UNIVERSITY OF MADRAS

Post Graduate Programme

Curriculum and Syllabus for
M.A. Human Resource Management
(with effect from the Academic Year 2023-2024)

Note: The Board of Studies is designed the syllabus for M.A. Human Resource Management as per model syllabus provided by TANSCHE and also based on the Learning Outcome Based Curriculum Framework as prescribed by the UGC.

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MASTER OF ARTS DEGREE IN
HUMAN RESOURCE MANAGEMENT

PROGRAM OUTCOMES

PO1: Graduates are able to gain an insight in the field of HR & General Management leading to creativity and innovation in their profession.

PO2: Graduates are able to develop knowledge and understanding of related norms and ethics in the field of human resources and the various laws associated with HR functions in industry and community.

PO3: Graduates are able to develop a framework to support successful decision making in all relevant functions and activities of any business and international operations of a domestic business within the competitive environment and promote individual & team effectiveness.

PO4: Graduates are able to gain self - confidence and become self-employable by launching startups.

PROGRAM SPECIFIC OUTCOMES

PSO1: Gaining in-depth knowledge and understanding in the field of human resource management

PSO2: Able to acquire skills to analyze and solve issues related to Employees, Groups and Organizations as a whole.

PSO3: Developing the competencies to design and develop frameworks in HR and business environments to meet the changing industry expectations.

PSO4: Preparing future entrepreneurs for the nation and socially sensitive individuals.

Credit Distribution for PG Courses
First Year - Semester-I

PAPER	List of Courses	Credit	No. of Hours
FIRST SEMESTER			
CORE – 1	433C1A: Management Principles	5	7
CORE – 2	433C1B: Organizational Behavior	4	6
CORE – 3	433C1C: Human Resource Management	5	7
ELECTIVE – Discipline Centric	433E1A: Labour Legislation –I	3	5
ELECTIVE – Generic	433E1B: Managerial Economics	3	5
		20	**30**
SECOND SEMESTER			
CORE – 4	433C2A: Learning & Development	5	6
CORE – 5	433C2B: Employee Relations & Welfare	5	6
CORE – 6	433C2C: Organization Change & Organizational Development	4	6
Elective – III- Discipline Centric	433E2A: Labour Legislation –II	3	4
Elective – IV- Generic	433E2B: Accounting for Managers	3	4
Skill Enhancement – I	433S2A: Entrepreneurial Development	2	4
Internship* / Industrial Activity		-	-
		22	30
* Internship during Summer Vacation (six weeks). The Credits shall be awarded in Semester – III Statement of Marks			

THIRD SEMESTER			
PAPER	**List of Courses**	**Credit**	**No. of Hours**
CORE -7	533C3A: Compensation Management	5	6
CORE – 8	533C3B: Performance Management	5	6
CORE – 9	533C3C: Research Methodology	5	6
CORE – 10	533C3D: HR Analytics	4	5
ELECTIVE – V Discipline centric	533E3A: Work Place Counseling	3	4
SKILL ENHANCEMENT – II	533S3A: Computer Languages for Management	2	3
533S3B: Internship* / Industrial Activity		2	-
		26	30
FOURTH SEMESTER			
PAPER	**List of Courses**	**Credit**	**No. of Hours**
CORE – 11	533C4A: Strategic Human Resource Management	5	6
CORE – 12	533C4B: International Human Resource Management	5	6
533C4C: PROJECT and Viva Voce		7	8
Elective – VI	533E4A: Business Policy & Strategic Management (OR) 533E4B: Total Quality Management	3	6
SKILL Enhancement Course/Professional Competency Skill	533S4A: **Business Ethics & Corporate Social Responsibility**	2	4
533V4A: Extension Activity		1	-
		23	30

Total Credits : 91

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HUMAN RESOURCE MANAGEMENT

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Credit Distribution for PG Courses
First Year - Semester-I

PAPER	List of Courses	Credit	No. of Hours
FIRST SEMESTER			
CORE – 1	433C1A: Management Principles	5	7
CORE – 2	433C1B: Organizational Behavior	4	6
CORE – 3	433C1C: Human Resource Management	5	7
ELECTIVE – Discipline Centric	433E1A: Labour Legislation –I	3	5
ELECTIVE – Generic	433E1B: Managerial Economics	3	5
		20	**30**
SECOND SEMESTER			
CORE – 4	433C2A: Learning & Development	5	6
CORE – 5	433C2B: Employee Relations & Welfare	5	6
CORE – 6	433C2C: Organization Change & Organizational Development	4	6
Elective – III- Discipline Centric	433E2A: Labour Legislation –II	3	4
Elective – IV- Generic	433E2B: Accounting for Managers	3	4
Skill Enhancement – I	433S2A: Entrepreneurial Development	2	4
Internship* / Industrial Activity		-	-
		22	30
* Internship during Summer Vacation (six weeks). The Credits shall be awarded in Semester – III Statement of Marks			

THIRD SEMESTER			
PAPER	**List of Courses**	**Credit**	**No. of Hours**
CORE -7	533C3A: Compensation Management	5	6
CORE – 8	533C3B: Performance Management	5	6
CORE – 9	533C3C: Research Methodology	5	6
CORE – 10	533C3D: HR Analytics	4	5
ELECTIVE – V Discipline centric	533E3A: Work Place Counseling	3	4
SKILL ENHANCEMENT – II	533S3A: Computer Languages for Management	2	3
533S3B: Internship* / Industrial Activity		2	-
		26	30
FOURTH SEMESTER			
PAPER	**List of Courses**	**Credit**	**No. of Hours**
CORE – 11	533C4A: Strategic Human Resource Management	5	6
CORE – 12	533C4B: International Human Resource Management	5	6
533C4C: PROJECT and Viva Voce		7	8
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533V4A: Extension Activity		1	-
		23	30

Total Credits : 91

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SEMESTER- I

Course Code: 433C1A	MANAGEMENT PRINCIPLES	L	T	P	C
CORE/ELECTIVE/ALLIED	CORE	7	-	-	5
PREREQUISITE	Basic knowledge and application of Managerial skills				

LEARNING OBJECTIVES
 1. To introduce the students to concepts and theories of Management.
 2. To understand the basic functions of Management.
 3. To give them an exposure to the different schools of management
thoughts. 4. To give them Knowledge about leading and motivating people
 5. To make them learn about the decision making process in the organization.

UNIT – I   **I5 HOURS**
Introduction to Basic Managerial Concepts   Management: Definition, Nature, Objectives, Need, Importance of Management, Management Principles – Process/ Functions of management, Management Roles, Levels of Management, Managerial Skills and Challenges of Management. **Development of management thought:** 1. Classical Approach-FW Taylor's and Scientific Management, Henry Fayol's Contribution, 2. Neo Classical or Behavioral Approach to Management-Human Relations Approach, Behavioral Sciences Approach, 3. Modern Approaches to Management-Systems Approach, Contingency or Situational Approach, Management Science or Mathematical Approach.

UNIT 2   **15 HOURS**
Planning and Decision Making Planning –Definition, Nature, Structure of Planning, Advantages, Disadvantages, Steps in Planning, forms of planning, types of plans, Forecasting- Definition, Difference between Planning and Forecasting.
Decision Making- Definition, Types of Decisions, Steps in Rational Decision Making, Models of Decision Making Behavior, Decision Making Environment, Difficulties in Decision Making.

Unit -3   **15 HOURS**
Organizing
Organizing-Meaning, Definition, Process of Organizing, Characteristics of organization, Formal   and Informal Organizations-Meaning, Definition Principles of Organizing,

Importance of organization, Guidelines for effective organizing, Span of Management-Meaning and Importance, Factors governing span of management, Pros and cons of narrow and wide spans of control , Types of organizations: 1. Line: Definition, Features, Variation, Merits and Demerits 2. Functional Organization: Definition, Features, Merits and Demerits, 3. Line and Staff: Definition, Features, Merits and Demerits, Departmentalization- Definition and bases for Departmentalization, Organization Structure, Designing Organizational Structures, Contemporizing theories of Organization Structure.

UNIT -4   **15 HOURS**
Delegation, Decentralization, Centralization and Communication
Delegation of Authority-Meaning, Advantages, Barriers to Effective Delegation, Guidelines for Effective Delegation, Decentralization of Authority-Definition, Advantages, Disadvantages, Centralization-Definition, Advantages, Disadvantages. Communication – Definition, Process, Principles, Importance, Types of communication - Formal and Informal, Methods or Channels of Communication, Barriers of Communication.

UNIT 5   **15 HOURS**
Co-ordination and control
Co-ordination-meaning, Definition, Need, Requisites for Effective co-ordination, Types, Techniques of co-ordination, Difficulty of co-ordination. Controlling-Meaning, Definition, Features, Principles, Objectives, Advantages & Limitations, Types of control methods-Past and Future Oriented, Controlling Techniques- Traditional and Modern techniques.

Text Books:
1. Prasad. L.M (2015) "Principles and practices of Management" Published by Sultan hand & Sons New Delhi, ISBN-13: 978-9351610502.
2. Peter Drucker (2006) "The Practices of Management" Published by Harper Business publications, ISBN: 9780062005441

Reference Books
1. Hellriegel / Jackson/ Solum, Management (2007) "A Competency based approach" Published by South-Western College Pub Hardcover, ASIN: B008OWHOH8. 2. Allen, L.A., "Management and organization" (2008) Published by Mcgraw Hill publishing co., ltd.
3. Chandrabose.D (2004) "Principles of Management and Administration" Published by Prentice Hall India Pvt., Limited.
4. Tim Hannagan (2007) "Management concepts and practices", Published by Macmillan India Ltd., ISBN-13: 978-0273711186
5. Koontz O'Donnell,(2012) Principles of Management Tata Mcgraw Hill publishing co., ltd.,

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COURSE OUTCOMES:

Upon completion of the course students will be able

CO1: To understand the nature, levels and functions of the management.

CO2: To develop Short term and long term planning process in the company. CO3: To design the different structures of Organization.

CO4: To showcase the ability of directing, motivating and communicating. CO5: To apply the Managerial skills in resolving issues in the organization.

CO/PO	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	2	3	2	2	2
CO2	3	3	2	3	3	3	2	2
CO3	2	2	2	2	3	2	2	2
CO4	3	3	2	3	3	2	2	3
CO5	3	3	2	2	3	3	3	3

Strong – 3; Medium – 2; Poor – 1

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SEMESTER- I

Course Code: 433C1B	ORGANIZATIONAL BEHAVIOR	L	T	P	C
CORE/ELECTIVE/ALLIED	CORE	6	-	-	4
PREREQUISITE	Basic understanding of Individual, Group & Organizational Dynamics				

LEARNING OBJECTIVES:
1. To acquaint with various forms of organizational dynamics
2. To familiarize with the concepts of organizational culture and climate
3. To understand the dynamics of stress and its management in organizations
4. To explain group dynamics and the needed skills to work in teams
5. To familiarize them with the process of organizational conflict.

