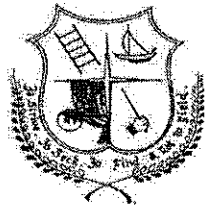


**ETHIRAJ COLLEGE FOR WOMEN, (AUTONOMOUS)**

**CHENNAI-600008**

**MA HUMAN RESOURCE MANAGEMENT**

**SYLLABUS**



**CHOICE BASED CREDIT SYSTEM**

**OUTCOME BASED EDUCATION**

**(OFFERED FROM THE ACADEMIC YEAR 2020-21)**

APPENDIX – (R&S)  
UNIVERSITY OF MADRAS

**ETHIRAJ COLLEGE FOR WOMEN,  
(AUTONOMOUS), CHENNAI**

**CHOICE BASED CREDIT SYSTEM**

**(Effective from the academic year 2020-2021)**

**M.A. DEGREE COURSE IN HUMAN RESOURCE MANAGEMENT  
(SHIFT-II)**

**Under the Faculty of Arts**

**PREAMBLE**

As per the guidelines given by the University Grants Commission and the Tamil Nadu State Council for Higher Education, the M. A degree Programme is designed to prepare young women as HR specialists in leading Corporates and MNCs. The Master of Arts Programme in Human Resource Management (Semester system with credits) is a two-year course, which combines classroom learning with practical training and research. The students are exposed to learning through field experience and are equipped with job related technical skills.

**REGULATIONS**

**(As per Common Regulations Framed by University of Madras)**

**ELIGIBILITY FOR ADMISSION**

Candidates for admission to the first year of the degree of M.A. course should have Bachelor's degree in any discipline (Arts/Commerce/Business/Engineering/Medicine/Paramedical) from University of Madras or some other University accepted by the syndicate as equivalent.

**SELF-STUDY COURSES/ADVANCED LEARNER COURSES**  
**(OFFERED IN SEMESTER III)**

Self-Study Courses are **optional** for the students.

The paper will carry 2 credits.

They will be treated as extra credits.

These courses will have no instruction by the teachers-the student must learn on her own.

The department will provide the syllabus and provide guidance in the form of tutorial if necessary.

These courses shall be offered for the benefit of advanced learners.

An advanced learner can be defined as a student who has obtained distinction in the First year study of the PG course.

There will be no Continuous Assessment for Self-Study Courses.

There will be an End-Semester examination along with NME/SKB/Soft Skill papers of 100 marks maximum in case of theory papers. The Self Study Courses will have only single valuation and question papers will be set by the Department.

## PROGRAMME EDUCATIONAL OBJECTIVES (PEOs)

On obtaining a postgraduate degree the students will be able to:

PEO1: Display higher order thinking in the knowledge domain and demonstrate professional skills

PEO2: Contribute to the advancement and application of relevant knowledge by self-directed learning

PEO3: Extend and integrate knowledge and skills to design and develop novel products and explore innovative solutions to national and international goals of development.

PEO4: Exercise management skills and develop social interactions in a responsive, ethical and constructive way to meet global standards of excellence in all spheres of activity.

PEO5: Strive for social and economic equity based on the need for gender parity and ecological sustainability.

## PROGRAMME OUTCOMES

On completion of the Programme, the learner will be able to:

1. Apply the knowledge gained through the study of humanities to address Political, Socio-Economic and gender issues.
2. Critically engage with history, linguistic, culture, economy, inclusivity and environment.
3. Aid in the application of mathematical, statistical and econometric tools in solving realistic economic problems.
4. Inculcate skills to evaluate, innovate and integrate the contemporary issues and motivate further learning.
5. Enhance their ethical values, communicative and employability skills.
6. Gain quality education, global in perspective to contribute towards holistic development.

## PROGRAMME SPECIFIC OUTCOME (PSOs)

- Acquire advanced knowledge in the principles of HRM and its application in individual, group and organizational levels.
- Assess develop and align organizational Human resources with corporate strategies
- Proficient in Managing the teams with appropriate leadership and interpersonal skills
- Sensitized to changing industrial environment and be competent to become successful managers/entrepreneurs
- Articulate HR competencies to critically analyze and take strategic decisions in the workplace
- Recognize, analyze and address ethical, legal and social challenges to create conducive environment resulting in satisfied and committed workforce.
- Attain congruence between personal norms and ethical principles to be socially responsible citizens

## EVALUATION PATTERN FOR CONTINUOUS ASSESSMENT-PG

INTERNAL VALUATION BY COURSE TEACHER/S

### CORE/ELECTIVE -THEORY PAPERS

COMPONENT	TIME	MAX.MARKS	CAMARK
1. TEST I	2 HRS	50 MARKS (TO BE CONVERTED)	10
2. TEST II	2 HRS	50 MARKS (TO BE CONVERTED)	10
3. ASSIGNMENT/SEMINAR/FIELD VISIT			10
4. PARTICIPATORY LEARNING			10
TOTAL			40

**INTERNSHIP** – Student shall submit an Internship Report at the end of training which shall be evaluated by the Course Teacher which will earn 2 credits for the student

**PROJECT** – Only End Semester Valuation

**SOFT SKILL PAPERS** - Only End Semester Valuation

### CA QUESTION PAPER PATTERN-PG

Knowledge Level	Section	Word Limit	Marks	Total
K 4	A-2/4X5 marks	500	10	50
K4. K 5	B-2/3x20 marks	1200	40	

## RUBRICS FOR CONTINUOUS ASSESSMENT

Assignment	Content/originality/Presentation/Schematic Representation and Diagram/Bibliography
Seminar	Organisation/Subject Knowledge/Visual Aids/Confidence level/presentation-Communication and Language
Field Visit	Participation/Preparation/Attitude/Leadership
Participation	Answering Questions/Clearing Doubts/Participating in Group Discussions/Regular Attendance
Case Study	Finding the Problem/Analysis/Solution/Justification
Problem Solving	Understanding Concepts/Formula and Variable Identification/Logical Sequence/Answer
Group Discussion	Preparation/Situation Analysis/Relationship Management/Information Exchange/Delivery Skills
Flipped/Blended Learning	Preparation/Information Exchange/ Group interaction/Clearing doubts

