											2.7 (High)	

Semester	Course Code	Title of the Course	Hours	Credit
II	21PSS2SE01	SEC – 1: SOFT SKILLS	4	3

#### **Programme outcome (Pos)**

- To identify the skill gap of the college students and provide a focused training on soft skills and empower the students with employability skills that make them industry fit
- To encourage small group learning that promote individual attention and rigorous evaluations as hallmarks of the course
- To adapt a teaching and learning methodology that is purely dependent on activity based learning, participation, assignments, interactions, assessments and evaluations that take away boredom of participants
- To create an interface between industries and educational institutions that match the expectations of employers and abilities of the employees
- To respond and reach out to other institutions the impact of Soft Skills on faculty and students that effectively serve as a corollary to technical education

#### **Programme Specific outcomes (PSOs)**

##### **After the successful completion of the course, students will learn:**

- the dynamics of effective and professional communication skills and put them into daily use
- to write a Professional resume using creative methods of online platforms
- the dynamics of interview skills and GD preparations and presentations in public platforms and present the best of themselves as job seekers
- to understand, analyze and express their personality styles and personal effectiveness in various environments
- to learn and update themselves with the required knowledge in Numerical ability and Test of Reasoning for competitive examinations

#### **Course outcomes (COS)**

##### **Upon completion of this course, students will:**

- be exposed and trained in various nuances of Soft Skills in a Professional manner responding to the requirements of national and international market
- be able to synthesize the knowledge and practical skills learnt to be personally effective in any managerial positions
- be equipped to construct plans and strategies to work for better human society

- be able to illustrate the problems at work and home and design solutions and maintain a balance of work and home
- be able to connect on a continuum and maintain growth and sustainability and creativity in employment that increases in productivity, profit for individuals and the society.

## **Module 1: Effective Communication & Professional communication**

**Effective communication:** Definition of communication, Process of Communication, Barriers of Communication, Non-verbal Communication. JOHARI Window as a tool of effective communication.

**Professional Communication:** The Art of Listening, The passage, Kinesthetic, Production of Speech, Speech writing , Organization of Speech, Modes of delivery, Conversation Techniques, Good manners and Etiquettes, Different kinds of Etiquettes, Politeness markers.

## **Module II. Resume Writing & Interview Skills**

**Resume Writing:** Meaning and Purpose. Resume Formats. Types of s Resume. Functional and Mixed Resume, Steps in preparation of Resume, Model resumes for an IT professional Chronological, Types of interviews, Creative resumes using online platforms

**Interview Skills:** Common interview questions, Dos and Don'ts for an interview, Attitude, Emotions, Measurement, Body Language, Facial expressions, Different types of interviews, Telephonic interviews, Behavioral interviews and Mock interviews (Centralized).

## **Module III: Group Discussion & Team Building**

**Group Discussion:** Group Discussion Basics, GD as the first criterion for selecting software testers, Essentials of GD, Factors that matter in GD, GD parameters for evaluation, Points for GD Topics, GD Topics for Practice, Tips for GD participation. Video shooting of GD presentation & Evaluation (Centralized)

**Team Building:** Characteristics of a team, Guidelines for effective team membership, Pedagogy of team building, Team building skills. Team Vs Group – synergy, Types of synergy, Synergy relates to leadership ,Stages of Team Formation, Broken Square-Exercise, Leadership, Leadership styles, Conflict styles, Conflict management strategies & Exercises

## **Module IV: Personal Effectiveness**

**Personal Effectiveness:** Self Discovery: Personality, Characteristics of personality, kinds of self, Personality inventory table, measuring personality, intelligence and Exercises

Self Esteem: Types -High & Low self esteem, Ways of proving self esteem, Hypersensitive to criticism, activities. Goal setting: Goal setting process, Decision making process & Exercises.

Stress Management: Identifying stress, Symptoms of stress, Responding to Stress, Sources of stress, Coping with stress and Managing stress.

### **Module V: Numerical Ability**

Average, Percentage, Profit and Loss, Problems of ages, Simple Interest, Compound Interest, , Area, Volume and Surface Area, Illustration, Time and Work, Pipes and Cisterns, Time and Distance, Problems on Trains, Illustrations, Boats and Streams, Calendars and Clocks.

### **Module VI: Test of Reasoning**

Verbal Reasoning: Number series, letter series, coding and decoding, logical sequence of words, Assertion and Reasoning, Data Sufficiency, Analogy, Kinds of relationships.

**Non-Verbal Reasoning: Completion of Series**, Classification, analogical, Pattern comparison, Deduction of figures out of series, Mirror Reflection Pattern, Hidden figures, Rotation pattern, Pattern completion and comparison, Sense of direction, Blood relations.

### **Text cum Exercise book**

Melchias G, Balaiah John, John Love Joy (Eds), 2018. *Winners in the Making: A primer on soft skills*. SJC, Trichy.

### **References**

- \* Aggarwal, R.S. *Quantitative Aptitude*, S.Chand & Sons
- \*.Aggarwal, R.S. (2010). *A Modern Approach to Verbal and Non Verbal Reasoning*. S.Chand & CO, Revised Edition.
- \* Covey, Stephen. (2004). *7 Habits of Highly effective people*, Free Press.
- \* Egan, Gerard. (1994). *The Skilled Helper* (5th Ed). Pacific Grove, Brooks/Cole.
- \* Khera ,Shiv (2003). *You Can Win*. Macmillan Books , Revised Edition.

### **Other Text Books**

- \* Murphy, Raymond. (1998). *Essential English Grammar*. 2nd ed., Cambridge University Press.
- \* Prasad, L. M. (2000). *Organizational Behaviour*, S.Chand & Sons.
- \* Sankaran, K., & Kumar, M. *Group Discussion and Public Speaking* . M.I. Pub, Agra, 5th ed., Adams Media.
- \* Schuller, Robert. (2010) . *Positive Attitudes*. Jaico Books.
- \* Trishna's (2006). *How to do well in GDs & Interviews*, Trishna Knowledge Systems.

\*\* Yate, Martin. (2005). *Hiring the Best: A Manager's Guide to Effective Interviewing and Recruiting*\*

Semester	Course Code	Title of the Course	Hours	Credits
II	21PHR2EG01	Generic Elective-1 (WS): ORGANISATIONAL BEHAVIOUR	4	3

CO No.	CO-Statements	Cognitive Levels ( K –Levels)
	On successful completion of this course, students will be able to	
CO–1	gain knowledge on group dynamics and learn skills required for working in groups (team building).	K1
CO–2	assess the processes used in developing communication and resolving conflicts.	K2
CO–3	demonstrate the organizational behavioral issues in the context of organizational behavior theories and models	K3
CO–4	summarizes the organizational behavioral issues in the context of organizational behavior concepts.	K4
CO–5	interpret change management and describe its dimensions and discuss the implementation of organizational change.	K5

**Unit – I: Basic Behavioural Concepts (12 Hours)**

Organizational Behaviour –meaning, objectives, approaches, Models of OB. Historical development of OB – Hawthorne Experiments. Organisational Climate – Meaning, importance, determinants, and measurements.

**Unit – II: Behaviour Determinants (12 Hours)**

Personality – meaning, determinants. Perception – meaning, factors, process, Difference between perception and sensation, Learning – meaning, Difference between Learning and Maturation. Motivational Theories:

**Unit – III: Behaviour Modification (12 Hours)**

B.M: Concept, meaning, application and importance. Stress: Sources and Causes, Management. Work place emotions. Conflict: meaning, types and Models

**Unit – IV: Organisational Team Dynamics (12 Hours)**

Team: Types, designs, development, norms, roles and cohesiveness. Team building: Process, types, managing team process- Team resource, Roles and Responsibilities. Team skills and Team Dynamics

**Unit – V: Organisational Change****(12 Hours)**

Challenges of change – Pressures for change, types of change, Resistance to change – individual, group and organizational. Overcoming Resistance. Promoting change – interpersonal, team and organizational methods and Consequences of change.