Unit 1:   **15 HOURS**
Introduction of Organizational Behaviour -OB Meaning, Definition, Nature, Role of OB, Foundations of OB, Importance of OB, Individual Behaviour:Personality-Meaning, Nature, Theories of Personality, Perception-Meaning, Definition, Factors influencing Perception, Perceptual Process, Perceptual grouping, Factors affecting interpretation of data-perceptual set, attribution, stereotyping, halo effect, perceptual context, perceptual defense, implicit personality theory and projection .

Unit 2:   **15 HOURS**
Attitudes and Values -Meaning, Definition, Nature ,components of Attitudes, Formation of Attitudes, Functions of Attitudes, Types of Values-Terminal, Instrumental, Categories of Values Theoretical, Economic, Aesthetic, Social, Political, Religious.

Unit 3:   **15 HOURS**
Motivation: Meaning, Definition, Nature of Motivation ,Importance of Motivation, Motivational Challenges, Theories on Motivation, Motivation at work-Designing Motivating Jobs, Leadership-Meaning, Definition, Nature, Styles- Authorization, Participative, Free-rein style, Likert's Four Style, Theories of Leadership-trait, Behavioral and Contingency theories.

Unit 4:   **15 HOURS**
Group Dynamics-Meaning of Group, Nature of Groups, Group Characteristics, Types of Groups, Reasons for Group Formation, Stages of Group Development, Functions of

Groups, Benefits of groups in organizations, Disadvantages of Group Formation, Determinants of Group Behaviour, Communication and group decision making, Inter group relations, Team-Meaning, nature, Benefits, Types, Challenges, essentials for effective teamwork, Team Vs Group, Organizational Conflict- Meaning, Definition, Nature, Causes, Types of Conflicts, Levels of Conflicts, Stages / Process of Conflict, Management Conflicts.

Unit 5: **15 HOURS**

Power-Meaning, Definition, Types of Power-Reward Power, Co-ercive Power, Referent Power, Legitimate Power, Expert Power ,politics-Meaning, Types of Political Activity, traits, Behavioral Analysis (T.A),Work Stress- Meaning and Definition of Stress , Work Stress Model, Burnout – Meaning, Stress Vs Burnout, Stress Management. Organizational Culture –Meaning and Definition, Levels of Culture, Strategies for Sustaining culture, Climate- Meaning, OCTAPACE, Geert Hofstede s study on Organizational Culture.

Assignments:

Case Study/Success Stories –Project

Text Books:

1. Stephen P.Robbins, Organizational Behaviour, 15th Edition Personal education, New Delhi, 2013.

2. Fred Luthans, Organization behaviour, 12th edition, TATA McGraw Hill.

Reference Books

1. Hell Reigel, Slocum and Woodman, organization behaviour, south western, Thomson learning, 9th Edition.

2. R.S.Dwivdi, Human Relations and Organizational Behaviour, 5th edition, Englewood Cliffs, Prentice Hall 1995.

3. Staw, B.M.Psychological Dimensions of Organizational Behaviour, 3rd edition, Engle wood Cliffs, Prentice Hall 1995.

4. Steven L.Mc.Shane, Mary Ann von Glinow, Organizational Behaviour, 7th edition, Tata Mc.Graw Hill.

5. Hersey & Blanchard: Management of Organizational Behaviour, 10th Edition, and PHI.

COURSE OUTCOMES:

Upon completion of the course students will be able

CO1: To know how the individual difference will affect the organization performance. CO2: To analyze the Learning approaches and attitudes-behaviour relationship

CO3: To apply motivational theories in practice to motivate employees

CO4: To ethically use the power in the appropriate place in the organisation

CO5: To make employees to use the strategies for overcoming workplace stress

CO/PO	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	3	2	2	2	3	2	3	2
CO2	2	2	3	2	3	3	3	2
CO3	2	2	3	3	3	3	3	3
CO4	2	3	3	2	3	3	3	3
CO5	2	3	3	2	3	3	3	2

Strong – 3; Medium – 2; Poor - 1

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SEMESTER- I

Course Code: 433C1C	HUMAN RESOURCE MANAGEMENT	L	T	P	C
CORE/ELECTIVE/ALLIED	CORE	7	-	-	5
PREREQUISITE	Basic knowledge of Human Resource Management				

LEARNING OBJECTIVES:
1. To understand the various concepts and principles of HR.
2. To expose the students to the strategic role of specific HR systems.
3. To apply the approaches of SHRM in the organization.
4. To implement the competitive compensation practices in the Industry
5. To adopt the emerging trends in HRM.

Unit– 1:   **15 HOURS**
Definition of HRM, Objectives – Importance- Nature- Scope, Role and Qualities of a HR Manager. Human Resource Planning - Meaning, Definition, Importance, Factors affecting HRP, Process involved in Human Resource Planning. Job Analysis, Need for Job Analysis, Steps in Job Analysis, Job Description and Specification.

Unit – 2:   **15 HOURS**
Recruitment - Definition-Importance–Internal Sources and External sources, Modern sources of recruitment, Factors governing recruitment, Recruitment process. Selection – Meaning, Definition, Steps in Selection process, Barriers to Effective selection - Induction and Placement. Employee separation Training and Development – Nature of Training and development, Inputs in Training, Training Process.

Unit – 3:   **15 HOURS**
 Job Evaluation-Meaning, Definition, methods of Job evaluation; Performance Appraisal Definition-objectives- Methods of Performance Appraisal-Process of Performance Appraisal; Compensation –Nature, Objectives, Components of Pay Structure, Factors Influencing Compensation Levels

Unit - 4:   **15 HOURS**

Human Resource policies - Career Planning and development – Elements and barriers to Employee empowerment –Quality of work life – Elements of work environment – Determinants and measurements of job satisfaction –Human relations importance – components approaches and problems – morale - Significance of Human capital management – high performance work practices – employee engagement – knowledge management – learning organisations.

Unit– 5   **15 HOURS**

HR Audit: Approaches to HR Audit HR Accounting & HR Audit: Nature and Scope – Approaches to HR Accounting & Audit - HRIS
Human resource Management in changing environment - Contemporary Practices and Digital HRM

Text Books:

1. Ashwatappa. K, Human Resource Management: Text and Cases, Mcgraw Hill Education, 7th Edition, 2013.
2. David A. DeCenzo, Stephen P. Robbins, Susan .L. Verhulst, Fundamentals of Human Resource Management, 12th Edition, 2016.
3. Dr.C.B.Gupta Human Resource Management Sultan Chand (2018)

Reference Books:

1. Gray Dessler: Human Resource Management, Pearson, 15th Edition, 2015
 2. Anuradha Sharma: Strategic Human Resource Management: An Indian Perspective ,2006
3. Kesho Prasad: Strategic Human Resources Management, Macmillan publishers, 2017.
4. Seema Sanghi, Human Resource Management, Macmillan Publishers India Ltd. (2012).
 5. Ghanekar Anjali: Essentials Of Strategic Human Resource Management , 2009
6. Luis R. Gomez-Mejia, David B.Balkin and Robert L.Cardy. Managing Human Resource, PHI, 2002.
7. C.B.Mammoria, Personnel Management - Himalayan Publishing co, New Delhi.

COURSE OUTCOMES:

Upon completion of the course students will be able

CO1: To understand and apply the concepts of HRM.

CO2: To gain the competency to recruit and choose people for the organization

CO3: To apply the Performance Evaluation and Compensation Strategies in practice CO4: To develop the employability skills needed for the workplace

CO5: To know about the feasibility and the link between business strategy and HR.

CO/PO	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	3	3	2	2	3	3	3	2
CO2	3	3	3	2	3	3	3	2
CO3	3	3	3	2	3	3	3	2
CO4	3	3	3	3	3	2	3	3
CO5	3	3	3	2	3	2	3	2

Strong – 3; Medium – 2; Poor – 1

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SEMESTER- I

Course Code: 433E1A	LABOUR LEGISLATION- I	L	T	P	C
CORE/ELECTIVE/ALLIED	ELECTIVE	5	-	-	3
PREREQUISITE	Basic legal knowledge in business and HR Functions				

LEARNING OBJECTIVES:
1. To make the students understand about the Judicial setup existing in the country
2. To learn the laws relating to working conditions
3. To learn the laws relating to the Social Security
4. To know about the laws relating to wages and bonus.
5. To understand the laws needed for specific industry

UNIT I   12 HOURS
Concept of Labour Legislation, Need, Principles, Constitution for Legislation- Directive Principles of State Policy(DPSP)(Art 38,39,39A41,42,43,43A47,48), Fundamental rights, International Labour Organization (ILO) and its aim, Principles of Natural Justice.

Unit II   12 HOURS
 Laws related to Working Conditions
The Factories Act, 1948-Health and Safety Welfare, Employment of Women and Children: Hours of Work, holidays and leave with wages, Inspection regulation and case laws, Forms and Registers

Unit III   12 HOURS
Laws related to Social Security
The Employees' State Insurance Act, 1948
The Employees' Provident Funds and Miscellaneous Act, 1952
The Payment of Gratuity Act, 1972
Relevant Case laws, Forms and Registers

Unit IV   12 HOURS
Laws related to Specific Industries
The Tamilnadu Shops and Establishment Act 1947,The Contract(Regulation and Abolition) Labour Act,1970,Building and other Construction Act,1996.The TN catering Establishment Act,1955, The Inter-State Migrant Workmen (Regulation Of Employment And Conditions Of Service) Act, 1979, Relevant Case laws, Forms and Registers

Unit V   **12 HOURS**

Laws related to Wages

The Payments of Wages Act, 1936

The Minimum Wages Act, 1948

Relevant Case laws, Forms and Registers

Text Book:

1. Taxman (2017), Labour Laws, Taxman Publication, ISBN No.:9789350711583

Reference Books:

1. Kapoor N.D. (2011) Hand book of Industrial Law, Sultan Chand & Sons, New Delhi.

2. Vaidyanathan (2001) The TamilNadu Shops and Establishment Act 1947 and rules, Madras Books Agencies.

3. The Inter-State Migrant Workmen (Regulation Of Employment And Conditions Of Service) Act, 1979,Madras Law book Agency

COURSE OUTCOMES

CO1: To Understand the legal structure prevailing in the country.

CO2: To identify the situations of legal issues affecting both the employer and the worker.

CO3: To apply various labour legislations in the business.

CO4: To use the innovative approaches to the legal applications

CO5: To enable them to take ethical decisions in both personal and professional lives.

CO/PO	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	2	2	2	2	3	2	2	2
CO2	2	3	2	2	3	2	2	2
CO3	2	3	2	2	3	2	2	2
CO4	3	3	3	3	3	2	2	2
CO5	2	3	3	3	3	2	2	2

Strong – 3; Medium – 2; Poor - 1

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SEMESTER I

Course Code: 433E1B	MANAGERIAL ECONOMICS	L	T	P	C
CORE/ELECTIVE/ALLIED	ELECTIVE	5	-	-	3
PREREQUISITE	Basic knowledge of Economic Theory				

LEARNING OBJECTIVES:
1. To acquaint the students with concepts and techniques used in micro economic theory and to enable them to apply this knowledge in business decision-making.
2. To give in-depth knowledge in emerging global trends in business environment and macroeconomic management.
3. To enable students to participate in debates on economic matters.
4. To develop the skills of the students in solving business problems by using various economic techniques.
5. To understand about the various models of economics.