## END SEMESTER EVALUATION PATTERN

### THEORY PAPERS

SEMESTER I/II/III/IV

DOUBLE VALUATION BY COURSE TEACHER AND EXTERNAL EXAMINER

MAXIMUM MARKS: 100 TO BE CONVERTED TO 60

PASSING MARKS: 50



## **SOFT SKILLS PAPERS**

### **SEMESTER I/II/III/IV**

SINGLE VALUATION BY COURSE TEACHER

MAXIMUM MARKS: 50

PASSING MARKS: 25

### **PROJECT PAPER**

SEMESTER: IV

DOUBLE VALUATION BY RESEARCH SUPERVISOR AND EXTERNAL EXAMINER

VIVA: 25

PROJECT: 75

MAXIMUM MARKS: 100

PASSING MARKS: 50

**PROGRAMME PROFILE**

SEM	COURSE CODE	COURSE TITLE	CREDITS	HRS/WEEK	TOT HRS	CA	SE	TOT
I	21SP20/1C/PHM	Principles of HRM	4	4+2	90	40	60	100
	21SP20/1C/ORB	Organizational Behaviour	4	4+2	90	40	60	100
	21SP20/1C/HPD	Human Resource Planning & Development	4	4+2	90	40	60	100
	21SP20/1C/EFM	Economics for Managers	4	4+2	90	40	60	100
	ELECTIVE - I 21SP20/1E/MGP 21SP20/1E/MAC	Management Principles or Management Accounting	3	3+1	60	40	60	100
	PG18/1S/PEW	Personality Enrichment for Women	2	2	30	-	50	50
II	21SP20/2C/SHM	Strategic Human Resource Management	4	4+1	75	40	60	100
	21SP20/2C/ODT	Organizational Development	4	4+1	75	40	60	100
	21SP20/2C/LL1	Labour Laws -I	4	4+1	75	40	60	100
	21SP20/2C/PSR	Philosophy and Methods of Social Science Research	4	4+1	75	40	60	100
	ELECTIVE -II 21SP20/2E/PMK 21SP20/2E/EDT	Principles of Marketing or Entrepreneurial Development	3	3+1	60	40	60	100
	INTER DISCIPLINARY ELECTIVE - I 21SP20/2E/GIM	NME I - Gender Issues in Management	3	3+1	60	40	60	100
	Soft Skills	Foreign Languages – French/German/English	2	2	30	-	50	50
	Summer Internship	-	2	-	-	-	-	-
	CORE 21SP20/3C/CMG	Compensation Management	4	4+1	75	40	60	100
	CORE 21SP20/3C/LL2	Labour Laws - II	4	4+1	75	40	60	100

III	CORE 21SP20/3C/HIS	Human Resource Information System	4	4+2	90	40	60	100
	ELECTIVE –III 21SP20/3E/OPM 21SP20/3E/ORL	Operations Management Or Organisational Leadership	3	3+1	60	40	60	100
	ELECTIVE –IV 21SP20/3E/WPC 21SP20/3E/GIM	Workplace Counseling Or Gender Issues in Management	3	3+1	60	40	60	100
	INTER DISCIPLINARY ELECTIVE – II 21SP20/3E/CFM	NME 2-Communication for Managers	3	3+1	60	40	60	100
	Soft Skills 21SP20/3S/PAH	Predictive Analytics for Human Resources	2	2	30	-	50	50
	SELF STUDY PAPER	Human Rights & Duties	2					
IV	21SP20/4C/PMS	Performance Management system	4	4	60	40	60	100
	21SP20/4C/GHR	Global Human Resources Management	4	4+1	75	40	60	100
	21SP20/4C/BCG	Business Ethics And Corporate Governance	4	4	60	40	60	100
	21SP20/4C/IRS	Industrial Relations	4	4+1	75	40	60	100
	21SP20/4C/PRO	Project	6	4+2	90	75	25	100
	ELECTIVE –V 21SP20/4E/SCM 21SP20/4E/CFM	Stress & Conflict Management Or Communication for Managers	3	3+1	60	40	60	100
	Soft Skills 21SP20/4S/CSS	Corporate Soft Skills	2	2	30	-	50	50

The above courses of the (PG) Programme enrich the skills in employability, skill development/ Entrepreneurship which caters to the needs of the students

## SEMESTER - I

### CORE - PRINCIPLES OF HRM

TEACHING HOURS: 90 Hrs

COURSE CODE: 21SP20/IC/PHM

CREDITS: 4

L-T-P: 4- 2-0

#### Objectives

- To understand the concepts of HRM, Challenges faced and recent trends in HRM.
- To enable them to plan and hire the human resource requirements
- To equip them to identify training and development needs and suitable methods of training and executive development.
- To enable them to understand the importance of Performance Appraisal and identify suitable method of PA and also understand the concepts of Job Changes.
- To understand the importance of reducing absenteeism and labour turnover and enhancing quality of work life and work-life balance.

#### UNIT I

Human Resource Management – Objectives – Importance – Functions of HRM – Challenges faced by HR Managers – Recent trends in HRM - e HRM – Green HRM. (15 hrs)

#### UNIT II

Human Resource Planning – Objectives – Importance – Job Analysis – Job Description – Job Specification - Recruitment – Process of Recruitment – Sources of Recruitment – Selection – Steps in Selection process – Placement – Induction. (19 hrs)

#### UNIT III

Training – Need and Importance – Objectives – Identifying training needs - Training Methods - Executive Development – Objectives – Importance – Methods of Executive Development – Career Planning – Objectives – Advantages – Limitations – Career Counselling. (19 hrs)

#### UNIT IV

Performance Appraisal – Objectives – Importance – Methods of Performance Appraisal – Job Evaluation – Objectives – Advantages and Limitations – Transfer – Objectives of transfer - Types of transfer – Promotion – Criteria for promotion – Demotion. (19 hrs)

#### UNIT V

Absenteeism – Causes – Effects – Measures to control absenteeism – Labour Turnover – Causes – Effects – Measures to control labour turnover – Quality of Work life (QWL) – Techniques for improving QWL – Work Life balance - Human Resource Accounting - Meaning - Human Resource Audit – Objectives – Significance. (18 hrs)

### **RECOMMENDED TEXT BOOKS**

1. Dr. C B. Gupta, Human Resource Management, Sultan Chand & Sons, New Delhi, 2018
2. K. Aswathappa, Human Resource Management, Mc Graw Hill, India Pvt Ltd., 2013

### **REFERENCE BOOKS**

1. Dr. P C. Tripathi, Personnel Management & Industrial Relations, Sultan Chand & Sons, New Delhi, 2017
2. P.Subba Rao; Personnel and HRM, Himalaya Publishing House pvt ltd; 2009.
3. Gary Dessler, Human Resource Management, Pearson Prentice Hall, India, 2008
4. Dr. S S. Khanka, Human Resource Management, S. Chand & company ltd., New Delhi, 2013
5. R S Dwivedi, Human Resource Management, Himalaya Publishing House Pvt Ltd., 2009

### **JOURNALS**

1. *Journal of Human Resource Management and Development*
2. *International Journal of Human Resource Management*

### **E LEARNING SOURCES**

1. <http://www.yourarticlelibrary.com/hrm/human-resource-management-functions-managerial-operative-and-advisory-function/27995>
2. <http://www.whatishumanresource.com/strategic-human-resources-management>
3. [https://www.tutorialspoint.com/recruitment\\_and\\_selection/what\\_is\\_selection.htm](https://www.tutorialspoint.com/recruitment_and_selection/what_is_selection.htm)
4. <https://www.toppr.com/guides/business-management-and-entrepreneurship/human-resource-management/selection-process/>
5. <https://www.toppr.com/guides/business-management-and-entrepreneurship/human-resource-management/performance-appraisal/>
6. <http://www.yourarticlelibrary.com/performance-appraisal/performance-appraisal-methods-traditional-and-modern-methods-with-example/35492>
7. <http://www.yourarticlelibrary.com/employees/training-methods-on-job-training-and-off-the-job-training-methods/5421>
8. <http://www.yourarticlelibrary.com/hrm/jobs/job-evaluation-concept-objectives-and-procedure-of-job-evaluation/35332>
9. <http://www.yourarticlelibrary.com/essay/human-resource-management/essay-on-labour-turnover-meaning-effects-and-causes-hrm/75272>

## COURSE OUTCOMES

CO Number	CO STATEMENT
CO 1	Develop an understanding of the functions of HRM and its recent trends.
CO 2	Plan and hire the required Human Resources
CO 3	Identify and organize training and development programmes.
CO 4	Appraise the performance of the employees and take effective decisions based on the results.
CO 5	Identify and control labour absenteeism and turnover and enhance the quality of work life.