**Books for Study**

1. Davis & Newstrom, 2015, *Organisational Behaviour*, New Delhi, McGraw Hill Publishers,  
**Unit 1 Chapter-2.**
2. Fred Luthans, 2016, *Organisational Behaviour*, New Delhi, Mcgraw Hill Publishers,  
**Unit 2 &3 Chapters 3,4,5**
3. Prasad L.M. 2010 *Organisational Behaviour*, New Delhi, Sultan Chand & Sons,  
**Unit 4 & 5 Chapters 1, 10, 11**
4. Steven L Mcshane , Mary Ann Von Glinow, Radha R Sharma, 2014, *Organisational Behaviour: Emerging Knowledge and Practice for the RealWorld*,TMH  
**Unit-5**

**Books for Reference**

1. Uma Sekaran (2016), *Organisational Behaviour*, New Delhi, Tata McGraw Hill.
2. Steven L Mcshane, Mary Ann Von Glinow, Radha R Sharma, *Organisational Behaviour: Emerging Knowledge and Practice for the Real World*, TMH. New Delhi
3. Radha R Sharma, *Organisational Behaviour: Emerging Knowledge and Practice for the Real World*, TMH.New Delhi

**Relationship matrix for Course outcomes, Programme outcomes /Programme Specific Outcomes**

Semester	Course code		Title of the Course					Hours	Credits		
II	21PHR2EG01		Generic Elective-1: (WS) ORGANISATIONAL BEHAVIOUR					4	3		
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of Cos
	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-1	PSO-2	PSO-3	PSO-4	PSO-5	
CO-1	3	2	2	2	2	3	3	2	2	3	2.4
CO-2	2	3	2	1	2	3	3	2	2	3	2.3
CO-3	2	2	3	2	3	2	3	2	3	2	2.4
CO-4	2	2	2	3	2	2	3	2	2	3	2.3
CO-5	2	2	2	2	3	2	3	2	2	3	2.3



<b>Mean overall Score</b>	<b>2.3 (High)</b>
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<b>Semester</b>	<b>Course Code</b>	<b>Title of the Course</b>	<b>Hours</b>	<b>Credits</b>
<b>III</b>	<b>21PHR3CC08</b>	<b>CORE-8: ORGANISATIONAL DEVELOPMENT</b>	<b>7</b>	<b>6</b>

<b>CO No.</b>	<b>CO-Statements</b>	<b>Cognitive Levels ( K –Levels)</b>
	On successful completion of this course, students will be able to	
<b>CO-1</b>	explain various terms and components in OD.	<b>K1</b>
<b>CO-2</b>	identify organizational situations resulting towards OD interventions.	<b>K2</b>
<b>CO-3</b>	apply theories in current research undertakings, relating to individuals, groups, organizations to the process of change.	<b>K3</b>
<b>CO-4</b>	diagnose ongoing activities within an organization design, and plan for the implementation of selected OD interventions.	<b>K4</b>
<b>CO-5</b>	generate group dynamics, demonstrate skills in working with a team and team-processes.	<b>K5</b>

**Unit – I: Introduction (21 Hours)**

Concept, Characteristics, Scope and Historical Perspectives of OD. Underlying Assumptions and Values of OD. Organizations as systems' Models.

**Unit – II: Operational Components (21 Hours)**

Operational concepts: Diagnostic Component, Action Component, Process Maintenance Component and Action Research.

**Unit – III: OD Interventions (21 Hours)**

OD Interventions: Personal, Interpersonal, Group process interventions, Team Interventions, Inter - group Interventions, Structural Interventions and Comprehensive Interventions.

**Unit – IV: Implementation and Assessment (21 Hours)**

Implementation, Conditions for failure and success in OD efforts, Assessment of OD and change in Organizational Performance, The impact of OD: Mechanistic and Organic Systems

**Unit – V: Some Key Considerations & Issues in OD****(21 Hours)**

Organizational Changes: Challenges of changes, types of changes, resistance to change, overcoming changes, promoting changes through individual, team and organization.

**Books for Study**

1. French, Bell and Zawacki, 2017, *Organization Development Theory, Practice and Research*, Universal Book Stall, Third edition.  
[Unit-1,2,3]- Chapter 16,21,25,28
2. Wendell, L. French and Cecil H. Bell, Jr, 2016 *Organization Development*, PHI, 3rd,4th,6th edition,  
[Unit 4, 5] - Chapter 7 and 8.

**Books for Reference**

Luthans, Fred, 2014, *Organisational Behaviour*, New Delhi; Tata McGraw Hill Publishers.

**Relationship matrix for Course outcomes, Programme outcomes /Programme Specific Outcomes**

Semester	Course code		Title of the Course						Hours		Credits	
III	21PHR3CC08		CORE-8: ORGANISATIONAL DEVELOPMENT						7		6	
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of Cos	
	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-1	PSO-2	PSO-3	PSO-4	PSO-5		
CO-1	2	3	2	3	2	2	2	3	2	3	2.4	
CO-2	2	3	2	2	2	2	2	2	2	2	2.1	
CO-3	3	2	2	2	3	2	3	2	2	2	2.3	
CO-4	2	3	2	2	2	2	3	2	2	3	2.3	
CO-5	3	2	2	2	2	2	2	2	2	2	2.1	
Mean overall Score											2.2 (High)	



Semester	Course Code	Title of the Course	Hours	Credits
III	21PHR3CC09	<b>CORE -9: RESEARCH METHODOLOGY</b>	7	5

CO No.	CO-Statements	Cognitive Levels ( K –Levels)
	On successful completion of this course, students will be able to	
CO-1	acquire knowledge of major concepts relevant to conduct an independent research.	K1
CO-2	understand the nature, strength of various research designs and measurements and data collection methods.	K2
CO-3	apply a range of quantitative and qualitative research techniques to Human Resource Management problems.	K3
CO-4	demonstrate knowledge of data analysis and compile skills required for writing and presenting research reports.	K4
CO-5	develop necessary critical thinking skills in order to evaluate different research approaches utilized in various sector.	K5

#### **Unit – I: Basic Concepts & Types of Research (21 Hours)**

Research - meaning, nature, scope, process and needs; qualities of a researcher; Types of research, selecting a topic for research, Research Problem selection, formulation and statement; review of literature; Feasibility study; pilot study; variables and hypothesis: Meaning, types and sources,

#### **Unit – II: Research Design & Data Collection (21 Hours)**

Research Design- meaning, types and interdependence of designs; Data collection- Primary methods: observation, interview, questionnaire and survey- Secondary methods: Books, documents (published and unpublished) survey reports, biographies.

#### **Unit – III: Samplig Techniques & Scaling (21 Hours)**

Population, universe; sampling – meaning, need, advantage, disadvantage, types: probability sampling - simple random, stratified, systematic, cluster; non probability sampling -quota, convenience, purposive, judgment; sampling frame, sample units and sample size, sampling Errors; Scaling techniques – Important, reliability, validity and construction; attitude scales - meaning, importance and types (Likert scale and Semantic differential scale).

#### **Unit – IV: Data Processing & Analysis (21 Hours)**

Data processing - editing, coding, classification and tabulation, difference between classification and tabulation; Data analysis – Frequency distribution; Measure of central tendency - mean, median and mode; Measure of dispersions - quartiles, mean and standard deviations; Measure of association - Correlation, Rank Correlation and regression analysis; Test of Hypothesis - parametric tests: student's 't' test and analysis of variance (one way classification) and non-parametric test (chi-square test), diagrammatic & graphic

presentations - significance and types (bar-charts and pie-diagrams). Learning Statistical applications in the Computer Lab.

### Unit – V: Data Interpretation & Report Writing (21 Hours)

Interpretation of data - meaning, importance and interpretation; Report writing - outline of a research report, content of research report, types of research report Plagiarism, Citation, foot notes, Bibliography and reference writing, (APA and Harvard model ) and guide lines for writing a standard research report and oral report presentation.

#### Book for Study

Kothari. C.R., (2017), *Research Methodology*, Mumbai, Viswa Prakasan,  
(Unit 1, 2, 3, 4 & 5- Chapter 1, 2, 4, 6, 8, 17)

#### Books for Reference:

1. Ahuja, Ram, (2014), *Research Methods*, Jaipur, Rawat publication.
2. Dooley, David, (2015), *Social Research Methods*, Delhi, Prentice Hall.
3. Raj Kumar, (2012), *Methodology & Social Science Research*, Jaipur, Book Enclave.
4. Young, Pauline V. (2015), *Scientific Social Surveys and Research*, New Delhi, Macmillan Publication.