Unit- 1   **12 HOURS**

Fundamentals of Economics- Meaning, Definitions, Branches of Economics, Main Divisions of Economics; Managerial Economics- Definition, Characteristics, Significance and Scope of Managerial Economics in an Organization; Difference between Economics and Managerial Economics; Role of Managerial Economist.

Unit -2   **12 HOURS**

Demand Analysis & Forecasting: Demand-Meaning, Law of Demand, Demand Schedule and Demand Curve, Why Demand Curve Slopes Downward, Exception to Law of Demand or Perverse Demand Curve, Difference between Change in Demand and amount demanded, Factors determining Demand/ Demand Function, Elasticity of Demand Meaning and Definition, Meaning of Price Elasticity, Income Elasticity and Cross Elasticity of Demand (Only Meaning and Symbolic representation no Problems and methods of calculation) Factors influencing Elasticity of Demand, Importance of Elasticity of Demand, Demand Forecasting-Meaning, Definition, Types of Forecasting, Objectives and Purpose of Forecasting, Importance of Forecasting, Levels of Forecasting Approaches to be adopted for forecasting demand of new products

Unit- 3   **12 HOURS**

Supply and Production : Supply-Meaning, Supply Schedule, Law of Supply, Supply Curve, Factors determining Supply/ Determinants of Supply, Expansion and Contraction of Supply Curve, Increase or Decrease in Supply, Elasticity of Supply; Production -Meaning, Types of Utilities ,Factors of Production, Production Function, Laws of Production: Laws of Variable Production, Laws of Returns to Scale, Economies of Scale Meaning, Types of Economies of Scale-Internal and External, Diseconomies of Scale-Internal and External

Unit -4   **12 HOURS**

Cost and Revenue Concepts: Cost and Concepts, Break Even Analysis-Meaning, Determinants of BEP, Usefulness & Limitations of BEA; Revenue – Meaning, Kinds of Revenue

Unit-5   **12 HOURS**

National Income, Social Accounting Aggregates, Computation of National Income, Business Cycle and Phases, Characteristics of Business Policy, Inflation and Deflation, Monetary Policy, Central Bank Functions, RBI Functions, RBI and Credit Control measures used by RBI, Fiscal Policy-Meaning, Objectives of Fiscal Policy, Instruments of Fiscal Policy, Limitations of Fiscal Policy. Economic Planning-Definition, Features, Objectives, Planned Vs Unplanned Economy, Competition act 2002 and Foreign Exchange Management Act 1999,Global Economic Scenario. **Text Books:**

1. G S Gupta (2017)," Managerial Economics" published by McGraw Hill Education, ISBN-13: 978-0071067867
2. D.M.Mithani(2016), "Managerial Economics" published by Himalaya Publication House, ISBN-13: 978-9352623303

Reference Books:

1. H L Ahuja(2014), "Managerial Economics" published by S chand Publishing, ISBN 13: 978-8121928403
2. Dominick Salvatore(2016), "Managerial Economics: Principles and Worldwide Applications", published by Oxford University Press, ISBN-13: 978-0199467068
3. D N Dwivedi(2015), "Managerial Economics" published by Vikas Publishing House, ISBN-13: 978-9325986688
4. R.L. Varshney(2014), "Managerial Economics" published by Sultan Chand & Sons, ISBN-13: 978-8180549144
5. Michael Baye & Jeff Prince (2017), "Managerial Economics and Business Strategy" published by McGraw Hill Education, SBN-13: 978-9339204068

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SYLLABUS WITH EFFECT FROM 2023-2024

COURSE OUTCOMES:

Upon completion of the course students will be able

CO1 :To understand the key concepts, tools and techniques of economics and apply them.

CO2 **:**To apply the various economic techniques in taking business decisions.

CO3: To understand the choices of the customer and take the needed decision.

CO4: To analyze the problems faced by the firms.

CO5:To come out with the strategies for selling the products in the market

CO/PO	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	3	3	3	2	2	3	2	2
CO2	3	3	3	2	2	3	3	2
CO3	2	2	3	2	2	2	2	2
CO4	3	3	2	3	2	3	2	2
CO5	2	2	2	3	2	2	2	2

Strong – 3; Medium – 2; Poor - 1

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SEMESTER II

Course Code: 433C2A	LEARNING AND DEVELOPMENT	L	T	P	C
CORE/ELECTIVE/ALLIED	CORE	6	-	-	5
PREREQUISITE	Basic Knowledge of Learning & Development				

LEARNING OBJECTIVES:
1. To understand the nature and process of Training and Development.
2. To adopt the different Strategies used in training.
3. To induce the leadership and mentoring skills among students.
4. To implement the evaluation of the training program.
5. To know about the emerging trends in learning & development.

UNIT I   **15 HOURS**
Introduction to Learning: Introduction, Relationship, meaning, The basic principles of learning, Theories of Learning, The Learning Process, Mental and Physical Processes, The Learning Cycle, Age Influences on Learning Implications of the Learning Process for Instruction, Instructional Emphasis for Learning Outcomes, Learning Curve, The Forces Influencing Working and Learning, classification of learned capabilities.

UNIT II   **15 HOURS**
Introduction to Training: Definition, Meaning, Need For Training, Importance Of Training, Objectives Of Training, Concepts of Education, Training And Development, Inputs in Training, Overview Of Training Functions, Types Of Training.

UNIT III   **15 HOURS**
Process of Training: Steps In Training, Identification Of Job Competencies, Criteria For Identifying Training Needs (Person Analysis, Task Analysis, Organization Analysis), Assessment Of Training Needs, Methods And Process Of Needs Assessment.

UNIT IV   **15 HOURS**
Designing and Implementing a Training Program : Trainer Identification, Methods And Techniques Of Training, Designing A Training Module (Cross Cultural, Leadership, Training The Trainer, Change), Management Development Program, Budgeting Of Training. Traditional Training Methods: Presentation Methods, Hands on

Methods, Group Building Methods. Choosing Training methods.

E-Learning & Use of Technology in Training: Technology's Influence on Training, Technology & Multimedia, Computer-Based Training, Developing, Effective Online Learning, Blended Learning, Simulations, Mobile Technology & Training Methods, Intelligent Tutoring Systems, Distance Learning, Technologies for Training Support, Technologies for Training Administration, Learning Management Systems (LMSs), Systems for Training Delivery, Support & Administration.

UNIT V   **15 HOURS**

Evaluation of Training Program and Transfer of Training : Reasons for Evaluating Training, Overview of the Evaluation Process, Outcomes Used in the Evaluation of Training Programs, Determining Whether Outcomes Are Good, Evaluation Practices, Evaluation Designs/ Models (Kirkpatrick Model Of Evaluation, CIRO Model, Cost Benefit Analysis, ROI Of Training), Threats to Validity, Types of Evaluation Designs, Considerations in Choosing an Evaluation Design, Determining Return on Investment, Determining Costs, Measuring Human Capital and Training Activity. Transfer of Training: Introduction, Training Design, Work Environment Characteristics influencing transfer, organizational environments encouraging transfer; Implementation of the training programme.

Text Books:

1. Raymond A Noe and Amitabh Deo Kodwani, Employee Training and Development, Tata McGraw Hill, New Delhi, Fifth Edition,2012.

Reference Books

1. Bewnet, Roger cd. Improving Training Effectiveness, Aldershot, Gower 1988.
2. Buckley R & Caple, Jim, The theory and Practice of Training, London, Kogan & page.
3. Lynton R Pareek U. Training and development, 3rd edition, New Delhi, Vistaar.
4. Rae L etc. How to measure Training Effectiveness, Aldershot, Gower, 3rd edition.
5. Reid M.A.etc. Training Interventions, Managing Employee Development, 4th edition, London IPM.
6. Serge P. The Fifth Discipline: The Art and Practice of Learning Organization, 5th edition, London Century.

COURSE OUTCOMES:

Upon the completion of the course, students will be able

CO1: To understand about the Learning and Development process & their issues in the companies.

CO2: To identify the learning objectives of every training program conducted.

CO3: To practice the different training methods and know their effectiveness. CO4: To Analyze the need for training of the employees

CO5: To Apply the latest technology in enhancing training effectiveness of different companies.

CO/PO	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	3	3	2	2	3	2	2	2
CO2	3	2	2	3	3	3	2	2
CO3	3	2	2	3	3	2	2	2
CO4	3	2	2	2	3	3	2	2
CO5	3	3	2	2	3	2	3	3

Strong – 3; Medium – 2; Poor - 1

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SEMESTER II

Course Code: 433C2B	EMPLOYEE RELATIONS AND WELFARE	L	T	P	C
CORE/ELECTIVE/ALLIED	CORE	6	-	-	5
PREREQUISITE	Basic Knowledge on employee relations				

LEARNING OBJECTIVES:
1. To understand the basic concepts and nuances of industrial relations.
2. To prepare them for handling strikes, negotiation, collective bargaining
3. To make them understand the disciplinary methods and strategies.
4. To Implement the various settlement machineries
5. To develop strategies for employee welfare and Social Security measures.

Unit I   **15 HOURS**

Employee Relations

Definition and Meaning of IR-causes, Importance of good labour management relations-causes of industrial relations, Industrial disputes –unrest the Indian Scenario today-state Government's intervention-Machineries for settlements and prevention of Industrial disputes in India. Works committee, Conciliation, Adjudication, Voluntary Arbitration. Present day industrial worker -
comparison with predecessor, Role of ILO in industrial relations, Approaches-The systems model- The Pluralist Approach, Marxist approach.

Unit II: **15 HOURS**

Trade Union Movement in India

History and growth of trade Union-purpose and functions, policies, recognition and registration, affiliation, membership, Finance Leadership, Employers organization; Trade Union democracy, Types of union , Pitfalls and suggestions to improve.

Unit III: **15 HOURS**

Collective Bargaining, Discipline & Grievance Redressal

Meaning, Nature, Types, Process and Importance of CB-prerequisites issues involved, status in India, Suggestions to improve; Negotiations-Types of Negotiations, Pre and Post Negotiation Problem solving attitude; Discipline - Causes of Indiscipline - Maintenance of discipline, Essentials of Good Disciplinary system, Procedure of taking disciplinary action, Domestic enquiries - concept and practice - Principles of Hot stove rule, Kinds of Punishment, Grievance handling - Constitution of Grievance committee - Meaning of Grievance -Sources-level of Grievance-benefits of Grievance system, Grievance Redressal machinery in India-.

Unit IV: **15 HOURS**

Employee Welfare

Employee welfare-Meaning, Objectives, Philosophy, Scope, Limitations, types of employee welfare, statutory and non statutory welfare measures, and Labour welfare theories.