## MAPPING-COURSE OUTCOME WITH PROGRAMME SPECIFIC OUTCOME

CO/PSO	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO1	3	3	3	3	3	3	3
CO2	3	3	3	3	3	3	3
CO3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3
AVERAGE	3	3	3	3	3	3	3

Key: Strongly Correlated-3; Moderately Correlated-2; Weakly Correlated-1; No Correlation-0

## TEACHING METHODOLOGY

Lecture (Chalk and Talk-LCD)  
 Flipped Learning-E Content, Videos  
 Group Discussion- Seminars-Assignments  
 Peer Learning  
 Self study

## QUESTION PAPER PATTERN

Knowledge level	Section	Total no of questions	No of questions to be answered	Word Limit	Marks	Remarks
K4	Section A	8	5	200	5 x 8 = 40	Minimum of 1 question from each unit
K4,K5	Section B	5	3	500	3 x 20 = 60	Minimum of 1 question from each unit

## SEMESTER - I

### CORE – ORGANISATIONAL BEHAVIOUR

TEACHING HOURS : 90 HRS

COURSE CODE : 21SP20/1C/ORB

CREDITS : 4

L-T- P : 4-2-0

#### OBJECTIVES:

1. To understand the concept of organisational behaviour and human ability
2. To describe specific theories on attitudes, emotions and outcomes of job satisfaction
3. To explain the types of personality , motivation and its implications on organisational behaviour
4. To impart knowledge on effective team management techniques and leadership styles
5. To familiarize students with power, politics and ethics in political behaviour

#### UNIT I:

Introduction to Organisational Behaviour: Meaning – Disciplines that contribute to the OB field- Challenges and opportunities for OB- Developing an OB model- Workplace diversity[ 16 hrs]

UNIT II: Personality : Meaning- Personality traits-Values: Meaning & Types of Values- Leadership and Personality-Perception: Meaning- Factors that influence perception- Person Perception – Specific applications of shortcut in organisations- Emotions and moods: Concept- Sources of emotions and moods-Emotional labour- Affective emotions theory- Emotional intelligence-Applications of Emotional and mood[ 17 hrs]

UNIT III: Attitudes- Components- Major job attitudes-Job satisfaction- Specific outcomes of Job satisfaction and dissatisfaction in the workplace- Motivation: Definition- Early theories of Motivation ( Hierarchy of needs theory, Theory X and Theory Y, Two-factor theory)- Contemporary theories of Motivation: Self- Determination Theory- Goal setting theory- Reinforcement Theory- Equity Theory- Self-efficacy theory- Organisational justice- Expectancy Theory – Employee involvement – Using Rewards to Motivate employees-Job Engagement- [ 20 hrs]

UNIT IV: Group Behaviour: Definition – Classification of Groups- Stages of Group Development- Group Properties- Group Decision Making- Work Teams: Difference between Groups and Teams- Types of Teams- Creating Effective Teams.[17 hrs]

UNIT V: Leadership: Trait theory- Behavioural Theory- Contingency Theory- Leader member Exchange Theory- Types of Leadership style- Power and Politics: Definition of Power- Leadership Vs Power- Bases of Power- Organisational

**RECOMMENDED TEXTBOOKS:**

1. Stephen P. Robbins & Timothy A. Judge, Organizational Behaviour, Pearson Education, New Delhi, 2012.
2. Fred Luthans, Organizational Behaviour, McGraw- Hill, New Delhi, 2011.

**REFERNCE BOOKS:**

1. Singh, B. P. and T. N. Chhabra, Organisation Theory and Behaviour, 2000 Dhanpat Rai and Co. P. Ltd., New Delhi.
2. Sharma, R. A., Organisational Theory and Behaviour, Tata McGraw -Hill Publishing Co. Ltd.
3. Sekaran, Uma, Organisational Behaviour: Text and Cases, Tata McGraw-Hill Publishing Co. Ltd.
4. Aswathappa, K., Organisation Behaviour, Himalaya Publishing House, New Delhi.
5. Singh, K., Organizational Behaviour: Text and Cases, Pearson.
6. Pareek, U. and Khanna, S., Understanding Organizational Behaviour, Oxford University Press.

**JOURNALS:**

1. Journal of Organisational Behaviour
2. Journal of Organisational Behaviour Management

**E-LEARNING RESOURCES:**

1. <https://iedunote.com/contributing-disciplines-to-organization-behavior-field>
2. <http://egyankosh.ac.in/bitstream/123456789/21312/1/Unit-4.pdf>
3. [https://www.researchgate.net/publication/288268154\\_Job\\_attitudes\\_and\\_employee\\_engagement\\_Considering\\_the\\_attitude\\_A-factor](https://www.researchgate.net/publication/288268154_Job_attitudes_and_employee_engagement_Considering_the_attitude_A-factor)
4. [https://www.researchgate.net/publication/221923485\\_Emotional\\_Intelligence](https://www.researchgate.net/publication/221923485_Emotional_Intelligence)
5. [https://www.researchgate.net/publication/298210125\\_CONTEMPORARY\\_MOTIVATION\\_THEORIES\\_IN\\_EDUCATIONAL\\_PSYCHOLOGY\\_AND\\_LANGUAGE\\_LEARNING\\_AN\\_OVERVIEW](https://www.researchgate.net/publication/298210125_CONTEMPORARY_MOTIVATION_THEORIES_IN_EDUCATIONAL_PSYCHOLOGY_AND_LANGUAGE_LEARNING_AN_OVERVIEW)
6. [https://www.researchgate.net/publication/313993584\\_Motivation\\_and\\_Reward\\_Systems](https://www.researchgate.net/publication/313993584_Motivation_and_Reward_Systems)
7. <http://www.actonalz.org/sites/default/files/images/Stages%20of%20Group%20Development%20-%2010-21-14%20Extension%20Presentation.pdf>
8. [https://www.researchgate.net/publication/3229626\\_A\\_Strategic\\_Guide\\_for\\_Building\\_Effective\\_Teams](https://www.researchgate.net/publication/3229626_A_Strategic_Guide_for_Building_Effective_Teams)
9. [https://www.researchgate.net/publication/285969015\\_Theory\\_in\\_organizational\\_behavior\\_Can\\_it\\_be\\_useful](https://www.researchgate.net/publication/285969015_Theory_in_organizational_behavior_Can_it_be_useful)
10. [https://www.academia.edu/3575670/Organisational\\_Politics\\_and\\_Ethics](https://www.academia.edu/3575670/Organisational_Politics_and_Ethics)