#### Relationship matrix for Course outcomes, Programme outcomes /Programme Specific Outcomes

Semester	Course code		Title of the Course						Hours	Credits	
III	21PHR3CC09		CORE-9 : RESEARCH METHODOLOGY						7	5	
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of Cos
	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-1	PSO-2	PSO-3	PSO-4	PSO-5	
CO-1	3	2	2	2	2	3	3	2	2	3	2.4
CO-2	2	3	2	1	2	3	3	2	2	3	2.3
CO-3	2	2	3	2	3	2	3	2	3	2	2.4
CO-4	3	2	2	3	1	2	3	2	2	3	2.3
CO-5	3	2	2	2	3	3	3	2	2	3	2.5
Mean overall Score											2.3 (High)

Semester	Course Code	Title of the Course	Hours	Credits
III	21PHR3CC10	<b>CORE-10: LABOUR LEGISLATION – II</b>	7	5

CO No.	CO–Statements	Cognitive Levels ( K –Levels)
	On successful completion of this course, students will be able to	
CO–1	demonstrate a strong foundation in terms of labour legislation.	K1
CO–2	share the enriched knowledge in labour laws with the stakeholders in organisation.	K2
CO–3	conduct research in the application of labour laws pertaining to industrial environment.	K3
CO–4	analyse the changes in the industrial and social environment and apply the changing laws according to the need.	K4
CO–5	develop competency to interpret and implement labour legislation within organization.	K5

#### **Unit – I: The Code on Social Security, 2020 (21 Hours)**

The Code on Social Security, 2020 - Chapter 1: Short title, extent, commencement and application, definitions, Registration and cancellation of an establishment. Chapter III: Employees Provident Fund - Appointment of officers of Central Board, Schemes, Funds, Contribution in respect of employees and contractors, Fund to be recognized under Act 43 of 1961, Priority of payment of contributions over other debts, Authorizing certain employers to maintain provident fund accounts, Transfer of accounts, Appeal to Tribunal.

#### **Unit – II: Employees State Insurance Corporation (21 Hours)**

Employees State Insurance Corporation- Clauses - Principal Officers and other staff, Employees' State Insurance Fund, Purposes for which Employees' State Insurance Fund may be expended, Holding of property, etc., All employees to be insured, Contributions, Administrative expenses, Provisions as to payment of contributions by employer, etc., Benefits, Corporation's power to promote measures for health, etc., of Insured Persons, Presumption as to accident arising in course of employment, Accidents happening while acting in breach of law, etc., Occupational disease., References to medical board, Dependents' benefit, Medical benefit, Provision of medical treatment by State Government or by Corporation, General provisions as to benefits, Corporation's rights when an employer fails to register, etc., Liability of owner or occupier of factories, etc., for excessive sickness benefit, Scheme for other beneficiaries.

#### **Unit – III: Gratuity & Maternity Benefits (21 Hours)**

Payment of gratuity, Continuous service, Nomination, Clauses - Determination of amount of gratuity, Compulsory insurance, competent authority. Maternity Benefit: Employment of, or work by, women prohibited during certain period, Right to payment of maternity benefit, Continuance of payment of maternity benefit in certain cases, Notice of claim for maternity

benefit and payment thereof, Payment of maternity benefit in case of death of a woman, Payment of medical bonus, Leave for miscarriage, etc., Nursing breaks, Creche facility, Dismissal for absence during pregnancy, No deduction of wages in certain cases, Forfeiture of maternity benefit, Duties of employer, Power of Inspector-cum-Facilitator to direct payments to be made.

#### **Unit – IV: Employee's Compensation (21 Hours)**

Employee's Compensation: Reports of fatal accidents and serious bodily injuries, Employer's liability for compensation, Compensation in case of death of or injury in plantation, Amount of compensation, Compensation to be paid when due and damages for default, Method of calculating monthly wages for purposes of compensation, Distribution of compensation, Notice and claim, Special provisions relating to accidents occurring outside Indian territory, Medical examination, Contracting, Remedies of employer against stranger, Insolvency of employer, Power to require from employers statements regarding fatal accidents.

#### **Unit – V: The Code on Wages, 2019 (21 Hours)**

The Code On Wages, 2019: Payment of Wages: Mode of payment of wages, Fixation of wage period, Time limit for payment of wages, Deductions which may be made from wages, Fines, Deductions for absence from duty, Deductions for damage or loss, Deductions for services rendered, Deductions for recovery of advances, Deductions for recovery of loans, Chapter not to apply to Government establishments. Minimum Wages: Payment of minimum rate of wages, Fixation of minimum wages, Components of minimum wages, Procedure for fixing and revising minimum wages. Payment of Bonus - Eligibility for bonus, etc., Proportionate reduction in bonus in certain cases, Computation of number of working days, Disqualification for bonus, Payment of bonus out of allocable surplus, Computation of available surplus, Set on and set off of allocable surplus, Deduction of certain amounts from bonus payable and Time limit for payment of bonus.

#### **Books for study**

1. Puri, S.K (2016) *Labour & Industrial Laws*: Universal Law Publishing Co. Pvt. Ltd., G.T. Karnal Road, Delhi – 110033.

##### **Unit-1**

2. *Laws (Legal Manual) Relevant Bare Acts.*

##### **Unit-2,3**

3. Kapoor N.D & Rajni Abbi (2016): *General Laws and Procedures*; Sultan Chand & Sons. New Delhi.
4. Taxmann (2017): *Labour Laws*.

##### **Unit-3,4,5**

5. Mehta, P.L. & Tasmal, S.G (2017) *Labour Laws*, Rai Technology University, Unit-1,4

#### **Books for Reference**

1. Srikanta Mishra (2015), *Labour Laws & Industrial Relations*, New Delhi: Deep & Deep Publications,
2. Vaidyanathan,S (2017), *Factory Laws Applicable in Tamil Nadu – 5 Volumes*, Chennai: Madras Book Agency,
3. Agarwal,S.L (2016) ., *Labour Relations Law*, New Delhi: Macmillan publications

#### Web sources

1. [https://labour.gov.in/sites/default/files/SS\\_Code\\_Gazette.pdf](https://labour.gov.in/sites/default/files/SS_Code_Gazette.pdf)
2. <https://labour.gov.in/>
3. <https://labour.gov.in/ebook/SS/index.html>

#### Relationship matrix for Course outcomes, Programme outcomes /Programme Specific Outcomes

Semester	Course code					Title of the Course					Hours	Credits
III	21PHR3CC10					CORE-10: LABOUR LEGISLATION –II					7	5
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of Cos	
	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-1	PSO-2	PSO-3	PSO-4	PSO-5		
CO-1	3	2	2	2	1	3	2	3	2	2	2.2	
CO-2	3	3	2	2	2	3	3	3	2	2	2.5	
CO-3	2	2	3	2	2	3	3	2	2	2	2.3	
CO-4	3	2	2	3	2	3	2	2	2	3	2.4	
CO-5	2	2	2	2	3	2	3	2	2	3	2.3	
Mean overall Score											2.3 (High)	



Semester	Course Code	Title of the Course	Hours	Credits
III	21PHR3IS01	INTERNSHIP TRAINING (SUMMER PLACEMENT)	-	2

CO No.	CO-Statements	Cognitive Levels ( K –Levels)
	On successful completion of this course, students will be able to	
CO-1	enlist the practical functions of Human Resource Department.	K1
CO-2	outline the implementation of the Labour Laws as per the government regulations.	K2
CO-3	examine the skills learnt according to the demands of the industrial scenario.	K3
CO-4	categories the changes in the industrial and social environment and take decision according to the changing laws.	K4
CO-5	recommend new methods in leadership, problem solving and decision making process as per HR guidelines.	K5

#### **Unit – I: Orientation about the Organisation**

Orientation about the Organisation – Recruitment and Selection Procedure and Welfare Facilities – Social Security Enactments – Communication Systems - Leadership & Motivational Programmes – Worker’s Participation in Management – Total Quality Management

#### **Unit – II: Wage and Salary Administration**

Wage and Salary Administration – Grievance Handling – Industrial Disputes Act/ Applications – Performance Appraisal – Training & Development – Trade Union – Corporate Social Responsibility.

#### **Unit – III: Application of Labour Codes**

Labour codes – competency building, interpersonal relation maintenance, HRIS and Knowledge sharing.