Unit V   **15 HOURS**
 Social Security
Concept, Need, Types and Schemes for the organized sector in India; Labour Administration Scope, Evolution, Labour Policy in India, Labour Administrative Machinery of the government, Role of ILO in Labour Administrations

Text Books:
1. Mamoria, Mamoria and Gankar (2001) Dynamics of Industrial Relations Bombay: Himalaya Publishing.
2. P.N.Singh, Neeraj Kumar(2011),Employee Relations Management, Dorling Kindersley(India) Pvt. Ltd., Licensees of Pearson Education in South Asia.
3. Srivastava S.C (1994) Industrial relations and Labour Laws, Vikas Publishing, New Delhi.

Reference Books:
1. Tripathi.P.C Personnel Management and Industrial Relations, Sultan Chand & Sons 2. Yoder, Dale and others (1959) Personnel Management & Industrial Relations, New Delhi, Prentice Hall.

COURSE OUTCOMES
Upon the completion of the course, students will be able
CO1: To understand changing concept of Employee Relations in the country
CO2: To promote Industrial harmony and resolve conflict
CO3: To evaluate strategies for Industrial relations at the government level
CO4: To analyze the importance of Trade unions and their growth
CO5: To apply Collective bargaining and tripartite machinery in industries

CO/PO	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	3	3	3	2	3	3	3	2
CO2	3	3	3	2	3	3	3	2
CO3	3	3	3	2	3	3	3	2
CO4	3	3	3	2	3	3	3	2
CO5	3	3	3	2	3	3	3	2

Strong – 3; Medium – 2; Poor - 1

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SEMESTER- II

Course Code: 433C2C	ORGANISATION CHANGE & ORGANISATION DEVELOPMENT	L	T	P	C
CORE/ELECTIVE/ALLIED	ELECTIVE	6	-	-	4
PREREQUISITE	Basic knowledge on Organizational Development				

LEARNING OBJECTIVES:

1. To understand the various change management strategies.
2. To Study the impact of change on organizations.
3. To develop insight in diagnostic problems in OD.
4. To provide necessary self-insight, skills and techniques to become effective change agents and internal OD consultants.
5. To gain knowledge for handling future organizational initiatives.

Unit I   **15 HOURS**

Organization change

Dynamics of change, Nature of change, Change cycle, levels and types and forces of organizational change, Change agents, resistance to change at Individual, sub-unit and Organizational level, Strategies and guidelines for implementing change.

Unit II   **15 HOURS**

Models and theories of Organizational Change

Kurt Lewin - Force field theory of change, Burke Litwin Model of change, Ralp Kilman 5 sequential stages of organizational change, Ronald Lippit, Jeanne Watson & Bruce Westly 7 stage Organizational change - Socio-technical systems theory and Open system Planning , OD, reengineering and Organizational Design.

Unit III   **15 HOURS**

Foundations of Organizational Development

Definition, meaning of Organizational Development, features, objectives and values of OD, OD process and stages of intervention, Action Rearch, Action Research & OD

Unit – IV   **15 HOURS**

Broad overview of OD interventions;

Team building intervention, Inter-group activities, Survey feedback intervention, Techno structural, structural activities, Process Consultation, Grid OD activities, Third Party peace making, Coaching and counseling, Future search conference.

Unit – V   **15 HOURS**

Future of Organizational Development

Leadership and values, Knowledge about Organizational development, Inter-disciplinary

nature of Organizational Development, Diffusion of technique, Mergers, Acquisitions and alliances, High Performance & community

Text Books:

1. French.L.Wendell, Bell.H.Cecil and Vohra Veena : "Organization Development – Behavioral Science Interventions for Organization Improvement, Sixth edition, Pearson Prentice Hall of India, New Delhi,2014.

2. French, W.L etc., Organization Development Theory, Practice and Research, 6th Edition, New Delhi, Universal Book Stall.

Reference Books:

1. Hurse F.E. and Cummings T.G. Organisation, Development and Change 9th Edition, New York,k West.

2. Abad, Ahmad etc, Developing Effective Organization, New Delhi, Sri Ram Centre for Industrial Relations,1980

3. De Hitish. Alternative Designs of Human Organizations, London, Sage, 1988

4. Harvey D.F and Brown DR An Experiential Approach to Organization Development, Englewood Cliffs, New Jersey, Prentice hall Inc., 1990

5. Sinha, Dharani P etc, Consultants and Consulting Styles, New Delhi,Vision, 1982.

COURSE OUTCOMES:

Upon the completion of the course, students will be able

CO1: To apply various Approaches to understanding organization strategies CO2: To Explore Functions and effects of organization culture

CO3: To identify the world of work group behavior

CO4: To recommend strategies for handling stress.

CO5: To create experts to handle Organizational development and change initiatives in the organization.

CO/PO	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	3	3	3	2	3	3	3	3
CO2	3	3	3	2	3	3	3	3
CO3	3	3	3	2	3	3	3	3
CO4	3	3	3	2	3	3	3	3
CO5	3	3	3	2	3	3	3	3

Strong – 3; Medium – 2; Poor - 1

SEMESTER II

Course Code: 433E2A	LABOUR LEGISLATION – II	L	T	P	C
CORE/ELECTIVE/ALLIED	CORE	4	-	-	3
PREREQUISITE	Basic Knowledge of Labour laws in the Organization				

LEARNING OBJECTIVES:

1. To face any challenges posed by the corporate environment and Trade unions.
2. To provide knowledge on settlement machineries, compensation and bonus calculation.
3. To apply the knowledge of labour laws in the industries.
4. To develop models for resolving organizational legal issues
5. To main proper documentation related to employment of workers

Unit I   12 HOURS

Law relating to employment of women and Children, Subsistence Allowance

Maternity Benefit Act 1961

The Child Labour (Prohibition and Regulation) Act 1986

The Tamil Nadu Payment of Subsistence Allowance Act, 1981

Relevant Case laws, Forms and Registers

Unit II   12 HOURS

Law relating to Bonus and Welfare Fund, Holidays

Payment of Bonus Act, 1965

Tamil Nadu Labour Welfare Fund Act, 1972,

The Tamil Nadu Industrial Establishments (National and Festival Holidays)

Act, 1958 Relevant Case laws, Forms and Registers

Unit III   12 HOURS

Laws relating to IR

The Industrial Disputes Act, 1947

The Trade Union Act, 1926

The Industrial Standing orders Act, 1946

Relevant Case laws, Forms and Registers

Unit IV   12 HOURS

Accident Compensation and safety

The Mines Act 1952

The Employees' compensation Act 1923

Relevant Case laws, Forms and Registers

Unit V   **12 HOURS**
Miscellaneous Act
The Apprentice Act, 1961
Equal Remuneration Act, 1976
The Sexual Harassment of women at workplace (Prevention, Prohibition and Redressal)
Act, 2013, Relevant Case laws, Forms and Registers

Text Books:
1. Kapoor N.D. (2011) Hand book of Industrial Law, Sultan Chand & Sons, New Delhi.
 2. Vaidyanathan (1996), Factory Laws Applicable in Tamil Nadu, Volume IV, Madras
Books Agencies, Chennai.
3. The Sexual Harassment of women at workplace (Prevention , Prohibition and Redressal)
Act, 2013,Commercial Law Publishers(India)Pvt.Ltd., Delhi

References:
4. Taxman(2013),Labour Laws, Taxman Publication, ISBN No.:9789350711583
5. The Tamil Nadu Industrial Establishments (National and Festival Holidays) Act,
1958,Madras Law Book Agency
6. The Tamil Nadu Payment of Subsistence Allowance Act, 1981, Madras Law Book
Agency

COURSE OUTCOMES:
Upon the completion of the course, students will be able
CO1: To understand the legal structure relating to employment, compensation and industrial
relations.
CO2: To identify the situations of employment issues affecting women, children
and men. CO3: To apply various latest legislations in the business.
CO4: To adopt the innovative approaches to the legal applications
CO5: To enable them to take ethical decisions in both personal and professional lives.

CO/PO	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	2	2	2	2	3	2	2	2
CO2	2	3	2	2	3	2	2	2
CO3	2	3	2	2	3	2	2	2
CO4	3	3	3	3	3	2	2	2
CO5	2	3	3	3	3	2	2	2

Strong – 3; Medium – 2; Poor - 1

SEMESTER- II

Course Code: 433E2B	ACCOUNTING FOR MANAGERS	L	T	P	C
CORE/ELECTIVE/ALLIED	ELECTIVE	4	-	-	3
PREREQUISITE	Basic knowledge of different types of accounts				

LEARNING OBJECTIVES:

1. To introduce the students about the fundamentals of Financial, Management and Cost Accounting.

2. To learn the tools and techniques involved in Financial, Management and Cost Accounting.

3. To equip the students to handle decisions by applying Financial, Management and Cost accounting.

4. To apply the standard accounting techniques in assessing the different outcomes.

5. To make them know the accounting information will support in decision making .

UNIT-I   12 HOURS

Financial Accounting- Meaning, Definition, Objectives, Need, Significance and Limitations of Financial Accounting, Accounting Cycle, Relationship between Accountancy, Accounting and Book Keeping, Distinction between book keeping and accounting, Users of Accounting Information, Branches of Accounting-Financial, Cost and Management Accounting.

Basic Accounting Terms-Transactions, Proprietor, Capital, Assets, Liabilities, Drawings, Debtors, Creditors , Purchases, Purchase return or returns outward, Sales, Sales return or return inward, Stock, Revenue, Income, Expense, Voucher, Invoice, Receipt, Account, Basic Assumptions: Accounting entity assumption, Money measurement assumption, Accounting period assumption, Going concern assumption.

UNIT -II: 12 HOURS

Final Accounts- Meaning, Parts of Final Accounts-Trading Account, Profit and Loss Account, Balance Sheet- Definitions and Meaning, Only Definitions of the following terms- Closing stock, Outstanding expenses, Prepaid expenses, Accrued incomes, Incomes received in advance, Interest on capital, Interest on drawings, Interest on loan, Interest on investment, Depreciation, Bad debts, Provision for bad and doubtful debts, Provision for discount on debtors, Provision for discount on creditors

Financial Statement analysis-Meaning, Objectives, Nature , Importance and Limitations of

Financial Statements, Window Dressing –meaning, methods, Techniques or Tools for Financial Statement Analysis, Limitations of Financial Statements analysis.

UNIT –III   **12 HOURS**

Management Accounting-Meaning, Definition, Characteristics, Scope and Importance and Limitations of Management Accounting, Difference between Management Accounting and Financial Accounting, Installation of Management Accounting System, Functions and Duties of Management Accountant.

UNIT –IV   **12 HOURS**

Cost Accounting - Definitions, Objectives, Scope, Advantages and Limitations of Cost Accounting, Difference between Cost Accounting and Financial Accounting, Difference between Cost Accounting and Management Accounting, Classification of Cost, Methods of Costing, Elements of Cost-Material (Direct and indirect material), Labour (Direct and Indirect), Expenses (Direct and indirect), Direct and Indirect Costs/ Overheads, Classification of Overhead-Factory Overhead, Administration or Office Overhead, Selling and Distribution Overhead, Cost Sheet.