## COURSE OUTCOMES

CO Number	CO STATEMENT
CO 1	Assimilate and demonstrate a thorough knowledge of Organisational behaviour , OB model and human ability
CO 2	Interpret the major job attitudes, job satisfaction and its implications at work. Apply emotional intelligence techniques in the workplace.
CO 3	Describe how individual personality and perception impact the work place. Relate theories of motivation and Implement strategies to improve motivation in the workplace.
CO 4	Execute effective team management techniques by recognizing group behaviour and its influence on the individual and job
CO 5	Adopt different leadership styles to different work situations. Appraise ethical behaviour in organisations

### MAPPING-COURSE OUTCOME WITH PROGRAMME SPECIFIC OUTCOME

CO / PSO	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO6	PSO 7
CO 1	3	3	2	3	3	3	3
CO 2	3	3	3	3	3	3	3
CO 3	3	3	3	3	3	3	3
CO 4	3	3	3	3	3	3	3
CO 5	3	3	3	3	3	3	3
Average	3	3	2.8	3	3	3	3

KEY:STRONGLY CORELATED-3 MODERATELY CORELATED-2WEAKLY CORELATED-1 NO CORELATION-0

### TEACHING METHODOLOGY:

Lecture (Chalk and Talk-OHP-LCD)

Flipped Learning- Discussion oriented flipped learning and Group based flipped learning

E-content

Problem Solving-Group Discussion, Role Modelling

Quiz, Assignment

Peer Learning

Self-Study Papers – Differences between delegation and decentralization, Procedures and Methods

### QUESTION PAPER TEMPLATE

Knowledge level	Section	Total no of questions	No of questions to be answered	Word Limit	Marks	Remarks
K4	Section A	8	5	200	5 x 8 = 40	Minimum of 1 question from each unit
K4,K5	Section B	5	3	500	3 x 20 = 60	Minimum of 1 question from each unit

## SEMESTER – I

### CORE – HUMAN RESOURCE PLANNING & DEVELOPMENT

TEACHING HOURS: 90 HRS

CREDITS : 4

COURSE CODE : 21SP20/IC/HPD

L-T- P : 4-2-0

#### OBJECTIVES:

1. To impart the importance of Human resource planning as the basis of competitive advantage.
2. To understand the fundamental concepts and techniques in Human resource Demand and Supply forecasting.
3. To familiarize with the concepts of job analysis and job design.
4. To understand the role of HR planning in functions such as training and development.
5. To impart relevant knowledge in the area Performance and Career management.

#### COURSE OUTLINE:

##### UNIT I

HRP – Objectives – Importance – Problems in HRP - Guidelines for effective HRP – Process of HRP .Determining manpower gaps – Human resource demand forecasting – techniques – Methods study – Work measurement - purpose , procedure, techniques. HR – supply estimate. [18 hrs]

##### UNIT II

Strategic planning vs HRP – Job analysis –Importance – Process – Techniques in Job analysis. Job description – Job Specification – Job design – Methods of job design – Recent trends in Job design. [18 hrs]

##### UNIT III

Recruitment – Process – sources of recruitment - Selection – steps in selection – selection testing – selection interviewing. Relationship between HRM, HRP, HRD. HRD – Objectives – Need and significance of HRD – Functions – Problems and challenges – Approaches. HRD planning and organization. [18 hrs]

##### UNIT IV

Training – Need – Importance – Methods and techniques of training – Evaluating training effectiveness – Executive development – Importance – Methods and techniques of executive development [18 hrs]

##### UNIT V

Performance management – characteristics – purpose – Steps – Methods – Traditional – Modern. Career planning – Objectives – process of career planning – Role of Employer & Employee in career management - career counselling - Separation – Exit Interview - Employee Retention. [18 hrs]

**RECOMMENDED TEXT BOOKS:**

1. Arun Sekri, Human resource planning and Audit, Himalaya publishing House, Oct 2013.
2. Gary Dessler, Biju Varkkey, Human resource management, Pearson education inc.,2018.

**REFERENCE BOOKS:**

1. Dipak Kumar Bhattacharyya, Human resource planning, Excel Books, NewDelhi 2011
2. John Bramham, Human resource planning, Chartered Institute of Personal and Development, Oct 1989.
3. Edited by Josiane Fahed Sreih, IntechOpen, Human resource planning, 2018.
4. M.Sudhir Reddy, Krishna P.Murali, Lal Kishore, Human resource planning, Discovery Publishing Pvt.Ltd, 11 Aug 2008.
5. Paul Turner, HR Forecasting and Planning, CIPD Publishing, 2002.
6. Gordon Mcbeath, The Handbook of HRP, Oxford, London, Jan 1993.

**JOURNALS:**

1. International Journal of Engineering Business Management – Sage Journals
2. Human Resource Planning Journal - Famila Francis

**E-LEARNING RESOURCES:**

1. <https://www.scribd.com/doc/29011526/human-resource-planning-ppt>
2. <http://www.authorstream.com/Presentation/rekhatiwary-1285327-human-resource-planning-ppt/>
3. <https://www.scribd.com/doc/29011526/human-resource-planning-ppt>
4. <https://slideplayer.com/slide/4757458/>
5. <https://www.slideshare.net/anythinghr/human-resource-planning-17649735>
6. <http://www.whatishumanresource.com/human-resource-development>
7. <https://www.slideshare.net/WelingkarDLP/hrm-ii-hrd-chap2>
8. <https://www.investopedia.com> ›
9. <https://www.managementstudyguide.com> ›
10. <https://www.slideshare.net/umerkhalidhabib>
11. <https://www.smartsheet.com> ›

**COURSE OUTCOME:**

CO Number	CO STATEMENT
CO 1	Demonstrate the techniques of determining human resource demand and supply.
CO 2	Contribute to the development, implementation and evaluation of employee recruitment, selection and retention.
CO 3	Utilize the concepts of Job analysis and Job design in human resource planning.
CO 4	Develop and implement employee training and development program.
CO 5	Formulate effective Performance management and Career management program.

**MAPPING-COURSE OUTCOME WITH PROGRAMME SPECIFIC OUTCOME**

CO/PSO	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO1	3	3	2	3	3	3	3
CO2	3	3	2	3	3	3	2
CO3	3	3	2	3	3	2	2
CO4	3	3	2	3	3	2	2
CO5	3	3	2	3	3	3	2
AVERAGE	3	3	2	3	3	2.6	2.2

KEY:STRONGLY CORELATED-3 MODERATELY CORELATED-2WEAKLY CORELATED-1 NO CORELATION-0

**TEACHING METHODOLOGY:**

Lecture (Chalk and Talk-OHP-LCD)

Flipped Learning/Blended Classroom-E Content, Videos-

Problem Solving-Group Discussion-Role Modelling

Seminar-

Peer Learning

**QUESTION PAPER PATTERN**

Knowledge level	Section	Total no of questions	No of questions to be answered	Word Limit	Marks	Remarks
K4	Section A	8	5	200	5 x 8 = 40	Minimum of 1 question from each unit
K4,K5	Section B	5	3	500	3 x 20 = 60	Minimum of 1 question from each unit

## SEMESTER - I

### CORE –ECONOMICS FOR MANAGERS

TEACHING HOURS :90 HRS

COURSE CODE : 21SP20/1C/EFM

CREDITS :4

L-T-P : 4-2-0

#### OBJECTIVES:

- To be acquainted with the basic concepts of economics.
- To identify the applications and limitations of economic laws in decision-making and problem solving.
- To provide knowledge on different types of markets.
- To understand the concept of production function and laws of production.
- To be familiar with the concepts of National Income and Business cycles.