#### **Unit – IV: HR Department Functions**

Time office function - book keeping function – holding attendance register - grievance handling - conducting enquiry.

**Relationship matrix for Course outcomes, Programme outcomes /Programme Specific Outcomes**

Semester	Course code	Title of the Course					Hours	Credits			
III	21PHR3IS01	INTERNSHIP TRAINING					0	2			
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of Cos
	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-1	PSO-2	PSO-3	PSO-4	PSO-5	
CO-1	2	2	2	2	2	2	2	2	2	2	2.0
CO-2	3	2	2	3	3	3	2	2	3	3	2.6
CO-3	3	3	3	2	3	3	3	3	2	3	2.8
CO-4	2	3	3	2	3	2	3	3	2	3	2.6
CO-5	2	2	3	2	3	2	2	3	2	3	2.4
Mean overall Score											2.4 (High)

Semester	Course Code	Title of the Course	Hours	Credits
III	21PHR3ES03A	DSE – 3: COMPENSATION MANAGEMENT	5	4

CO No.	CO–Statements	Cognitive Levels ( K –Levels)
	On successful completion of this course, students will be able to	
CO–1	remember different machineries and the process involved in wage fixation in India.	K1
CO–2	understand the key components of compensation.	K2
CO–3	apply the familiarized means of computation of wages and benefit schemes	K3
CO–4	analyze the theories of wages and critically evaluate the role played by wage policy in safeguarding the interest of the workers.	K4
CO–5	develop, design and restructure reward management systems, policies and strategies.	K5

#### **Unit – I: Basic Concepts (15 Hours)**

Wage and Salary - concept, types of wages – minimum wage, fair wage, living wage, and; wage and salary administration – wage fixation - Authorized deductions and imposition of fines on employees. Legal measures for wage & salary.

#### **Unit – II: Theories of Wages (15 Hours)**

Ricardo’s subsistence theory of wages (Iron Law of Wages), Adam Smith’s wage fund theory, Surplus value theory of Karl Marx, Residual claimant theory, Profit maximization theory; ILO on wage policy, National wage policy in India and State wage policy.

#### **Unit – III: Methods of Wage Fixation (15 Hours)**

Computation of wage and salary, Wage differentials - characteristics, Payment by- time rate, over time, piece rate, performance and employee benefit schemes (Merit pay /skill based pay); payment of wages with productivity / efficiency; dearness allowance – basis for calculation and fringe benefits; executive remuneration and perks; labour cost; wage survey - features and CTC (cost to the company).

#### **Unit – IV: Machineries of Wage Fixation (15 Hours)**

Machineries of wage fixation – wage boards, pay commissions, conciliation, adjudication and arbitration; procedure for wage fixation – job evaluation, its process and methods; Team Compensation - Competency Based Compensation, Collective agreements and productivity agreements; Profit sharing and bonus.

**Unit – V: Incentive Systems****(15 Hours)**

Compensation Strategy - Monetary & Non - Monetary Rewards, Intrinsic Rewards and Cafeteria Style Compensation, internal and external equity in reward management; Incentive payment plans - Rowan, Halsey, Taylor, Gantt, Emerson and Scanlon, profit sharing - purpose, merits and demerits. Gain sharing – features; productivity oriented incentive schemes - individual and group bonus schemes; principles to make incentive schemes effective and ESOP schemes.

**Books for study**

1. Sharma.A.M, (2018), *Understanding wage system*, Bombay, Himalaya Publishers  
(Units 2, 4 and 5: Chapters 3,4 and 6)
2. Jain S.P. & Narang. K.L., (2015), *Cost Accounting*, New Delhi, Sulthan Chand & Sons,  
(Unit 3: Chapter 2)
3. Dipak Kumar Bhattacharya, (2019), *Compensation*, New Delhi, Oxford University Press,  
(Units 1 and 3: Chapters 1 and 5).

**Books for Reference**

1. Prasad, N. K. (2015), *Principles & Practice of accounting*, New Delhi, Sulthan Chand & Sons.
2. Gupta, A. (2016), *Wage & Salary Administration in India*, New Delhi, Anmoe Publications Private Limited.

**Relationship matrix for Course outcomes, Programme outcomes /Programme Specific Outcomes**

Semester	Course code		Title of the Course						Hours	Credits	
III	21PHR3ES03A		DSE-3: COMPENSATION MANAGEMENT						5	4	
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of Cos
	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-1	PSO-2	PSO-3	PSO-4	PSO-5	
CO-1	2	2	2	2	2	3	2	2	2	2	2.1
CO-2	2	2	2	3	2	2	3	2	2	3	2.3
CO-3	3	3	2	3	3	3	3	2	3	3	2.8
CO-4	2	2	2	3	3	2	2	2	3	3	2.4
CO-5	3	3	2	3	2	3	3	2	2	2	2.5
Mean overall Score											2.4 (High)

Semester	Course Code	Title of the Course	Hours	Credits
III	21PHR3ES03B	<b>DSE – 3: MANAGING INTERPERSONAL EFFECTIVENESS</b>	5	4

CO No.	CO–Statements	Cognitive Levels ( K –Levels)
	On successful completion of this course, students will be able to	
CO–1	understand the different types of business correspondence.	K1
CO–2	comprehend knowledge about the effectiveness of a successful manager.	K2
CO–3	prepare a concrete action plan for their future based on their learnings on managing interpersonal effectiveness.	K3
CO–4	apply the acquired basic career skills and enhance employability skills.	K4
CO–5	practice the seven essential habits of highly effective people.	K5

#### **Unit – I: Private Victory (15 Hours)**

Concepts - Manager, effectiveness and Managerial effectiveness. Be proactive: Social mirror, Stimulus-Response, Proactive language, Circle of influence. Begin with end in mind: The power of creation, Be a creator, Personal mission statement, Principle centered person, Right brainvs. Left brain. Put first things first: Four generation of time management, Quadrant I, II, III and IV types of personalities, Power of influence.

#### **Unit – II: Public Victory (15 Hours)**

ThinkWin/Win: Six paradigm of human interactions. Seek first to understand then to be understood: Empathetic listening – diagnosing – understanding and perception. Synergize: Synergy in class room, business synergy and Business analysis.

#### **Unit – III: Continuous Renewal (15 Hours)**

Sharpen the Saw: Four dimensions of renewal, balance in renewal synergy, synergy in renewal, the upward spiral. Inter generational living and becoming a transition person.

#### **Unit – IV: Correspondence Skills (15 Hours)**

Business letter, qualities of an effective Business letter, the language of a business letter and the lay-out of a business letter. Enquiries and Replies: Hints for drafting an ‘Enquiry’ and ‘Reply’. Claims and Adjustments: Hints for drafting complaints and making adjustments. Collection letters: How to write an effective collection letter, Collection series –Sending statement of account, Reminders, Inquiry and discussion, Appeal and Urgency, Demand and Warning. Circular letters: Banking Correspondence, Insurance Correspondence, Import and Export Correspondence.

#### **Unit – V: Job Career Skills (15 Hours)**

Application letters, Interview letters, References, Testimonials, Letters of Appointment, Confirmation, Promotion, Retrenchment and Resignation. How to run a meeting: making

disagreement productive, Instructions for observers, How to be an effective participant, How to be an effective discussion leader and how to write and read minutes. How to write a memo and warning letters.

### Books for Study

1. Korlahalli & Rajendra Pal, (2016) *Essentials of Business Communication*, Sultan Chand & Sons.  
**Unit 1, 2 – Chapter 2**
2. E.H.Mc Grath S.J. (2015) *Basic Managerial skills for all*, Prentice–Hall of India Private ltd.,  
**Unit 2 – Chapter 2, 6**
3. Covey R. Stephens, (2014), *The Seven Habits of Highly Effective People*, London, Simon & Schuster Publications  
**Unit–3, 4, 5 Chapters 2, 4, 5, 6, 7.**

### Books for Reference

Luthans, Fred, (2016), *Organisational Behaviour*, New Delhi, Tata McGraw Hill Publishers.