UNIT- 5   **12 HOURS**

Marginal Costing- Definition, Marginal Cost-Definition, Features of Marginal Costing, Advantages of Marginal Costing, Limitations of Marginal Costing, Cost-Volume-Profit Analysis-Meaning, Important Concepts used in Cost-Volume-Profit analysis-Fixed Cost, Variable Cost, Contribution, Contribution to sales, Profit Volume ratio, Break even analysis and Break-even point, Composite Breakeven point, Margin of Safety.

Text Books:
1. Financial management – Analysis & Conceptual approach –
S.C.Kuchhal 2. Principles and practices of Cost accounting – N.K. Prasad
3. Management accounting – I.M. Pandey
4. Financial Management – S.N.Maheswari

Reference Books:
1. Finance for Non-Finance Executives – Yesyesvee
2. Hingorani, Ramanathan & Grewal: Management Accounting, Sultan Chand
3. R.N. Anthony: Management Accounting – Text and cases, Irwin
4. S.N. Maheswari: Management Accounting, Sultan Chand
5. H.G. Guthman: Analysis of Financial Statements, Prentice Hall

COURSE OUTCOMES:

Upon the completion of the course, students will be able

CO1 :To describe the various types of the organization and the financial system they follow.

CO2: To Evaluate profitability, liquidity, financial and turnover ratio of the various companies CO3: To analyze the data of the financial statements of different companies.

 CO4: To know how the different accounting practices are to planning

CO5: To apply the accounting information in managerial decision making

CO/PO	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	3	2	3	2	2	3	2	2
CO2	3	2	3	2	2	3	2	2
CO3	2	2	3	2	2	2	2	2
CO4	3	2	2	2	2	3	2	2
CO5	2	2	2	2	2	2	2	2

Strong – 3; Medium – 2; Poor - 1

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Semester II

Course Code: 433S2A	ENTREPRENEURIAL DEVELOPMENT	L	T	P	C
CORE/ELECTIVE/ALLIED	SKILL ENHANCEMENT COURSE	4	-	-	2
PREREQUISITE	Basic Knowledge about Entrepreneurship				

LEARNING OBJECTIVES:
 1. To acquire skills required to start and manage a business.
2. To highlight the need for entrepreneurship and to familiarize the growth of
entrepreneurship in India.
3. To expose the students regarding the assistance from financial Institutions and
Government.
4. To classify the different types of business in which the entrepreneurs will
act.
5. To explore the latest trends in entrepreneurship.

UNIT-I   **8 HOURS**
Entrepreneurship –Meaning & Definition – Types of Entrepreneurs - Characteristics of a
successful entrepreneur, - Entrepreneurial scene in India - Case histories of successful
entrepreneurs -

UNIT –II   **8 HOURS**
Entrepreneurial Development Programme and training - Entrepreneurial Environment - -
New Product Ideas and Evaluation - Project Identification -Project Formulation - Project
Report - Project Appraisal - Profitability Analysis- Working Capital Management.

UNIT- III   **8 HOURS**
Project Planning - Social COST Benefit analysis - Financial Analysis, Project financing -
Selection of site & Equipment - Institutions for ED - Financial Institution & Entrepreneur
Development - Bank Finance to entrepreneur -.

UNIT- IV   **8 HOURS**
Marketing Research Segmentation-Marketing Positioning-Developing Marketing
Strategies, Pricing, Promotional Mix - Distributing channels

UNIT- V   **8 HOURS**
Small scale industries- definition, characteristics, objectives-Development of small Scale
Industries in India - Incentives for SSI from Central Government & State Government /

Industrial sickness in SSI, causes and remedies- Selection of the site and Equipment - Plan for production.

Text Books:

1. Charntimath Poornima .M (2014) Entreprenuership & Small Business Entrprises, Pearson, Second Edition
2. Bholanath Dutta (2009) Entrepreneurship Management ,Excell Books,First Edition

Reference Books:
1. Robert J. Calvin : Entrepreneurial Management, McGraw-Hill, 2002
2. Shivganesh Bhargava : Entrepreneurial Management, SAGE Publications India Pvt Ltd ,2008.

COURSE OUTCOMES:
Upon the completion of the course, students will be able
CO1: To demonstrate the innovative ideas by improving their presentation
skills. CO2: To apply the marketing skills in the area of entrepreneurship
CO3: To develop New ventures and do feasibility analysis
CO4: To Analyze and prepare business plan
CO5: To Explore financial &institutional arrangement and encouragement of entrepreneurship

CO/PO	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	2	3	2	3	2	3	2	3
CO2	2	2	2	3	2	3	2	3
CO3	2	2	3	3	2	3	2	3
CO4	2	2	2	3	2	3	2	3
CO5	2	2	3	3	2	3	2	3

Strong – 3; Medium – 2; Poor - 1

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SEMESTER III

Course Code: 533C3A	COMPENSATION MANAGEMENT	L	T	P	C
CORE/ELECTIVE/ALLIED	CORE	6	-	-	5
PREREQUISITE	Basic Knowledge of Compensation and Reward System				

LEARNING OBJECTIVES:

1. To learn the basic concepts of the Compensation
2. To analyze the various dimensions of Compensation Management.
3. To impart skills in designing, analysis and restructure compensation management system, policies and strategies.
4. To understand the role of compensation in determining the competitive advantage of an organization.
5. To know the role of human resource manager in dealing with the employees and their compensation.

UNIT 1   **15 HOURS**

Introduction: Compensation meaning, objectives, nature of compensation, types of compensations, compensation responsibilities, Compensation system design issues: Compensations Philosophies, compensation approaches, decision about compensation, compensation- base to pay, individual Vs team rewards, Perceptions of pay Fairness, legal constraints on pay systems.

UNIT 2   **15 HOURS**

Managing Compensation: Strategic Compensation planning, determining compensation-the wage mix, Development of a Base Pay System: Job evaluation systems, the compensation structure Wage and salary surveys, the wage curve, pay grades and rate ranges, preparing salary matrix,   government regulation on compensation, fixing pay, significant compensation issues, Compensation as a retention strategy

UNIT 3   **15 HOURS**

 Variable Pay and Executive Compensation: Strategic reasons for Incentive plans, administering incentive plans, Individual incentive plans-Piecework, Standard hour plan, Bonuses, Merit Pay, Group incentive plans- Team compensation, Gain sharing incentive Plans, Enterprise incentive plans- Profit Sharing plans, Stock Options, ESOPs, executive

compensation elements of executive compensation and its management, International compensation Management.

UNIT 4   **15 HOURS**

Managing Employee Benefits: Benefits- meaning, strategic perspectives on benefits-goals for benefits, benefits need analysis, funding benefits, benchmarking benefit schemes, nature and types of benefits, Employee benefits programs- security benefits, retirement security benefits, health care benefits, time-off benefits, benefits administration

UNIT-5   **15 HOURS**

Employee benefits required by law, discretionary major employee benefits, creating a work life setting, employee services- designing a benefits package

Text Books:
1. George Milkovich , Jerry Newman & C S Venkataratnam (2017), "Compensation" published by McGraw Hill Education, ISBN-13: 978-0070151581
2. Dipak Kumar Bhattacharyya (2014), "Compensation Management" published by Oxford University Press, ISBN-13: 978-0199456543

Reference Books:
1. Biswanath Ghosh (2012), "Compensation and Reward Management" published by Sterling Publishers Pvt.Ltd, ISBN-13: 978-8120777422
2. B. D. Singh (2017) , " Compensation and Reward Management" published by Excel Books, ISBN-13: 978-9350626313
3. J. Martocchio Joseph (2018), "Strategic Compensation: A Human Resource Management Approach" published by Pearson Education, ISBN-13: 978-9332584839
4. Dr. Kanchan Bhatia(2014), " Compensation Management" published by Himalaya Publishing House, ISBN-13: 978-9352022151
5. Henderson (2007), "Compensation Management in a Knowledge - based World" published by Pearson Education India, ISBN-13: 978-8131711101

COURSE OUTCOMES:
Upon the completion of the course, students will be able
CO1: To learn the existing compensation practices existing in different industries.
CO2: To Compare the Pay structure of different companies.
CO3: To devise strategies for Pay for performance plans and employee benefits
CO4: To understand the Compensation structure for international assignments and compensation of special groups
CO5: To understand the legally required benefits for the employees.

CO/PO	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	3	3	2	2	3	2	2	2
CO2	3	3	2	2	3	2	2	2
CO3	3	3	3	2	3	2	2	2
CO4	3	3	2	2	3	2	2	2
CO5	3	3	2	2	3	2	2	2

Strong – 3; Medium – 2; Poor - 1

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SEMESTER III

Course Code: 533C3B	PERFORMANCE MANAGEMENT	L	T	P	C
CORE/ELECTIVE/ALLIED	CORE	6	-	-	5
PREREQUISITE	Basic Knowledge of Performance Management System				

LEARNING OBJECTIVES:
1. To gain a working knowledge of performance management
systems. 2. To equip students with appropriate terminologies.
3. To apply the practices regarding performance management in Industries 4. To acquaint
the students with the various methods, process and strategies used to measure performance
employees
5. To develop High Performance team for leading organizations

UNIT I: **15 HOURS**
The Foundation of Performance Management
Definition, Principles, Characteristics, Benefits and Scope of Performance Management,
Why Employees Do not Perform in Organizations, Challenges of Performance
Management.

UNIT II: **15 HOURS**
Performance Appraisal
Performance Appraisal- Meaning, Definition, Objectives, Significance of Performance
Appraisal, Difference between Performance Management and Performance Appraisal, The
Performance Appraisal process; Accurate –Valid, Reliable, Acceptable, Feasible, Specific,
Based on Mission and Objectives, Measures of Performance Appraisal Programme, Legal
issues associated with performance appraisal

UNIT III: **15 HOURS**
Performance Appraisal Methods and Problems:
Traditional methods of performance appraisal (Rating Scales, Checklist, Forced Choice
Method, Forced Distribution Method, Critical Incidents Method, Behaviorally Anchored
Rating Scale, Field Review Method, Performance Tests and Observations, Confidential
Reports, Essay Method, Cost Accounting Method, Comparative Evaluation Approaches -
Ranking Method, Paired Comparison Method)
Modern methods of performance appraisal (Management by Objectives, Psychological

Appraisals, Assessment Centers, 360-Degree Feedback, 720-Degree Feedback, and other performance appraisal methods widely used by the Organizations). How to Design an Appraisal Programme, Problems Occurring in Rating: Leniency or Severity, Central tendency, Halo effect, Rater Effect, Primacy and Regency Effects, Perceptual Set, Performance Dimension Order, Spillover Effect, Status Effect, Rating Criteria for assessing performance: Quality, Quantity, Timeliness, Cost Effectiveness, Need for Supervision, Interpersonal Impact, Community Service.

UNIT IV: **15 HOURS**
Performance Management & Reward Systems and Performance Consulting:
Performance linked remuneration system, performance linked career planning & promotion policy. Competency Mapping – it's Types, Performance Consulting: Concept, need & role of the performance consulting, contracting for performance consulting services, organizing performance improvement department. Building and leading High performing teams - team oriented organizations - developing and leading high performing teams.