#### COURSE OUTLINE:

##### UNIT 1:

Managerial economics – definition – scope – positive and normative economics - Role of managerial economist - Labour Economics - definition – concept – significance - Fundamental concepts that aid decision – discounting concepts – the incremental concept – Time perspective – The discounting principle – Opportunity cost – Equimarginal principle. (18 HRS)

##### UNIT 2:

Demand analysis & forecasting - Demand – Law of demand – Exception to the law – Change in demand and amount demanded – Elasticity of demand – Types – Price elasticity – Income elasticity – Cross elasticity – Advertising and demand – Role of Advertising – Demand distinction – Demand forecasting – meaning – objectives – methods of forecasting. (18HRS)

##### UNIT 3:

Production function – meaning – assumptions – Isoquants – Marginal rate of substitution – Laws of production – Laws of Variable proportion – Assumptions – Three stages of the law – Laws of returns to scale – three phases of returns to scale – increasing returns – decreasing returns – constant returns to scale. (18HRS)

##### UNIT 4:

Market Structure and Competition – meaning and classification of markets – Competition – features of perfect markets – Monopoly – Monopolistic – oligopoly and duopoly - Price discrimination , types, Price discrimination under monopoly - Price and output determination under perfect market, monopoly, monopolistic and oligopoly markets (18HRS)

##### UNIT 5:

National income – meaning – approaches to compute national income – factors determining national income – Business cycle – definition – characteristics – phases – inflation – definition and meaning – characteristics – types – defects – anti inflationary measures – deflation – meaning – effects of deflation (18HRS)

### RECOMMENDED TEXTBOOKS:

1. DR.S.Sankaran, Managerial economics, Margham Publications, chennai2017.
2. K.P.M Sundharam& E.N. Sundharam ,Business Economics ,sultan Chand & Sons,New Delhi 2018.

### REFERENCE BOOKS:

1. DR.R.L.Varshney&K.L.Maheshwari , Sultan Chand &Sons,New Delhi 2018.
2. Micro economics, Students helpline publishing house(P)Ltd. Hyderabad 2012.
3. SumithraPal ,Managerial economics, Mac Millan 2008.
4. BPP Learning media, Economics, VIVA books pvt.ltd. New Delhi 2009.
5. Craig h.Petersen, W.Cris Lewis & Sudhir K Jain,Pearson Education Inc,New Delhi 2009.

### JOURNALS:

1. Indian Economic Journal/Sage Publications
2. International Journal of Economics and Business Research (IJEBR ...  
<https://www.inderscience.com> > jhome

### E-LEARNING RESOURCES:

1. <https://businessjargons.com/determinants-of-elasticity-of-demand.html>
2. <http://www.economicdiscussion.net/laws-of-production/laws-of-production-laws-of-returns-to-scale-and-variable-proportions/5134>
3. <http://www.intelligenteconomist.com/profit-maximization-rule/>
4. [ps://scholar.cu.edu.eg/?q=mahmoudarafa/files/1.3\\_market\\_structures\\_and\\_price.pdf](ps://scholar.cu.edu.eg/?q=mahmoudarafa/files/1.3_market_structures_and_price.pdf)
5. <http://www.economicdiscussion.net/inflation/inflation-types-causes-and-effects-with-diagram/6401>

### COURSE OUTCOMES:

CO Number	CO STATEMENT
CO 1	Exhibit the role of a manager by making strategic business decisions considering the internal and external environments.
CO 2	Utilize the concept of demand,elasticity of demand to identify the determinants of demand and forecast demand.
CO 3	Assess technically the possible ways of increasing the level of production.
CO 4	Develop knowledge on different market structures and make the price and output decisions.
CO 5	Develop an understanding of the role of government and taxes in controlling inflation and deflation.

**MAPPING-COURSE OUTCOME WITH PROGRAMME SPECIFIC OUTCOME**

CO/PSO	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO7
CO1	2	2	2	3	1	1	1
CO2	1	2	1	3	2	2	1
CO3	1	1	2	2	2	1	2
CO4	2	2	2	3	2	3	3
CO5	1	2	2	3	2	2	3
AVERAGE	1.4	1.8	1.8	2.8	1.8	1.8	2

KEY:STRONGLY CORELATED-3 MODERATELY CORELATED-2WEAKLY  
CORELATED-1 NO CORELATION-0

**TEACHING METHODOLOGY:**

Lecture (Chalk and Talk- LCD)

Seminar

Peer Learning

Self-Study Papers

**QUESTION PAPER PATTERN**

Knowledge level	Section	Total no of questions	No of questions to be answered	Word Limit	Marks	Remarks
K4	Section A	8	5	200	5 x 8 = 40	Minimum of 1 question from each unit
K4,K5	Section B	5	3	500	3 x 20 = 60	Minimum of 1 question from each unit

## SEMESTER – I

### ELECTIVE – IA - MANAGEMENT PRINCIPLES

TEACHING HOURS : 60 HRS

CREDITS : 3

COURSE CODE : 21SP20/1E1/MGP

L-T- P : 3-1-0

#### OBJECTIVES:

- To know the management concepts and principles to manage business effectively.
- To understand the planning process and take good decisions.
- To understand and assess the importance of delegation, authority & responsibility relationship to accomplish organisational goals
- To identify and analyse the role of a manager in guiding, supervising and influencing the employees
- To enable them to understand the control process and ensure effective performance in organisation.

#### UNIT 1:

Management - meaning - nature - importance – functions - steps in Management process - levels of Management - Management an Art, Science or Profession - Contributions of Taylor, Fayol and Peter F Drucker to Management thought . (13 hrs)

#### UNIT 2:

Planning – meaning- nature - steps in planning - types of planning - barriers to effective planning - making planning effective - Decision making - meaning -process. (10 hrs)

#### UNIT 3:

Organising - nature & elements - organisational structure - formal and informal organisation - Departmentation - need & importance - types - choice of bases of departmentation – types of organisation structure - Span of management - meaning - factors determining span of control - Authority - Responsibility. (15 hrs)

#### UNIT 4:

Delegation - meaning - merits & demerits - obstacles for effective delegation - decentralisation - merits & demerits - factors determining degree of decentralisation - centralisation vs decentralisation - Staffing- meaning - function of staffing . (12 hrs)

#### UNIT 5:

Directing - meaning - principles of directing - Controlling - nature - importance - merits & demerits -control process - MBE - Essentials of effective control system. (10 hrs)



### **RECOMMENDED TEXTBOOKS:**

1. C.B Gupta, Business Management, Ninth edition, 2012, Sultan Chand Sons, New Delhi.
2. L.M.Prasad, Principles and practice of Management, 2010, Sultan chand &sons, New Delhi.