### Relationship matrix for Course outcomes, Programme outcomes /Programme Specific Outcomes

Semester	Course code		Title of the Course					Hours		Credits	
III	21PHR3ES03B		DSE-3: MANAGING INTERPERSONAL EFFECTIVENESS					5		4	
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of Cos
	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-1	PSO-2	PSO-3	PSO-4	PSO-5	
CO-1	3	2	3	2	2	2	2	2	3	2	2.3
CO-2	3	2	2	3	2	3	2	2	3	3	2.5
CO-3	3	3	2	2	2	3	2	2	2	3	2.4
CO-4	3	2	2	2	2	3	2	2	2	2	2.2
CO-5	3	3	2	3	3	3	2	2	3	3	2.7
Mean overall Score											2.4 (High)

Semester	Course Code	Title of the Course	Hours	Credits
III	21PHR3EG02	<b>Generic Elective-2 (BS): COUNSELLING &amp; GUIDANCE</b>	4	3

CO No.	CO-Statements	Cognitive Levels ( K –Levels)
	On successful completion of this course, students will be able to	
CO-1	acquire knowledge on group dynamics and learn skills required for working in groups (team building).	K1
CO-2	learn organizational change management and its implementation.	K2
CO-3	illustrate organizational behavioral issues in the context of theories, models and concepts.	K3
CO-4	analyze the processes used in developing communication and resolving conflicts.	K4
CO-5	synthesize potential effects of organizational level factors (structure, culture and change) on organizational behavior.	K6

**Unit – I: Basic Concepts & Growth of Counselling Psychology (12 Hours)**

Counselling: Meaning, objectives, principles, counselor, counselee. – Qualities of a good Counsellor. Process of counseling - types of counselling – Counselling Relationship.

**Unit – II: Development of Counselling Skill (12 Hours)**

Introduction to the Important Schools of Counselling, Psychoanalytic Foundations, Transactional Analysis, Gestalt Therapy, Rational Emotive Therapy, Person - Centred Approach to Counselling, An Integrated Model, Essentials of Skills, Non verbal Cues.

**Unit – III: Counselling Intervention in Organisation (12 Hours)**

Empathy, Listening and Responding, Effective Feedback, Performance Counselling, Counselling in Problem Situations, Interpersonal Conflicts.

**Unit – IV: Psychometric Testing (12 Hours)**

Theory and Issues in Psychological Testing, Intelligence Testing - Theoretical Background, Aptitude Testing.

**Unit – V: Ethical, Professional Preparation & Training (12 Hours)**

Ethical principles – Responsibilities. Counselling in different settings; group - educational, family, clinical, career & guidance and industries. Status of guidance and counseling movement in India.

### Books for Study

1. Narayana Rao., 2014, *Counseling and Guidance*, New Delhi, Tata McGraw- Hill, (Unit I - Chapter 1)(Unit II - Chapters 3 & 4) (Unit III - Chapters 5-7) (Unit IV – Chapter 8) (Unit V – Chapters 13-15)
2. Charles J. Gelso, Bruce R.Fretz, 2015, *Counseling Psychology*, Bangalore, PRISM Books Pvt Ltd, 2015 (Unit I - Chapters1&2) (Unit III – Chapter 9) (Unit IV - Chapter 6) (Unit V - Chapters 3 & 8).

### Books for Reference

1. Antony D.John, 2017, *Dynamics of Counseling*, Nagercoil, Anugraha Publications,
2. Diane E. Papallia, Sally Wendkos Old, Ruth Duskin Feldman. 2016 *Human Development*, JohnWiley & Sons. Inc,E-book
3. Eggert A.Max, 2019, *Perfect Counseling*, UK, Random House Business Books.
4. Christine Lister – Ford (2017), *A short introduction toPsychotherapy*, New Delhi, Sage Publications.
5. Gary Groth – Marnat (2016), *The handbook of Psychological Assessment*, John Wiley & Sons, E-book.
6. Susana Urbina (2014), *Essentials of Psychological testing*, JohnWiley & Sons. Inc, E-book.

### Relationship matrix for Course outcomes, Programme outcomes /Programme Specific Outcomes

Semester	Course code		Title of the Course					Hours		Credits	
III	21PHR3EG02		Generic Elective-1 (BS): Counselling & Guidance					4		3	
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of Cos
	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-1	PSO-2	PSO-3	PSO-4	PSO-5	
CO-1	2	2	1	2	1	3	2	3	2	2	2.0
CO-2	3	2	2	2	2	3	2	3	2	2	2.3
CO-3	2	2	3	2	2	3	3	2	2	2	2.3
CO-4	3	2	2	1	2	3	2	2	2	3	2.2
CO-5	2	2	2	2	3	2	3	2	2	3	2.3
Mean overall Score											2.2 (High)



Semester	Course Code	Title of the Course	Hours	Credits
IV	21PHR4CC11	<b>CORE-11: MANAGERIAL COUNSELLING</b>	6	5

CO No.	CO-Statements	Cognitive Levels ( K –Levels)
	On successful completion of this course, students will be able to	
CO-1	recall the fundamental concepts of counselling.	K1
CO-2	understand emotional problems with their sources and develop abilities to deal with them.	K2
CO-3	develop listening skills for effective communication.	K3
CO-4	describe different schools of counselling and construct one's own style of counselling.	K4
CO-5	differentiate the problems and issues to attain the workable solutions.	K5

#### **Unit – I: Basic Concepts & Growth of Counselling Psychology (18 Hours)**

Meaning of the terms guidance, counselling, counsellor, counsellee. Counselling - Objectives, principles and importance for professional counselling. Process of counselling - the emergence of counselling. Barefoot Counselling, Assertiveness and Interpersonal Skills for Counsellors, Counselling Relationship.

#### **Unit – II: Development of Counselling Skill (18 Hours)**

Important Schools of Counselling, Psychoanalytic Foundations, Transactional Analysis, Gestalt Therapy, Rational Emotive Therapy, Person-Centred Approach to Counselling, An Integrated Model, Essentials of Skills, Nonverbal Cues.

#### **Unit – III: Counselling Intervention in Organisation (18 Hours)**

Empathy, Listening and Responding, Effective Feedback, Performance Counselling, Counselling in Problem Situations, Interpersonal Conflicts, Midlife Blues

#### **Unit – IV: Psychometric Testing (18 Hours)**

Theory and Issues in Psychological Testing, Intelligence Testing- Theoretical Background, Aptitude Testing - The DAT, Personality Assessment - Theoretical Background, Self-Report Inventories - The MMPI, Multi-factor Personality Tests - The 16 PF, Typological Tests - The MBTI, Projective Techniques - The TAT, Assessment Centres, Integration of Profiles.

#### **Unit – V: Ethical, Professional Preparation & Training (18 Hours)**

Ethical standards / principles - responsibility, counseling in different settings; group - educational, family, clinical, career guidance and industries. Status of guidance and counseling movement in India.

**Books for Study**

1. Charles J. Gelso, Bruce R. Fretz, 2016, *Counseling Psychology*, Bangalore, PRISM Books Pvt Ltd, 1995  
(Unit I - Chapters 1 - 2) (Unit III - Chapter 9) (Unit IV - Chapter 6)  
(Unit V - Chapters 3 & 8).
2. Narayana Rao., 2017, *Counseling and Guidance*, New Delhi, Tata McGraw- Hill, 2003  
(Unit I - Chapter 1) (Unit II - Chapters 3 & 4) (Unit III - Chapters 5 - 7)  
(Unit IV - Chapter 8) (Unit V - Chapters 13 -15)

**Books for Reference:**

1. Antony D. John, *Dynamics of Counseling*, Nagercoil, Anugraha Publications, 1994
2. Christine Lister – Ford (2007), *A short introduction to Psychotherapy*, New Delhi, Sage Publications.
3. Diane E. Papallia, Sally Wendkos Old, Ruth Duskin Feldman, *Human Development*
4. Eggert A. Max, *Perfect Counseling*, UK, Random House Business Books, 1999.
5. Gary Groth-Marnat (2006), *The hand book of Psychological Assessment*, John Wiley & Sons, E-book.
6. Susana Urbina (2004), *Essentials of Psychological Testing*, John Wiley & Sons Inc, E-book

**Websites:**

1. [https://www.researchgate.net/publication/325844365\\_INTRODUCTION\\_TO\\_COUNSELING](https://www.researchgate.net/publication/325844365_INTRODUCTION_TO_COUNSELING)
2. <https://www.counsellingconnection.com/wp-content/uploads/2013/03/The-Counselling-Relationship-3.pdf>
3. <https://counsellingtutor.com/basic-counselling-skills/>