UNIT V: **15 HOURS**
Performance Management Practices in industry
Unique Performance Management systems followed in 1. Tata Consultancy Services 2.Ford 3. Deloitte 4.Titan industries 5.DHL Global services 6. Murugappa group 7. ICICI Bank Ltd 8.Reliance Retail 9. Future Value Retail Ltd. 10.Scope International - Recent Trends and Future Directions in the field of Performance Management.

Text Books:
1. Herman Aguinis (2009) "Performance Management", Pearson Education Publishers. ISBN 978-278693379.
2. Michael Armstrong and Angela Baron (2007) "Performance Management", Jaico Publishing House. ISBN 978-8172248529

Reference Books
1. Robert Bacal (1999), "Performance Management", McGraw-Hill,
2. T.V Rao(2015), "Performance Management" Sage Publications, ISBN 978-9351507307
3. A.S Koli & T.Deb "Performance Management"Oxford University Press, ISBN 978-0195693379.
4. John Whitmore (2017) "Performance Management" Nicholas Publications, ISBN 978-1473658127
5. Dipak Kumar (2011) "Performance Management" Pearson Education Publishers. ISBN 978-8131754221

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COURSE OUTCOMES:

Upon the completion of the course, students will be able

CO1: To identify the importance of performance management systems in various organization CO2: To design the Process of performance management

CO3: To Apply Theories of goal setting and performance analysis process

CO4: To conduct Performance review discussions process

CO5: To Evaluate Individual/team performance.

CO/PO	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	3	2	3	2	3	2	2	2
CO2	3	2	3	2	3	2	2	2
CO3	3	3	3	2	3	2	2	2
CO4	3	3	3	2	3	2	2	2
CO5	3	3	3	2	3	3	2	2

Strong – 3; Medium – 2; Poor - 1

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SEMESTER III

Course Code: 533C3C	RESEARCH METHODOLOGY	L	T	P	C
CORE/ELECTIVE/ALLIED	CORE	6	-	-	5
PREREQUISITE	Basic Knowledge of Research				

LEARNING OBJECTIVES:

1. To acquaint the students with concepts and techniques used in Research
2. To enable them to apply this knowledge in business decision-making.
3. To give in-depth knowledge in emerging statistical tools in Research.
4. To explore the different methods of data collection
5. To prepare report catering to different industry requirements

UNIT I   15 HOURS

Research : Meaning, Scope and Objectives, Types of Research, Steps Involved in Research Process, Definition of Research problem, Criteria for selecting research problem, techniques involved in defining research problem Research Design: Meaning and Types – Descriptive, Exploratory, Experimental Researches., Relevance of Research for decision making in various functional areas of Management.

UNIT II   15 HOURS

Methods of data Collection – Census, Sample, Library. Techniques of Data Collection - Observation, Interview, Questionnaire and Schedules- Measurement and Scaling techniques - normal, ordinal, ratio, interval-Reliability and validity of the tool, pre-testing of the tool, Selection of samples, meaning of sample, Universe, Sampling Techniques and sample size determination for survey research, - Formulation of Hypothesis - Hypothesis testing.

UNIT III   15 HOURS

Data Analysis: Editing, Coding of data: Univariate, Bivariate – Measures of dispersion -chi square test - correlation and Regression analysis - Single and Two factor analysis of variance - Application of statistical tests - Parametric and Non-Parametric and interpretation of test results.

UNIT IV   15 HOURS

Multivariate Analysis - Elementary concepts of factor analysis, Multiple Regression Analysis, Discriminate analysis, cluster analysis and conjoint analysis and their application in Management problem solving.

UNIT V   **15 HOURS**

Presentation of Research results: Tabulation, Need, Nature and Guidelines- ungrouped and grouped frequency tables, Charts and Diagrams, organizing report: Report Writing, Types and Layout of Research Report, Mechanics of report writing, Precautions in Preparing the Research Report, Use of Executive summary, appendix and Bibliography.

Text Books:
1. C.R. Kothari- Research Methodology: Methods and Techniques, New Age International Publishers, Second edition.
2. Donald Cooper & Pamela Schindler , Business Research Methods, McGraw-Hill Education, 12th Edition.
3. S.P.Gupta - Statistical Methods, Sultan Chand & Sons, 28th Edition.

Reference Books
1. Aczel A.D. and Sounderpandian J., "Complete Business Statistics", 6th edition, Tata McGraw – Hill Publishing Company Ltd., New Delhi, 2012.
2. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 11th edition, Thomson (South – Western) Asia, Singapore, 2012
3. Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, 2012 4. N. D. Vohra, Business Statistics, Tata McGraw Hill, 2012.
5. Richard I Levin and David S.Rubin, Statistics for Management, Pearson Education, 7th Edition, 2011.
6. Srivatsava TN and Shailaja Rego, Statistics for Management, Tata McGraw Hill, 2008.

COURSE OUTCOMES:
Upon the completion of the course, students will be able
CO1: To identify the research problem
CO2: To apply the different methods of data collection in real life situations CO3: To understand the relevance of research for decision making
CO4: To Analyze the data using statistical tools
CO5: To Examine the Presentation of research results.

CO/PO	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	2	2	2	2	2	3	2	2
CO2	2	3	2	2	2	2	2	2
CO3	2	2	2	2	2	2	2	2
CO4	2	2	3	2	2	3	2	2
CO5	2	2	3	3	2	2	2	2

Strong – 3; Medium – 2; Poor - 1

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SEMESTER III

Course Code: 533C3D	HR ANALYTICS	L	T	P	C
CORE/ELECTIVE/ALLIED	CORE	5	-	-	4
PREREQUISITE	Basic knowledge about analytics				

LEARNING OBJECTIVES
1. To apply appropriate statistical analysis to HR questions and problems.
2. To think critically about data and metric.
3. To apply HR analytics for problem-solving and decision-making;
4. To effectively interpret and communicate results from statistical analysis into actionable decisions.
5. To develop modules suitable for different HR functions

UNIT 1:   **15 HOURS**

Basic Foundation

Framework of HR measurement How decision science influences HR measurements, connecting measures and organizational effectiveness, LAMP framework, today's HR measurement approaches, HR measurement Traditional vs. contemporary HR measures; Fundamental analytical concepts from statistics and research design; analytical concepts from economics and finance.

UNIT 2:   **15 HOURS**

Analytical Foundation of HR measurement

a. Introduction to Business Analytics, Differences between Business Intelligence and Business Analytics, Differences between Business Analytics and Big Data Analytics, Roles of Business Intelligence, Big Data Analytics and Business Analytics in an organization, Pillars of Business Analytics – Analytical Methods, Analytical Tools, Analytical Application., Types of Business Analytics – Descriptive Analytics, Predictive Analytics, Prescriptive Analytics. What is HR Analytics? Its role in overall business performance

UNIT 3:   **15 HOURS**

About HR Analytics

Definition of HR & Analytics; HR data as seen prior to the invasion of Analytics; The current evolving state of HR Analytics; Why HR Analytics; Stages of HR Analytics; What can/should be measured; How does Analytics fit into HR Delivery Model; HR Analytics in your org. – priorities & ST/LT Goals; CEO's part to be played in HR Analytics; Comparison –HR "Reporting" & Analysis with HR "Predictive" Analytics.

UNIT 4:   **15 HOURS**
HR Analytics Tools
Advantages & Limitations of some tools; Brush up on MS Excel & Basic VBA; Tools to be discussed using Ms Excel – Used in Reporting & Presentation on MS PowerPoint; Tips on of Google Forms & Google Spreadsheets – E.g.: Designing Surveys & Easy Data collection tips; Integrating MS Excel &Google Spreadsheets. Brush up on R basics; Tools to be discussed using R Statistical Software – Used in Predictive Modeling & Presentation on MS Power Point

UNIT 5:   **15 HOURS**
Application of HR Analytics
Application of HR Analytics in the areas of Recruitment, Performance Management, Compensation Management, Competency building; Learning and Development; Employee Motivation / Satisfaction; Employee Attrition/ Separation.

Text Books:
1. Moore, McCabe, Duckworth, and Alwan. *The Practice of Business Statistics: Using Data for Decisions*, Second Edition, New York: W.H.Freeman, 2008.
2. **Investing in People: Financial Impact of Human Resource Initiatives** *(Required)*
Cascio, W. & Boudreau, J.,FT Press, 2nd Edition (2011) ISBN 13: 978-0137070923

Reference Book:
1. Utts, Jessica M. *Seeing through Statistics*, Second Edition, Pacific Grove, CA: Duxbury, 1999.

COURSE OUTCOMES:
Upon the completion of the course, students will be able
CO1: To understand the logical underlined statistical significance.
CO2: To apply appropriate analytical tools in HR functions
CO3: To develop experts in using excel and analytics
CO4: To implement different types of analytics for various applications of organizations
CO5: To gain knowledge in big data and business analytics

CO/PO	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	2	3	2	2	2	2	2	2
CO2	2	3	2	2	2	3	2	2
CO3	2	3	2	2	2	2	3	2
CO4	2	3	2	2	2	3	2	2
CO5	2	3	3	2	2	2	2	2

Strong – 3; Medium – 2; Poor - 1

SEMESTER- III

Course Code: 533E3A	WORKPLACE COUNSELLING	L	T	P	C
CORE/ELECTIVE/ALLIED	ELECTIVE	4	-	-	3
PREREQUISITE	Basic Knowledge of Counseling at Workplace				

LEARNING OBJECTIVES

1. To understand the fundamentals of counseling and application of workplace counseling.
2. To make the students understand models of workplace counseling.
3. To enhance an understanding about dealing with different kinds of people.
4. To deal with different specific work problems.
5. To provide employee counselling for the betterment of workplace.

UNIT I   **12 HOURS**
INTRODUCTION
Meaning and Definition of Counseling, Counseling process- Stages - Building the counseling relationship and facilitating initial disclosure, In depth exploration, commitment to action and termination, Development of counseling skills, Introduction to important schools of counseling Psychoanalytic counseling, Gestalt counseling, Rational emotive therapy, Person centered counseling, behavioral counseling.

UNIT II   **12 HOURS**
UNDERSTANDING WORKPLACE COUNSELING
Concept- History- Models of Workplace counseling-Training of workplace counseling

UNIT III   **12 HOURS**
SETTING UP COUNSELING IN THE WORKPLACE
An Integrative model of individual employee counseling. Preparation- Assessment-Contractual referring- Counseling - termination. Group counseling; Conflict Resolution-Intrapersonal Interpersonal; Familial, Team building.

UNIT IV   **12 HOURS**
DEALING WITH SPECIFIC WORK PROBLEM

Dealing with different people- Sexual Harassment- Work life balance. Unethical behavior in workplace, Travel stress.