### **REFERENCE BOOKS:**

1. Koontz O' Donell, Essentials of Management, 2015, Tata McGraw Hill.
2. M Prakash and Parag Diwan, Management principles and practices, 2010, Excel books, New Delhi.
3. Appannaiah & Dinakar, Managing organizations, 2017, Himalaya publishing house, Mumbai
4. James A. F. Stoner, R. Edward Freeman, Daniel R Gilbert, Management, 2011, Pearson, Noida.
5. Neeru Vasishth, Principles of Management text and cases, Taxmann publications private limited, 2014

### **JOURNALS:**

1. Prabandhan: Indian Journal of Management
2. International journal of Business and Management

### **E-LEARNING RESOURCES:**

1. [file:///C:/Users/bmlab34/Downloads/116\\_Sample\\_Chapter.pdf](file:///C:/Users/bmlab34/Downloads/116_Sample_Chapter.pdf)
2. <http://www.civicus.org/view/media/Overview%20of%20Planning.pdf>
3. <https://www.managementstudyhq.com/advantages-and-disadvantages-of-mbo.html>
4. <http://egyankosh.ac.in/bitstream/123456789/13299/1/Unit-7.pdf>
5. <http://www.yourarticlelibrary.com/planning/planning-types-corporate-operational-functional-and-proactive-planning/25637>
6. <https://www.legacee.com/types-of-leadership-styles/>
7. <https://www.wisdomjobs.com/e-university/principles-of-management-and-organisational-behaviour-tutorial-366/steps-in-control-process-12772.html>

### **COURSE OUTCOMES:**

<b>CO Number</b>	<b>CO STATEMENT</b>
CO 1	Develop an understanding of the functions of management and contributions made by management theorists to the field of scientific and modern management.
CO 2	Utilize the knowledge on different management functions at various levels for effective decision making.
CO 3	Identify the factors influencing the design of organizational structure and the right span of control for effective functioning of an organization
CO 4	Identify and incorporate best staffing practices and apply principles of staffing for hiring and managing employees

CO 5	Control and coordinate the work force in a systematic approach
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### MAPPING-COURSE OUTCOME WITH PROGRAMME SPECIFIC OUTCOME

CO / PSO	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO 1	2	3	2	3	2	1	2
CO 2	3	2	3	2	2	2	2
CO 3	3	2	3	2	2	2	2
CO 4	2	3	2	2	2	2	2
CO 5	2	2	2	2	2	2	2
Average	2.4	2.4	2.4	2.2	2	1.8	2

KEY:STRONGLY CORELATED-3 MODERATELY CORELATED-2WEAKLY CORELATED-1 NO CORELATION-0

#### TEACHING METHODOLOGY:

Lecture (Chalk and Talk-OHP-LCD)

Flipped Learning- Discussion oriented flipped learning and Group based flipped learning

E-content

Problem Solving-Group Discussion, Role Modelling

Quiz, Assignment

Peer Learning

Self-Study topics – Differences between delegation and decentralization, Procedures and Methods

#### QUESTION PAPER PATTERN

Knowledge level	Section	Total no of questions	No of questions to be answered	Word Limit	Marks	Remarks
K4	Section A	8	5	200	5 x 8 = 40	Minimum of 1 question from each unit
K4,K5	Section B	5	3	500	3 x 20 = 60	Minimum of 1 question from each unit

## SEMESTER – I

### ELECTIVE – IB – MANAGEMENT ACCOUNTING

TEACHING HOURS: 60 Hrs

COURSE CODE: 2ISP20/IE/MAC

CREDITS: 3

L-T-P: 3-1-0

#### Objectives

- To understand the importance of Management Accounting in discharging the functions of a manager
- To enable them to draw budgets and have a control over them
- To equip them to take decisions relating to cost, sales and profits
- To enable them to identify the variance in standard costs and sales
- To equip them to make wise investment decisions.

#### UNIT I

Management Accounting –Functions –Utility –Limitations – Management Accounting and Financial Accounting – Management Accounting and Cost Accounting – Classification of costs. [7 hrs]

#### UNIT II

Budgetary Control – Objectives - Advantages –Limitations -Classification of budgets – Sales budget –Production budget –Materials budget – Cost of production budget – Cash budget – Fixed and flexible budgets –Control ratios – Zero base budgeting. . [13 hrs]

#### UNIT III

Marginal Costing –Cost Volume Profit Analysis –Break- even analysis – Profit-Volume Ratio –Break –even point –Margin of safety –Maintaining a desired level of profit -Key factor –Break- even chart (only theory)–Angle of Incidence(only theory) . [13 hrs]

#### UNIT IV

Standard Costing –Objectives –Utility –Limitations – Variance Analysis – Objectives – Benefits - Direct material variance -Direct labour variance –Sales variance. . [13 hrs]

#### UNIT V

Capital Budgeting –Importance of Capital budgeting – Kinds of investment proposals - Factors affecting capital investment decisions –Capital budgeting Appraisal methods- Average Rate of Return – Payback period – Net present value – Profitability Index - Internal Rate of return – Capital Rationing. . [14 hrs]

### **RECOMMENDED TEXT BOOKS**

1. S.N.Maheshwari, Principles of Management Accounting, Sultan Chand and Sons, 2005
2. Jain & Narang, Cost Accounting, Kalyani Publishers, 1995

### **REFERENCE BOOKS**

1. Management Accounting, M.Y.Khan & P.K.Jain, McGraw Hill Education, New Delhi, 2013.
2. T.S.Reddy & Y.Hariprasad Reddy, Financial & Management Accounting, Margham Publications, 2006.
3. R.S.N.Pillai&Bagavathi, Management accounting, S.Chand, New Delhi, 2003.
4. N.P.Srinivasan & M.Sakthivel Murugan, Accounting For Management, S.Chand, 2006, New Delhi.
5. S.Pandian, Accounting for Managers, Ane Book Pvt.Ltd, New Delhi, 2008.

### **JOURNALS**

1. The Management Accountant journal.
2. *International Journal of Accounting and Finance*

### **E LEARNING SOURCES**

1. <https://courses.lumenlearning.com/sac-managacct/chapter/introduction-to-budgeting-and-budgeting-processes/>
2. <https://www.mbaknol.com/financial-management/most-important-types-of-budgets-in-managerial-accounting/>
3. [https://www.tutorialspoint.com/accounting\\_basics/cost\\_accounting\\_cvp\\_analysis.htm](https://www.tutorialspoint.com/accounting_basics/cost_accounting_cvp_analysis.htm)
4. <https://courses.lumenlearning.com/wm-accountingformanagers/chapter/cost-volume-profit-analysis-and-decision-making/>
5. <http://www.accountingnotes.net/cost-accounting/marginal-costing/profit-volume-ratio-with-formula-and-calculation/7718>
6. <https://www.studocu.com/en/document/lancaster-university/cost-and-management-accounting/practical/decision-making-using-cost-concept-and-cvp-analysis/4159682/view>
7. <https://www.accountingtools.com/articles/what-is-variance-analysis.html>
8. <http://www.accountingnotes.net/cost-accounting/variance-analysis/what-is-variance-analysis-cost-accounting/10656>

## COURSE OUTCOMES

CO Number	CO STATEMENT
CO 1	Develop an understanding on the functions of Management accounting and how it is helpful in making managerial decisions.
CO 2	Draw various budgets, compare it with actual performance and take suitable decisions.
CO 3	Utilize marginal costing techniques to make business decisions.
CO 4	Compare and analyse the actual performance with standard performance to make future plans.
CO 5	Make wise investment decisions using suitable investment appraisal methods.