**Relationship matrix for Course outcomes, Programme outcomes /Programme Specific Outcomes**

Semester	Course code		Title of the Course					Hours	Credits		
IV	21PHR4CC11		CORE-11 MANAGERIAL COUNSELLING					6	5		
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of Cos
	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-1	PSO-2	PSO-3	PSO-4	PSO-5	
CO-1	3	2	2	2	3	3	3	2	3	3	2.6
CO-2	2	3	2	3	3	3	3	2	3	3	2.7
CO-3	2	2	3	2	3	3	3	2	3	2	2.5
CO-4	2	2	2	3	2	2	3	2	2	3	2.3
CO-5	2	2	2	2	3	2	3	2	2	3	2.3
Mean overall Score											2.4 (High)

Semester	Course Code	Title of the Course	Hours	Credits
IV	21PHR4CC12	<b>CORE – 12: PERFORMANCE MANAGEMENT</b>	<b>6</b>	<b>6</b>

CO No.	CO–Statements	Cognitive Levels ( K –Levels)
	On successful completion of this course, students will be able to	
CO–1	understand the basic ideas of performance and the way it is managed.	K1
CO–2	outline the difference between performers and under performers and its impact in an organisation.	K2
CO–3	classify the various techniques of performance appraisal in the emerging competitive HR scenario.	K3
CO–4	categories their decision by sharing enriched skills and knowledge in Performance management issues with the HR professionals.	K4
CO–5	construct new performance measurement point of view by carrying out research in the current HR environment.	K5&6

#### **Unit – I: Basic Concepts (18 Hours)**

Performance - meaning, factors and work standards; performance appraisal - definition, objectives and benefits; performance management - scope, purpose, process and comparison and distinction between performance appraisal and performance management.

#### **Unit – II: Performance Appraisal Process (18 Hours)**

Performance appraisal- stages, how to conduct a performance appraisal - where, how and who to be covered, strategic HRM role in PA; performance appraisal system – training, monitoring, steps and Performance Standards.

#### **Unit – III: Performance Measurements (18 Hours)**

Performance Measurements - purpose and classifications; Traditional methods - ranking, paired comparison, grading, forced distribution, check list, critical incident, graphical rating scale, essay, field review, confidential report; Modern methods - MBO, BARS, HR accounting 360 degree appraisal, balanced score card; Recent methods - computerized appraisal process, electronic performance monitoring, assessment centres and KPI (key performance indicator) and KRA (key result areas).

#### **Unit – IV: Performance Management Issues (18 Hours)**

Performance Management issues - problems with rating scales, Likerman’s five common pitfalls; measures to avoid pitfalls, how to handle defensive employee and to provide constructive criticism; legal and ethical issues for written warning; performance management skills, Designing Reward System, Characteristics of an Effective Performance Reward Plan.

## **Unit – V: Performance Development**

**(18 Hours)**

Performance development – meaning, purpose; performance development review, performance development training; Appraisal Interview - types, skills, and process; Managing under-performers. Performance Consulting - Need, Role of the Performance Consulting, Designing and Contracting Performance Consulting Services.

### **Books for Study**

1. Arm Strong, Michael and Baron, Angela (2017), *Performance Management*, Mumbai, Jaico Publishing House.  
(Unit 1: Chapter 1-4; Unit 3: Chapter 15 and 18; Unit 5: Chapter 12, 19, 20 and 21)
2. Pattanayak, B. (2019), *Human Resource Management*, New Delhi, Prentice Hall of India private limited.  
(Unit 2: Chapter 8 and 9; Unit 2: Chapter 8; Unit 3: Chapter 8 and 11;  
Unit 4: Chapter 8; Unit 5: Chapter 8)
3. Dessler, Garry and Varkkey, Biju (2018). *Human Resource Management*, Delhi, Pearson Education Inc, Dorling Kindersley (India) Pvt.Ltd.  
(Unit 1 to 5: Chapter 9)

### **Books for Reference**

1. Cardy, R. (2014), *Performance Management*, New Delhi, Prentice Hall of India, private limited.
2. Jyothi, P and Venkatesh, D.N. (2018), *Human Resource Management*, New Delhi, OUP.
3. Neale, Francis. (2015), *Hand Book of Performance Management*, Mumbai, Jaico Publishing House.
4. Rao, T.V. (2005). *Performance Management and Appraisal Systems*. New Delhi: Sage Publishers
5. Suri, G.K. (2008). *Performance Measurement and Management*. New Delhi: Excel Publications

**Relationship matrix for Course outcomes, Programme outcomes /Programme Specific Outcomes**

Semester	Course code	Title of the Course					Hours	Credits			
IV	21PHR4CC12	CORE - 12: PERFORMANCE MANAGEMENT					6	6			
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of Cos
	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-1	PSO-2	PSO-3	PSO-4	PSO-5	
CO-1	2	2	2	3	2	2	2	2	3	2	2.2
CO-2	3	2	3	2	3	3	2	3	2	3	2.6
CO-3	2	3	3	2	2	2	3	3	2	2	2.4
CO-4	2	2	3	3	3	2	2	3	3	3	2.6
CO-5	3	2	3	2	3	3	2	3	2	3	2.6
Mean overall Score											2.4 (High)

Semester	Course Code	Title of the Course	Hours	Credits
IV	21PHR4CC13	<b>CORE-13: CORPORATE SOCIAL RESPONSIBILITY</b>	6	5

CO No.	CO-Statements	Cognitive Levels ( K –Levels)
	On successful completion of this course, students will be able to	
CO-1	remember the basic concepts in CSR and its need through assignment, guest lectures and association meetings.	K1
CO-2	describe the ethical theories and enable them practice to be corporate citizens and committed HR professionals.	K2
CO-3	discover the value orientation of 2% of the net profit by sharing with the local community of people.	K3
CO-4	examine the role of MNCs, Indian companies that are MNCs and Government as a prime player in doing business.	K4
CO-5	generate skills through CSR trainings in developing CSR Projects for empowering Civil Society Organizations (CSOs).	K5

#### **Unit – I: CSR - Introduction (18 Hours)**

CSR: Meaning, General principles, Evolution and history, CSR debate, Need for CSR and the Forces pressuring social responsiveness, Limitations of CSR, Contemporary view of CSR, MNC's and Indian Companies with CSR activities.

#### **Unit – II: CSR - International Context (18 Hours)**

CSR - international context: Features of corporation, models / dimensions / strategies of corporations: Carroll's four-part model and Five-dimensional model. The outcomes of CSR – social policies, social programmes and social impacts.

#### **Unit – III: CSR in Terms of Business Ethics (18 Hours)**

Meaning, sources and the need for business ethics, ethical theories: consequentialist & non-consequentialist, techniques of business ethics management: standards of ethical behaviour, codes of ethics, social accounting, sustainability a key goal for business ethics – Triple-bottom line, Ethical issues in Firm - employee relationships.

#### **Unit – IV: Civil Society and Business Ethics (18 Hours)**

Meaning of civil society, civil society organisations as stakeholders, ethical issues and CSOs Corporate Citizenship, Community development projects, Business-CSO collaboration - business and sustainability.

#### **Unit -V: Government Regulation & Business Ethics, Government as Stakeholder (18 Hours)**

Government, Regulation and Business Ethics Government as Stakeholder: Ethical issues in the relation to business and government, Globalization and business- government relations, corporate citizenship and regulation. Provisions of CSR in the Companies Act, 2013.

**Book for study**

Crane, Andrew and Matten, Dirk. 2015, *Business Ethics*. Oxford University Press: New Delhi.

(Unit 1: Chapter 1, 3) (Unit 2: Chapter 6) (Unit 3: Chapter 8, 9) (Unit 4: Chapter 10)  
(Unit 5: Chapter 11)

**Books for Reference**

1. Agarwal, K.Sanjay, 2016. *Corporate Social Responsibility in India*. Response Books: New Delhi.
2. K.Asathappa (2016) *International Business*, Tata McGraw Hill Education Pvt. Ltd., New Delhi.