UNIT V   12 HOURS
INDUSTRIAL COUNSELLING
Employee problem counseling - Problems of Absenteeism, Turnover, Burnout, Depression, Substance Abuse

Text Books:
1. John Perridge, Carry.L.Cooper, Carolin Highley Employee Assisted
Program 2. Adrian Colea, Counseling in the Workplace
3. Michael Carroll, Workplace Counseling (Sage Publication)

Reference:
1. Gibson.l.Robert and Mitchell (2015): Introduction to Counseling and Guidance. - Prentice Hall of India. New Delhi.
2. Egan Gerard (1994) : The Skilled Helper –A Problem – Management Approach to Helping - Brooks/Cole Publishing Company, Pacific Grove, California.
3. Nelson-Jones, R (2008): Basic Counseling Skills: A Helper's Manual - New Delhi: SAGE PUBLICATIONS, 2nd Edition.
4. Philp Burnard (2009): Counseling Skills Training - Viva Books.
5. Jennie Lindon and Lance lindon (2008): "Counseling Skills" - Palgrave Macmillan.

COURSE OUTCOMES:
Upon the completion of the course, students will be able
CO1: To understand the process of counseling.
CO2: To apply the various models of counseling at workplace
CO3: To design interventions for handling specific work problems
CO4: To demonstrate with setting up of counseling in workplace
CO5: To develop individuals to handle employee related issues.

CO/PO	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	2	2	2	2	2	3	2	3
CO2	2	2	2	2	2	3	2	3
CO3	2	3	2	3	2	3	2	3
CO4	2	2	3	3	2	3	2	3
CO5	3	2	2	3	2	3	2	3

Strong – 3; Medium – 2; Poor - 1

SEMESTER III

Course Code: 533S3A	COMPUTER LANGUAGES FOR MANAGEMENT	L	T	P	C
CORE/ELECTIVE/ALLIED	SKILL ENHANCEMENT COURSE	3	-	-	2
PREREQUISITE	BASIC KNOWLEDGE ON COMPUTERS				

LEARNING OBJECTIVES:
1. To understand the basic knowledge of computers.
2. To apply computing in the problem solving.
3. To adopt different templates in using MS office.
4. To create HTML links and elements.
5. To prepare reports using the computational skills at workplace.

UNIT I   8 HOURS
Introduction to Programming Language: Generation of Computers and Computer Languages – Program Development Life Cycle – Flow Charting – Disk Operating System and Windows OS.

UNIT II   8 HOURS
 PC Software Packages: Text Processing Software – Text Manipulations – Usage of Spot Check – Text Formatting – Picture Insertion and Alignment – Creation of Document Using Templates – Mail Merge Concept.

UNIT III   8 HOURS
MS-Excel: Worksheet Preparation – Constructing Excel Formula – Using Excel's Built-in Functions – Creating And Modifying Charts. UNIT IV Network: What is Network – Advantages of Network – Types of Network – Requirement for Network. Internet: What is Internet – Internet Providers – Use of Internet – Web Basics: Browsers – Servers – Web Pages.

UNIT IV   8 HOURS
HTML Basics: Understanding Tags – Tags for Doc Structure (Head, Body and Tag) – Block level text element – Headings, Paragraph (tag), font style element (bold, italic, u, big, small, strike and font), Lists: Types of list – other tags, marquee, HR, BR-using

Images – Hyperlink – Tables: Table Elements, Caption – Table and Cell Alignment – Row Span – Column Span – Cell-padding Frames: Frameset – Targeted Links – No Frame – Forms (Input, Text Area, Select Option).

UNIT V

Basics of ERP, python and R and their HR Applications

Text Books
1. Frye, C., Lambert, J. and Cox, J., Microsoft Office 2010: Step by Step, Microsoft 2010. 13 2. Johnson, S., Microsoft Office 2010 on Demand, Pearson Education, 2011.

Reference Books
1. Lawson, B. and Sharp, R., Introducing HTML 5, 2nd Edition, Pearson, 2012.
2. Walkenbach, J., Tyson, H., Groh, M., Wempsen, F. and Bucki, L.A., Microsoft Office 2010 Bible, Wiley India Pvt. Ltd., 2011.
3. Willard, W., HTML: A Beginner's Guide, 4th Edition, Tata McGraw-Hill Education, 2009

COURSE OUTCOMES:
Upon the completion of the course, students will be able
CO1: To understand computer languages and generation of computers
CO2: To Adopt Text Processing software, mail merge concept in various applications. CO3: To Illustrate Worksheet preparation and constructing Excel formulae
CO4: To Create an understanding of Networks and internet providers
CO5: To Apply HTML basics and tags

CO/PO	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	2	2	2	2	2	2	2	2
CO2	2	2	2	2	2	2	2	2
CO3	2	2	2	2	2	2	2	2
CO4	2	2	2	2	2	2	2	2
CO5	2	2	2	2	2	2	2	2

Strong – 3; Medium – 2; Poor - 1

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SEMESTER- IV

Course Code: 533C4A	STRATEGIC HUMAN RESOURCE MANAGEMENT	L	T	P	C
CORE/ELECTIVE/ALLIED	CORE	6	-	-	5
PREREQUISITE	Basic Knowledge of strategic HRM				

LEARNING OBJECTIVES:
1. To familiarize the students to the basic concepts of SHRM and its importance on business
2. To provide insights on roles of HR in SHRM and HR forecasting
3. To throw light on Succession Management
4. To elucidate on Mergers and Acquisitions
5. To create awareness about Outsourcing, and evaluation of programmes, and Policies, Human Resource Management Activities

UNIT I: **15 HOURS**
Definition of Strategy, Strategic Human Resource Management (SHRM) - components, Importance of SHRM, Difference between Traditional and Strategic Human Resource Management, The Evolving and Strategic role of HRM- "Best Fit" approach Vs. Best practices of SHRM, Role of HR Strategy & practices in National, Sectoral and Organizational context, Investment perspective of SHRM, Porter's 5 ps model. Environmental Influences on Human Resource Management – Environmental Scanning - Workforce demographic changes and diversity – Alignment of HR strategy with Business Strategy.

UNIT II   **15 HOURS**
An investment perspective of Human Resource – strategic human resource planning - strategic approach to manpower acquisition and selection – strategic development of human resource – strategic management of performance - strategic compensation and benefits – strategic approach to industrial relations.

UNIT III: **15 HOURS**
Succession Management: Evolution of Succession Management – Succession Management Process – Approaches to Identifying Managerial Talent – Management Development Methods – Limitations of Succession Management.
Downsizing and Restructuring: Complexity of Downsizing Decision – Ethical Issues and

Consequences of Downsizing – Importance of Human Resource Management in Managing the Downsizing Process – Psychological Contract

UNIT IV: **15 HOURS**

Mergers and Acquisitions: Types of Mergers and Acquisitions – Reasons for Merging – Methods used for Mergers – Financial and Human Impact of Mergers – Issues in Blending Cultures – Impact of Mergers on Human Resource Planning, Selection, Compensation, Performance Appraisal, Training and Development and Labour Relations.

UNIT V: **15 HOURS**

Outsourcing: Reasons for Outsourcing – Advantages – Risks and Limitations – Criteria for Effective Management of Outsourcing Relationship
Evaluation of HR Programmes and Policies: Importance of Measuring Effectiveness of Human Resource Management Activities – 5C Model for Measuring Effectiveness – Methods of Measurement: Cost-Benefit Analysis – Utility Analysis – HR Score Card – Bench Marking - Auditing Techniques – Challenges in Measuring HR Activities.

Text Books:
1. Charles R.Greer, Strategic Human Resource Management, Pearson Education, 2003. Jeffrey
2. .A. Mello, Strategic Human Resource Management, Thompson Learning, U.S.A, 2002

Reference Books:
1. Truss, K., Mankin, D. and Kelliher, K., Strategic Human Resource Management, Oxford University Press, 2012.

2. Catherine Bailey, David Mankin, Clare Kelliher, Thomas Garavan, Strategic Human Resource Management, 2nd edition, Oxford University Press, 2018

3. Dr.V.S.P. Rao., Strategic Human Resource Management, Himalaya Publishing House ,2020. S.C.Gupta, Advanced Human Resource Management: Strategic perspective, ANE Books, 2009.

4. Das P., Strategic Human Resource Management, Cengage Learning, 2011.

COURSE OUTCOMES:

Upon the completion of the course, students will be able

CO1 :Understand the concepts and principles of Strategic Human resource Management

CO2 :Summarize strategic role of HR and do HR Forecasting

CO3: Design solutions to Succession Management and restructuring

CO4:Understand and implement Mergers and Acquisitions

CO5:Compare and justify the process of outsourcing and evaluate HRM activities.

CO/PO	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	3	3	3	2	3	3	3	2
CO2	3	3	3	2	3	3	3	2
CO3	3	3	3	2	3	3	3	2
CO4	3	3	3	2	3	3	3	2
CO5	3	3	3	2	3	3	3	2

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SEMESTER IV

Course Code: 533C4B	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	L	T	P	C
CORE/ELECTIVE/ALLIED	CORE	6	-	-	5
PREREQUISITE	Basic Knowledge of International HRM				

LEARNING OBJECTIVES:

1. To understand the concepts of International Human Resource Management (IHRM)
2. To develop personnel policies that improves employee relations at work.
3 To apply the practices of International Human Resource Management in MNCs.
4 To analyze the contemporary issues in IHRM
5 To understand the trends in globalization

UNIT I: 15 HOURS

Introduction to International business and IHRM

Introduction to International business, Importance, Nature and scope, Modes of entry into International business, MNC's and their involvement in International business, International business environment, Meaning and Definition of International Human Resource Management (IHRM) - Difference between Domestic Human Resource Management and International Human Resource Management - Issue of nationality.

UNIT II 15 HOURS

Contemporary Issues in IHRM.

Key issues in IHRM, challenges to IHRM, The concern of organized labor / Trade Unions and International Firm. Approaches to labor relations, Collective Bargaining, Grievance, Discipline and Industrial conflict. HR Outsourcing: What, why, why not, developing a contract and management of HRO.

UNIT III: 15 HOURS

IHRM, National culture and Cross-cultural and Diversity Management Meaning, elements, and dimensions of national culture, cross-cultural issues - Diversity Management - dimensions of diversity, reasons for increasing diversity, challenges and barriers to managing diversity at the work place.

UNIT IV: 15 HOURS

Expatriation, Repatriation and Mergers and Acquisition – HR Issues

Management of expatriates, Reasons for the use of expatriates, (recruitment, training and development), and repatriation. HR Issues in Acquisitions & Mergers and Joint Ventures: HR issues in international alliances.

UNIT V: 15 HOURS
Globalization and International business – Case Study
Global Business Environment - Globalism & Globalization, Concept, Meaning and Definition, Drivers of Globalization. International Regulation to Trade- WTO, GATT, IMF and World Bank - Managing in the Global Market place - Trends in Globalization Process.