## MAPPING-COURSE OUTCOME WITH PROGRAMME SPECIFIC OUTCOME

CO/PSO	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO1	0	1	1	3	2	1	2
CO2	1	2	2	3	3	1	1
CO3	1	2	2	3	3	1	1
CO4	1	2	2	3	3	1	1
CO5	1	2	2	3	3	1	1
AVERAGE	0.8	1.8	1.8	3	2.8	1	1.2

Key: Strongly Correlated-3; Moderately Correlated-2; Weakly Correlated-1; No Correlation-0

## TEACHING METHODOLOGY

Lecture (Chalk and Talk-LCD)

Group Discussion

Assignments

Peer Learning

Self study

## QUESTION PAPER PATTERN

Knowledge level	Section	Total no of questions	No of questions to be answered	Word Limit	Marks	Remarks
K4	Section A	8	5	200	5 x 8 = 40	Minimum of 1 question from each unit
K4,K5	Section B	5	3	500	3 x 20 = 60	Minimum of 1 question from each unit

## SEMESTER – II

### CORE – STRATEGIC HUMAN RESOURCE MANAGEMENT

TEACHING HOURS : 75 HRS

CREDITS : 4

COURSE CODE : 21SP20/2C/SHM

L-T- P : 4-1-0

#### OBJECTIVES:

1. To distinguish the strategic approach to HRM from the traditional functional approach
2. To understand the relationship of HR strategy with overall corporate strategy
3. To understand the strategic role in the area of talent management, selection and placement
4. To design high performance work systems
5. To evaluate the effectiveness of strategic HRM

#### COURSE OUTLINE:

##### UNIT 1:

Meaning and concept of Strategy and strategic management ,Human resource as a strategic function – role and implementation of strategic HRM – HRM vs Strategic HRM – Aligning HR strategy with Corporate strategy .Key elements of Strategic HRM – Job design – Selection and placement – Compensation and rewards – Diversity management

[15 hrs]

##### UNIT 2:

Talent management – Benefits and costs – Attracting the right workers, Keeping the star employees – Knowledge of wants of the employees Managing employee relations: Union and strategic Collective Bargaining

[15 hrs]

##### UNIT 3:

Effective selection and placement strategies – Best practices –Job description – Tailoring recruitment – Tools and methods – Interview and testing – International staffing and placement

[15 hrs]

##### UNIT 4:

Role of pay structure & pay for performance – Elements of pay system – Setting pay levels – Innovative employee recognition programs – Pay structure for groups and teams – Pay system for both individuals and groups

[15 hrs]

##### UNIT 5:

Designing a high performance work system – E-HRM – Improving organizational performance – Succession planning .Human capital – Improving company performance – Balance scorecard. Evaluating the effectiveness of Strategic HRM - SHRM practices in India.

[15 hrs]

### **RECOMMENDED TEXTBOOKS:**

1. Michael Armstrong and Angela Baron (2006), Handbook of Strategic HRM, Jaico Publishing House
2. Ekta Sharma (2019), Strategic Human Resource Management and Development, Pearson Education

### **REFERENCE BOOKS:**

3. Charles Greer. R(2012). Strategic Human Resource Management, New Delhi: Pearson Education
4. Paul Boselie (2011). Strategic Human Resource Management, New Delhi: McGraw Hill Education
5. Jeffrey Mello. A (2015). Strategic Management of Human Resources; New Delhi: Cengage Learning
6. Tanuja Agarwala (2007), Strategic Human Resources, Oxford
7. Gary Dessler, Biju Varkkey (2017), Human resource management, Pearson Education
8. L. Rajiv Dhar(2008), Strategic Human Resource Management, Excel Books, New Delhi

### **JOURNALS:**

1. Journal of Strategic Human Resource Management: Publishing India Group
2. Toward a Unifying Framework for Exploring Fit and Flexibility in Strategic Human Resource Management - Patrick M. Wright and Scott A. Snell
3. Strategic human resource management effectiveness and firm performance - Orlando C. Richard & Nancy Brown Johnson

### **E-LEARNING RESOURCES:**

1. <https://www.slideshare.net/reconnectt/lecture-1-strategic-human-resource-management>
2. <https://www.slideshare.net/stuartinfiji/5-group-5-mba423-hrm-crq-ch-1-strategic-hrm-v5-0>
3. <https://www.slideshare.net/reefearajang/human-resource-management-reward-and-compensation>
4. [https://www.tutorialspoint.com/human\\_resource\\_management/human\\_resource\\_management\\_compensation.htm](https://www.tutorialspoint.com/human_resource_management/human_resource_management_compensation.htm)
5. <https://www.slideshare.net/RiTUKarn/talent-management-26895157>
6. <https://www.slideshare.net/RajanNeupane/strategies-of-employee-relations-and-high-performance-strategies>
7. <https://2012books.lardbucket.org/books/challenges-and-opportunities-in-international-business/s16-03-effective-selection-and-placem.html>

### **COURSE OUTCOMES:**

CO Number	CO STATEMENT
CO 1	Analyze the strategic role of human resource management in a competitive environment and evaluate the relationship between human resource management and organizational performance
CO 2	Integrate human resource functions with organizational objectives
CO 3	Demonstrate strategic selection and placement and assess their contribution to organizational effectiveness
CO 4	Identify and incorporate best compensation package for individual and team work.
CO 5	Analyze and integrate the human resource maintenance, separation, and assess their contribution to organizational effectiveness

#### MAPPING-COURSE OUTCOME WITH PROGRAMME SPECIFIC OUTCOME

CO/PSO	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO1	3	2	2	3	2	2	2
CO2	3	3	3	2	2	2	2
CO3	3	3	3	3	3	2	3
CO4	3	3	2	3	3	3	3
CO5	3	3	3	3	3	3	3
AVERAGE	3	2.8	2.6	2.8	2.6	2.4	2.6

KEY:STRONGLY CORELATED-3 MODERATELY CORELATED-2WEAKLY CORELATED-1 NO CORELATION-0

#### TEACHING METHODOLOGY:

Lecture (Chalk and Talk-OHP-LCD)

Flipped Learning/Blended Classroom-E Content, Videos-

Problem Solving-Group Discussion-Role Modelling

Quiz-Seminar-

Peer Learning-

#### QUESTION PAPER PATTERN

Knowledge level	Section	Total no of questions	No of questions to be answered	Word Limit	Marks	Remarks
K4	Section A	8	5	200	5 x 8 = 40	Minimum of 1 question from each unit
K4,K5	Section B	5	3	500	3 x 20 = 60	Minimum of 1 question from each unit



## CORE – ORGANISATIONAL DEVELOPMENT

TEACHING HOURS :75

CREDITS : 4

COURSE CODE : 21SP20/2C/ODT

L-T- P: 4-1-0

### OBJECTIVES:

- To understand the principles of organizational development and practice OD within contemporary organisations.
- Acquire knowledge of small group theory, group dynamics, teams and team building and their applications in OD.
- To identify key roles and responsibilities of an OD consultant needed to develop and sustain long term OD interventions.
- To think analytically and creatively in their approach to organizational problem solving.
- To understand dynamics and appreciate the difficulties of change as applied to organization culture and human behavior.