**Relationship matrix for Course outcomes, Programme outcomes /Programme Specific Outcomes**

Semester	Course code		Title of the Course					Hours		Credits	
IV	21PHR4CC13		CORE-13: CORPORATE SOCIAL RESPONSIBILITY					6		5	
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of Cos
	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-1	PSO-2	PSO-3	PSO-4	PSO-5	
CO-1	3	2	2	3	2	3	2	3	2	3	2.5
CO-2	3	3	2	3	2	3	2	2	2	2	2.4
CO-3	3	2	3	2	2	2	3	2	2	2	2.3
CO-4	2	3	2	3	2	2	3	2	2	3	2.4
CO-5	3	2	2	2	3	2	3	2	2	3	2.4
Mean overall Score											2.4 (High)

Semester	Course Code	Title of the Course	Hours	Credits
IV	21PHR4ES04A	<b>DSE-4: ENTREPRENEURSHIP EVELOPMENT</b>	5	4

CO No.	CO–Statements	Cognitive Levels ( K –Levels)
	On successful completion of this course, students will be able to	
CO–1	remember the basic concepts of Entrepreneur and Entrepreneurship.	K1
CO–2	understand the marketing strategies for small businesses.	K2
CO–3	apply their creativity and innovation to generate business ideas.	K3
CO–4	analyse the viability of launching a new venture.	K4
CO–5	create the means through Entrepreneurial finance, technical assistance and Entrepreneurial Development Agencies.	K5

#### **Unit – I: Introduction to Entrepreneur (15 Hours)**

Entrepreneur: Meaning; Functions, Types, an emerging class, Entrepreneurship - Evolution; Development; The entrepreneurial Culture; Stages in entrepreneurial process.

#### **Unit – II: Creativity & Innovation (15 Hours)**

Creativity and Innovation: Exercises on Creativity, Source of New Idea, Ideas into Opportunities. Creative problem solving, Brain storming, Synaptic, Value Analysis, Innovation and Entrepreneurship: Profits and Innovation, Globalization, Modules of Innovation, Sources and Transfer of Innovation, Why Innovate, What Innovation, How to Innovate, Who Innovates.

#### **Unit – III: Business Plan Process (15 Hours)**

Meaning of business plan, Business plan process, Advantages of business planning, Marketing plan, Production/ operations plan, Organizational plan, financial plan, Final project report with feasibility study, preparing a model project report for starting a new venture and licensing procedure.

#### **Unit – IV: Funding Agency (15 Hours)**

Funding agency: Institutions supporting entrepreneurs Small industry financing developing countries, overview of financial institutions in India, Central level and state level institutions, SIDBI, NABARD, IDBI, SIDO, Indian Institute of Entrepreneurship, DIC and Single window. Latest Industrial policy of Government of India.

#### **Unit – V: Family Business (15 Hours)**

Family Business, Importance, Types, History, Responsibilities and rights of share holders of a family business, Succession in family business, Pitfalls of the family business, strategies



for improving the capability of family business, Improving family business performance, role of family business in national economy.

### Books for study

1. Poornima Charantimath (2017), *Entrepreneurship Development – Small Business Enterprise*, Pearson Education.  
**Unit-1, Unit-2- Chapter-3, 5, 9**
2. Robert D Hisrich, Michael P Peters, Dean A Shepherd, (2017) *Entrepreneurship*, 6<sup>th</sup> Edition, The McGraw – Hill Companies.  
**Unit-3, 4, 5-Chapter-15, 20, 22, 29**

### Books for Reference

1. Dr. Mathew J. Manimala, (2016) *Entrepreneurship theory at crossroads*, Biztantra,
2. Vasant Desai, (2016) *Entrepreneurial Development and Management*, Himalaya Publishing House,
3. Maddhurima Lall, Shikha Sahai, (2015) *Entrepreneurship*, Excel Books, 2006
4. Kurakto, (2016) *Entrepreneurship – Principles and practices*, 7<sup>th</sup> edition Thomson Publications.

### Relationship matrix for Course outcomes, Programme outcomes /Programme Specific Outcomes

Semester	Course code					Title of the Course					Hours	Credits
IV	21PHR4ES04A					DSE-4: ENTREPRENEURSHIP DEVELOPMENT					5	4
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of Cos	
	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-1	PSO-2	PSO-3	PSO-4	PSO-5		
CO-1	2	3	2	2	2	3	2	2	3	2	2.3	
CO-2	3	3	3	3	2	3	2	2	3	3	2.7	
CO-3	3	3	3	3	2	3	3	3	2	2	2.7	
CO-4	3	3	2	2	2	3	2	2	3	3	2.5	
CO-5	3	3	2	2	2	3	2	2	3	2	2.4	
Mean overall Score											2.5 (High)	

Semester	Course Code	Title of the Course	Hours	Credits
IV	21PHR4ES04B	<b>DSE-4: HUMAN RESOURCE DEVELOPMENT &amp; PLANNING</b>	5	4

CO No.	CO-Statements	Cognitive Levels ( K –Levels)
	On successful completion of this course, students will be able to	
CO-1	remember the basic concepts of Human Resource Development.	K1
CO-2	discuss the Human resource development Modules.	K2
CO-3	classify the training methods used to develop the human resources of an organisation.	K3
CO-4	investigate the potential appraisal and its impact on organizational development.	K4
CO-5	justify their decision by sharing their enriched skills and knowledge in HRD with the HR professionals.	K5

#### **Unit – I: Introduction to HRD (15 Hours)**

HRD – meaning, philosophy, nature, need and significance. HRD – climate, goals, competencies, functions. HRD as a system, HRD in changing scenario. HRSD – Contextual factors and Human Resource System designing. Role Analysis, Role effectiveness, Role analysis methods and HRSD - key performance areas.

#### **Unit – II: HRD Modules (15 Hours)**

HRD modules: Recruitment and selection, orientation and placement, performance appraisal, training and development, promotion and motivation, career planning and performance development – objectives – The past and the future; Development oriented appraisal system. Interpersonal feedback and performance counselling.

#### **Unit – III: Potential Appraisal & Career Development (15 Hours)**

Potential Appraisal and Development. Career Development – Quality of work life, quality circles, human capital development – philosophy and principles – practices, work force and people development, performance management and knowledge management.

#### **Unit – IV: Training & Stress Managemnet (15 Hours)**

Training–conceptual frame work for training; Identification of training needs; Determination of training objectives; Training programme design; Training methods and their selection criteria; Evolution and Follow up training. Stress – definition, personality traits, emotional management, categories of stressors , identification of stress atvarious level, pre-requisites for zero stress, stress and human resource development.

**Unit – V: HRD Challenges****(15 Hours)**

HRD challenges in 22<sup>nd</sup> century, HR out sourcing, human resource audit, human response development, human resource accounting and future of HRD Organization.

**Books for Study**

1. Prasad L.M (2017), *Human Resource Development*, Sultan Chand & Sons, New Delhi,  
**Unit-1, Unit-2- Chapter-3,5,9**
2. Ghosh P.K, (2017) *Strategic HR Planning and Management*, Sultan Chand & Sons,  
New Delhi.  
**Unit-3, 4, 5-Chapter-15, 20, 22, 29**

**Books for Reference**

1. Armstrong Michael, (2016) *A hand book on Human Resource Development* , Kogan  
page limited, Oxford University Press
2. Vasant Desai, (2016) *Human Resource Development and Management*, Himalaya  
Publishing House, New Delhi.

**Relationship matrix for Course outcomes, Programme outcomes /Programme Specific Outcomes**

Semester	Course code		Title of the Course						Hours	Credits	
IV	21PHR4ES04B		DSE-4: HUMAN RESOURCE DEVELOPMENT & PLANNING						5	4	
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of Cos
	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-1	PSO-2	PSO-3	PSO-4	PSO-5	
CO-1	2	3	2	2	2	3	2	2	3	2	2.3
CO-2	3	3	3	3	2	3	2	2	3	3	2.7
CO-3	3	3	3	3	2	3	3	3	2	2	2.7
CO-4	3	3	2	2	2	3	2	2	3	3	2.5
CO-5	3	3	2	2	2	3	2	2	3	2	2.4
Mean overall Score											2.5 (High)

Semester	Course Code	Title of the Course	Hours	Credits
IV	21PHR4PW01	PROJECT WORK	6	6

CO No.	CO-Statements	Cognitive Levels ( K –Levels)
	On successful completion of this course, students will be able to	
CO-1	relate the gained knowledge with the fundamentals of project work	K1
CO-2	discuss the methodologies of project work in the competitive HR scenario.	K2
CO-3	illustrate the methodologies of project work to be used in a critical situation.	K3
CO-4	compare and differentiate the traditional and modern analytical tools in the field of HRM.	K4
CO-5	recommend by sharing their enriched knowledge in research work with the HR professionals	K5

### Unit – I: Introduction

(18 Hours)

Introduction to the topic of study, definition of topic, meaning, theories, scope, importance, principles, objectives, steps, characteristic features, benefits, dimensions, advantages and disadvantages, factors influencing the topic of the study and conceptual frame work of the study.