Text Books:
1. K. Aswathappa(2017), "International Human Resource Management" published by McGraw Hill Education, ISBN-13: 978-0071077941
2. P. Subba Rao(2015), "International Human Resource Management" published by Himalaya Publishing House, SBN-13: 978-9352028375

Reference Books:
1. Dr. S. C. Gupta(2014), "International Human Resource Management" published by Laxmi Publications, SBN-13: 978-0230330795
2. Vance (2013), "Managing a Global Workforce Challenges and Opportunities in International Human Resource Management" published by Prentice Hall India Learning Private Limited, ISBN-13: 978-8120347946
3. Anne-Wil Harzing& Ashly Pinnington (2017), "International Human Resource Management" published by Sage Publications India Private Limited, ISBN-13: 978-9386062895 4. Peter Dowling, Marion Festing &Allen D. Engle Sr. (2013), "International Human Resource Management" published by Cengage Learning EMEA, ISBN-13: 978-1305011205 5. Rita Mcgee & Ann Rennie (2013), "International Human Resource Management" published by Cipd/Bookland , ISBN-13: 978-9380110677

COURSE OUTCOMES:
Upon the completion of the course, students will be able
CO1: To understand international HRM models
CO2: To apply Recruiting and selecting staff for international assignments
CO3: To analyze the methods of Performance management and international industrial relation
CO4: To compare American, European, Japanese innovative management practice
CO5: To adopt the contemporary strategies in International business context.

CO/PO	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	3	3	3	2	3	3	3	2
CO2	3	3	3	2	3	3	3	2
CO3	3	3	3	2	3	3	3	2
CO4	3	3	3	2	3	3	3	2
CO5	3	3	3	2	3	3	3	2

Strong – 3; Medium – 2; Poor - 1

SEMESTER- IV

Course Code: 533E4A	BUSINESS POLICY AND STRATEGIC MANAGEMENT	L	T	P	C
CORE/ELECTIVE/ALLIED	ELECTIVE	6	-	-	3
PREREQUISITE	Basic Knowledge of Strategy				

LEARNING OBJECTIVES:

1. To understand Business environment and various policies
2. To induce managerial qualities of decision making in a competitive environment.
3. To encourage students to be good managers where Organizational change takes place.
4. To promote corporate values and instill leadership capabilities among students.
5. To promote ethical behaviour and ethical decisions in the organizations

UNIT I   15 HOURS

Business as a social system: objectives of business, business environment - International Environment - opportunities and threats. Business ethics - Principles of Business ethics, Ethics in Workplace – Ethical behaviors and Ethical decisions. Ethical Issues in Corporate Governance, Corporate Social Responsibility - Changing Trends in social responsibilities of business, Dimensions of social responsibility, Corporate Social Responsibility towards different groups.

UNIT II   15 HOURS

Business policy related aspects, Policies tactics, Programs, Procedures, Rules. Different types of policies. Business Policy in Various Economic Systems**:** Capitalist Economy: Economic System of Socialism and mixed Economic system.

UNIT III   15 HOURS

Strategy formulation - business and objectives, process of strategy formulation, - environmental appraisal - Organizational appraisal - Strategic alternative and choice - choosing a strategy, Management attitude to Risk , Role of power politics in organization.

UNIT IV   15 HOURS

Strategy implementation - Procedure, Structure, Function and importance, Financial policy implementation- Need, objectives, merits & demerits, organizational structure and Strategy implementation- Need, objectives, merits & demerits, Behavioral implementation - Need, objectives, merits & demerits , leadership implementation- Need, objectives, merits & demerits.

UNIT V   15 HOURS

Strategic evaluation and control - MBO, MBE and other major Business Policy. Strategic evaluation process, criteria for evaluation, problems in designing evaluation criteria, MBO &

MBE - need, objectives & importance, Major Business Policy- Classification, recent trends in business polices.

Text Books:

1. Azhar Karma (2012) - Business Policy - Tata McGraw Hill Publishing Company limited. ISBN 978-0070263628

2. Mamoria and Subba Rao (2014) " Business Planning and Policy" Himalaya Publishing house. ISBN 978-01470276584

Reference Books:

1. Jain (2011) "Government & Business Policies" Tata McGraw Hill Publishing Company limited. ISBN 978-15470276455

2. GV Sathya Sekar (2013) - Business Policy & Strategic Management – IK International Publishing House Pvt limited. ISBN 978-8190777070

3. Subba Rao(2014) "Business Policy & Strategic Management" Himalaya Publishing house. ISBN 978-9350975466

4. Thomas Edl (2016) "Strategic Management" Pearson publishing house. ISBN 978-93325585447

5. Kazmi(2014) " Strategic Management" " Tata McGraw Hill Publishing Company limited. ISBN 978-9339221836

COURSE OUTCOMES:

Upon the completion of the course, students will be able

CO1: To Create Strategic Management process and develop a strategic vision in companies

CO2: To Analyze Social responsibility of business, corporate governance and ethical responsibility

CO3: To demonstrate Environment scanning and industrial analysis

CO4: To apply Strategy formulation and analysis

CO5: To evaluate Strategy implementation and strategic control

CO/PO	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	2	2	3	2	2	3	3	2
CO2	2	2	3	2	2	3	3	2
CO3	2	2	3	2	2	3	3	2
CO4	2	2	3	2	2	3	3	2
CO5	2	2	3	2	2	3	3	2

Strong – 3; Medium – 2; Poor - 1

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SEMESTER- IV

Course Code: 533E4B	TOTAL QUALITY MANAGEMENT	L	T	P	C
CORE/ELECTIVE/ALLIED	ELECTIVE	6	-	-	3
PREREQUISITE	Basic Knowledge of Quality				

LEARNING OBJECTIVES:

1 To familiarize the students with the basic concepts of Quality Control.
2 To provide insights on Statistical and Quality Control.
3 To throw light on sampling, inspection, analysis and diagnosis
4 To elucidate on the Recent Techniques for Quality Improvement
5 To create awareness on the importance of ISO Model, control and quality circles.

UNIT I   15 HOURS

Introduction to Quality Control – Quality and Cost Considerations – Statistics and its applications in Quality Control – Sampling Inspection in Manufacture Engineering

UNIT II   15 HOURS

Statistical and Quality Control by the use of Control Charts – Methods of Inspection and Quality Appraisal – Reliability Engineering – Lean Management & Value Engineering and Value Analysis.

UNIT III   15 HOURS

Sampling: Theory of Sampling Inspection – Standard Calibration / ABC Analysis – Defect Diagnosis and Prevention

UNIT IV   15 HOURS

Recent Techniques for Quality Improvement – Zero Defect –6 SIGMAA Quality Motivation Techniques – Quality Management system and Total Quality Control- Control charts

UNIT V   15 HOURS

ISO: Selection of ISO and Model and Implementation of ISO 9001/14001/18001/27001 Think Tank Mechanism and Quality Circles – Total Quality Control.

Text Books:

Poornima M Charantimath" Total Quality Management" 3rd Edition Pearson Education
John Oakland, Robert J Oakland and Michael A Turner" Total Quality Management and Operational Excellence: Text with Cases 5th Edition Routledge 2020
Total Quality Management and Business Excellence, Taylor and Francis

Reference Books:

Besterfield, D.H. Besterfield-Michna.C., Besterfield-Scare, Besterfield G.Urdhwareshe, - Total Quality Management, 5th edition, Pearson Education, 2010

Evans, J., and Lindsay, W.M., - The Management ansd Control of Quality, 8th edition, South Westers, 2012

Jane S.r. Evers – Quality Management: Organization and Strategy, 6th edition, South Western International

Gupta, S. and Valarmathi, - Total Quality Management, 2nd edition, Tata Mc-Graw Hill Education Pvt. Ltd., 2009

Mntogomery, D., - Statistical Quality Control – A Modern Introduction, 6th edition, Wiley India Pvt. Ltd., 2010

COURSE OUTCOMES:

Upon the completion of the course, students will be able

CO1: Be familiarized with the basic concepts of quality

CO2: Understanding the insights on Statistical and Quality Control.

CO3: Have a knowledge on sampling, analysis and Inspection

CO4: Have awareness and knowledge of the recent techniques for quality improvement CO5: Will create awareness of ISO Standards, procedures and process

CO/PO	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	2	2	3	2	2	3	3	2
CO2	2	2	3	2	2	3	3	2
CO3	2	2	3	2	2	3	3	2
CO4	2	2	3	2	2	3	3	2
CO5	2	2	3	2	2	3	3	2

Course Code: 533S4A	BUSINESS ETHICS & CORPORATE SOCIAL RESPONSIBILITY	L	T	P	C
CORE/ELECTIVE/ALLIED	SKILL ENHANCEMENT COURSE	4	-	-	2
PREREQUISITE	Basic knowledge on Ethics and CSR				

LEARNING OBJECTIVES:
1. To develop an understanding among students on ethical issues in business 2. To understand corporate governance practices
3. To impart skills of analysis and capability of making business decisions 4. To get acquainted with the various CSR policies
5. To promote work ethics and responsibility at the workplace

UNIT I   12 HOURS
Concept of ethics - sources -- values - codes of conduct - what is an ethical issue? - Ethical theory and its applications to business/morality and ethical theory – Ethical management - love and reverence in work and life - strengthening personal and organizational integrity - the spiritual core of leadership

UNIT II   12 HOURS
Advertising and information disclosures - environmental responsibility - ethics and ecology - employee rights - conflict of interests - work ethics - professional ethics and responsibility

UNIT III   12 HOURS
Corporate Social Responsibility (CSR) - meaning - promoting corporate responsiveness - managing socially responsible business

UNIT IV   12 HOURS
 Corporate Governance – Meaning and scope -– Origin- Practices –Shareholders Vs. Stakeholders approach –Board mechanism, Role and duties of the directors-Chairman- Governance committees

UNIT V   12 HOURS
Codes of governance –Birla committee report .

Text Books:

1. A M A, "Corporate Governance And Business Ethics", Excel Books
2. Cannon Tom, "Corporate responsibility. A textbook on business ethics, governance, environment: role and responsibilities", Pitman, London
3. Hoffman, W. Michael, et, "Corporate Governance and Institutionalizing Ethics", Lexington Books

Reference books

1. Sutton, Brenda, editor, "The Legitimate Corporation; Essential Readings in Business Ethics & Corporate Governance", Blackwell Publishers
2. Manual Vela Squez, "Business Ethics Concepts and Cases", Prentice Hall, New Jersey
3. Kenneth Blanchard and Norman Vincent Peale, "The Power of Ethical Management", New York, William Morrow & Co.,
4. Sekhar R C, "Ethical Choices in Business", Response Books 8. Kendall, Nigel, "Corporate Governance", London, Financial Times Pitman Publishing

COURSE OUTCOMES:

Upon the completion of the course, students will be able

CO1: To understand the concept of ethics and CSR
CO2: To explore the roles and responsibilities of employee.
CO3: To Identify the CSR practice carried out in an organization
CO4: To impart skills in making ethical decisions
CO5: To promote E-governance .at workplace

CO/PO	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	2	3	3	3	2	3	3	2
CO2	2	3	3	3	2	3	3	2
CO3	2	3	3	3	2	3	3	2
CO4	2	3	3	3	2	3	3	2
CO5	2	3	3	3	2	3	3	2

Strong – 3; Medium – 2; Poor - 1