### Unit – II: Review of Related Research & Profile of Study Area

(18 Hours)

Review of Related Research – collecting information from previous research study, information based on regional study - national study-international study, information to be recorded in the thematic sequences - chronological sequences, collect information only for the past 10 years. Profile of the Study Area (industry / organization) - Origin & location, Administration, Quality policy, Taxes, Duties & Chees, Price Structure, Institutional loan, Management Structure, HRM Dept.- Wage & salary Administration, Recruitment & Selection, T & D Programme, Labour Welfare Measures, Disciplinary procedure, Employee service register, I R functions, Public relation functions, Performance measurement, CSR activities, labour codes.

### Unit – III: Research Methodology

(18 Hours)

Define Research, meaning of research, Statement of research problem, Pilot study, feasibility study, Title of study, Significance of the study, choosing Research design, formulating Objectives of the study and Research hypotheses, Research question, research gap, Population of the study (finite), universe of the study (infinite), Data collection (Primary & secondary), Sampling procedure (unit, frame, size), Tools of data collection, Pre - Testing of the tool, Statistical application of testing, Difficulties encountered and Limitations of the study.

**Unit – IV: Data Analysis and Interpretation (18 Hours)**

Classification of the collected data into completed and non-completed, codification of data, tabulation of data, data analysis through percentage analysis / ratio analysis, testing the hypothesis through parametric and non-parametric tests - SPS/RA/Python, inference from data analysis and interpretations.

**Unit – V: Findings, Suggestion & Conclusion (18 Hours)**

General finding of the study, tables related finding, findings from hypothesis testing, researcher's suggestions based on the research study (to be in paragraph), conclusion arrived from the study (minimum a page), Summary of the study. Appendix: Bibliography / Reference – in alphabetical order, follow APA model of citation – books, journals, websites, include Questionnaire/ questionnaire schedule, interview schedule and Statistical Tools used.

**Books for Study**

1. Kothari. C.R., (2000), *Research Methodology*, Mumbai, Viswa Prakashan  
**Unit-1, 2- Chapter 4, 5, 7**
2. Ahuja, Ram, (2003), *Research Methods*, Jaipur, Rawat publication.  
**Unit-3, 4 - Chapter-7, 9, 11**
3. Dooley, David, (1997), *Social Research Methods*, Delhi, Prentice Hall.  
**Unit-4, 5 - Chapter-16, 22, 27**

**Books for Reference**

1. Raj Kumar, (2002), *Methodology & Social Science Research*, Jaipur, Book Enclave.
2. Young, Pauline V. (2002), *Scientific Social Surveys and Research*, New Delhi, Macmillan Publication.
3. Panneerselvam R, (2011), *Business Research Methodology*, Chennai, Srivastava Publication.
4. Naresh K. Malhotra, (2010), *Marketing Research: An Applied Orientation*, New Delhi, PHI

**Relationship matrix for Course outcomes, Programme outcomes /Programme Specific Outcomes**

Semester	Course code		Title of the Course					Hours		Credits	
IV	21PHR4PW01		PROJECT WORK					6		6	
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of Cos
	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-1	PSO-2	PSO-3	PSO-4	PSO-5	
CO-1	2	2	2	2	2	2	2	2	2	2	2.0
CO-2	2	2	2	2	2	2	2	2	2	2	2.0
CO-3	3	3	3	2	2	3	3	3	2	2	2.6
CO-4	2	2	2	3	3	2	2	2	3	3	2.4
CO-5	3	3	2	2	3	3	3	2	2	3	2.6
Mean overall Score											2.2 (High)

Semester	Course Code	Title of the Course	Hours	Credits
IV	21PHR4CE01	COMPREHENSIVE EXAMINATION	-	2

CO No.	CO-Statements	Cognitive Levels ( K –Levels)
	On successful completion of this course, students will be able to	
CO-1	describe the principles and policies of various concepts from distinguished papers of HRM.	K1
CO-2	comprehend to explain the concepts derived from various HRM papers.	K2
CO-3	illustrate the various strategies of labour legislations in the emerging competitive HR scenario.	K3
CO-4	identify the causes for behavioral and performance issues in an organization.	K4
CO-5	assess new strategies by carrying research out in the current HR environment.	K5

#### **Unit – I: HRM Functions, Research Design & Data Collection**

HRM – Meaning, Nature, Objectives and Functions. Line and Staff views of HRM and HRM as a profession Research Design- types and interdependence; Data collection - Primary methods and Secondary methods; Population, universe; sampling - need and type; sampling frame, sample units and sample size.

#### **Unit – II: OB & Counselling Interventions**

Organization behavior: objectives, Models, Hawthorne Experiments. Organizational Climate – determinants, and measurement; Counselling Interventions: Empathy, Listening and Responding, Effective Feedback, Performance Counselling, Counselling in Problem Situations, Interpersonal Conflicts. Counseling in different settings; educational, family, clinical, career and industries.

#### **Unit - III: The Factories Code & Managerial Economics**

The Factories Act, 1948: laws related to health, safety and welfare; working hours of adult; annual leave with wages; safety officer and welfare officer - inspection; and leave. Managerial economics: Meaning, fundamental concepts - scarcity, Marginalism, opportunity cost - discounting – risk and uncertainty - profits - optimization.

#### **Unit - IV: Performance & Wage Fixation**

Performance - meaning, factors, performance appraisal - objectives and benefits; performance management - purpose, distinction between performance appraisal and performance management; Methods of Wage Fixation: Computation of wage and salary, Payment by - time rate, over time, piece rate, dearness allowance - fringe benefits; executive remuneration and perks.

### Unit - V: CSR & Business Plan

CSR in terms of business ethics: sources and the need for business ethics, codes of ethics, social accounting and Ethical issues in Firm - employee relationships. Business Planning - process and types, Family Business- Responsibilities and rights of shareholders of a family business, and improving family business performance.

### Books for Study

1. Varshney and Maheswari, 1999, *Managerial Economics*, New Delhi: Sultan Chand and sons.

**Unit - 1- Chapter 3, 5**

2. Pravin Durai, 2010, *Human Resource Management*, Pearson Education Books, New Delhi.

**Unit - 2, 3 - Chapter 6,9,10**

3. Mamoria, C.B.2001, *Industrial Labour and Industrial Relations in India*, Kitab Mahal.

**Unit - 3, 4- Chapter 10, 15, 17**

4. Cardy, R. 2004, *Performance Management*, New Delhi, Prentice Hall of India, private limited.

**Unit - 4, 5 – Chapter 18, 23, 29**

### Books for Reference

1. Habib-Ur-Rehman, 1988, *Managerial Economics*, New Delhi: Himalaya Publishing House.
2. Bhagoliwal, 1995, *Personnel Management and Industrial Relations*, New Delhi, Kitab Mahal Publishers.
3. Malik, P L. 1995, *Handbook of Industrial Law*, Luck now, Eastern Book House.
4. Cardy, R. 2004, *Performance Management*, New Delhi, Prentice Hall of India, Pvt.

### Relationship matrix for Course outcomes, Programme outcomes /Programme Specific Outcomes

Semester	Course code		Title of the Course					Hours		Credits	
IV	21PHR4CE01		COMPREHENSIVE EXAMINATION					-		2	
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of Cos
	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-1	PSO-2	PSO-3	PSO-4	PSO-5	
CO-1	2	2	2	2	2	2	2	2	2	2	2.0
CO-2	3	3	2	2	3	3	3	2	2	3	2.6
CO-3	3	3	3	2	3	3	3	3	2	3	2.8
CO-4	2	2	3	2	3	2	2	3	2	3	2.4
CO-5	2	3	3	2	3	2	3	3	2	3	2.6
Mean overall Score											2.4 (High)

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