### UNIT 1:

Organization Development : Introduction- Meaning – Definition – Relevance of OD for Managers – Objectives – Characteristics – Values – Assumption and Beliefs in OD – Early Structure of OD Values and Assumption – Implication – Consideration and Components of OD Program – Nature of Intervention – Phases of OD Program Management - Managing Change – Steps for Successful Organization Transformation . (14Hrs )

### UNIT 2:

OD Intervention Strategies – Classification of OD Strategies – OD Strategies for Personal Career – Job Related OD Interventions - Socio-Technical Interventions – Team Building Intervention – Team and Work Groups – Types of Groups – Characteristics of Effective Teams – Team Building Intervention – Process Consultation Intervention - Techniques Of Team Building - Force Field of Analysis. (14 Hrs)

### UNIT 3:

Inter Group and Third Party Intervention - Collaboration and Conflict - Inter Group Operating Process - Transactional Analysis - Development of Inter Personal Relationship - Strategies for Reducing Inter Groups Conflict - Stress Management - Sources of Stress - Stress Management Intervention Strategies - Inter Group Team Building Intervention - Third Party Peacemaking Intervention - Confrontation - Organizational Mirroring. (16 Hrs)

### UNIT 4 :

Structural Intervention – Meaning - Job Redesign - QWL - Quality Circles - MBO - Meaning - Features - Process - Difficulties in Managing MBO Concept - Six Sigma - Total Quality in HRM - RE Engineering - Bench Marketing to Improve Competitive Performance. (15 Hrs)

### UNIT 5:

Organization Change – Definition – Concept – Meaning – Impact on Business and Employees - Organizational Growth as a Factor of Change - Forces of Change - Change Process - Levels of Change - Types of Change - Steps in Managing Change - Change Agents - Resistance to Change - Managing Resistance to Change - Ethics in OD - QWL - Meaning - Features - Emotional Dimension - Emotional Intelligence at Work - Organizational Culture -

Meaning and Function - Organization Climate - Future of OD Strength and Challenges  
(16 Hrs)

**RECOMMENDED TEXTBOOKS:**

- 1.organization development by French Wendell
- 2.organization development by Krishnamacharyulu C.S.G

**REFERENCE BOOKS:**

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

**JOURNALS:**

www.emerald.com > insight > publication > issn  
clutejournals.com > IJMIS > article > view

**E-LEARNING RESOURCES:**

<http://www.pondiuni.edu.in/sites/default/files/organizational-development-260214.pdf>

[https://business.baylor.edu/Dawn\\_Carlson/ob/handouts/odinterventions-130421043708-phpapp01.pdf](https://business.baylor.edu/Dawn_Carlson/ob/handouts/odinterventions-130421043708-phpapp01.pdf)

<http://www.yourarticlelibrary.com/organization/differences/difference-between-work-groups-and-work-teams-8-differences/63932>

<http://www.yourarticlelibrary.com/employee-management/quality-of-work-life-its-meaning-and-definition-employee-management/26112>

<https://calipercorp.com/blog/organizational-culture-vs-climate>

**COURSE OUTCOMES:**

CO Number	CO STATEMENT
CO 1	Demonstrate the knowledge of OD interventions at group and organizational level
CO 2	Think analytically and creatively for securing effective change through OD.
CO 3	Utilise and interpret a range of organisation data to gain insight into organisational effectiveness.

CO 4	Utilize the knowledge on OD to evaluate the implementation of OD interventions and judge their usefulness
CO 5	Design and plan the implementation of multiple OD intervention

#### MAPPING-COURSE OUTCOME WITH PROGRAMME SPECIFIC OUTCOME

CO / PSO	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO 1	2	3	2	2	2	2	2
CO 2	2	2	2	3	2	3	2
CO 3	2	2	2	3	2	2	2
CO 4	3	3	2	3	2	2	2
CO 5	2	2	2	2	2	2	2
Average	2.2	2.4	2	2.6	2	2.2	2

KEY:STRONGLY CORELATED-3 MODERATELY CORELATED-2WEAKLY CORELATED-1 NO CORELATION-0

#### TEACHING METHODOLOGY:

Lecture (Chalk and Talk-OHP-LCD)

Flipped Learning- Discussion oriented flipped learning and Group based flipped learning  
E-content

Problem Solving-Group Discussion, Role Modelling

Quiz, Assignment

Peer Learning

Self-Study topics – Differences between delegation and decentralization, Procedures and Methods

#### QUESTION PAPER PATTERN

Knowledge level	Section	Total no of questions	No of questions to be answered	Word Limit	Marks	Remarks
K4	Section A	8	5	200	5 x 8 = 40	Minimum of 1 question from each unit
K4,K5	Section B	5	3	500	3 x 20 = 60	Minimum of 1 question from each unit

## SEMESTER – II

### CORE – LABOUR LAWS - I

**TEACHING HOURS: 75 Hrs**  
**COURSE CODE: 21SP20/2C/LL1**  
**COURSE OBJECTIVES**

**CREDITS: 4**  
**L-T-P: 4-1-0**

1. To make students understand the concepts of Labour legislations.
2. To prepare students for effectively handle labour issues at work.
3. To make them understand the importance of working conditions
4. To face any challenges posed by the corporate environment.
5. To administer effective wage and labour policies

### COURSE OUTLINE:

#### UNIT I

Concept of labour legislation- Need for labour legislation, Salient features labour legislation – Principles - Classification of Labour Laws. Constitutional provisions- Fundamental rights - Principles of Natural Justice and specific Articles - ( ,39,39A,41,42,43,43A,47,48).  
International Labour Organisation - Objectives & Functions. ( 15 HRS)

#### UNIT II

Law of welfare and working condition - Factories Act, 1948 - Contract Labour (Regulation and Abolition) Act, 1970 ( 15 HRS)

#### UNIT III

Law of welfare and working condition - Building and Other Constructions Workers' (Regulation of Employment and Conditions of Service) Act, 1996 - Mines Act, 1952 ( 15 HRS)

#### UNIT IV

Minimum Wages Act, 1948→ Payment of Wages Act, 1936 ( 15 HRS)

#### UNIT V

Social security legislations- Employees' State Insurance Act, 1948→ Employees' Provident Funds & Miscellaneous Provisions Act, 1952 ( 15 HRS)

## RECOMMENDED TEXT BOOKS:

1. Taxmann, Labour Laws, Taxmann's Publication, 2013.
2. .Tiwari, G., Labour Law, Oxford University Press, 2012.

## REFERENCE BOOKS

- 1 Monappa, Nambudri and Selvaraj, Industrial Relations and Labour Laws, 2ndEdition, Tata McGraw-Hill, 2012.
2. Sen, R., Industrial Relations: Text and Cases, 2ndEdition, Macmillan Publishers India, 2009.
3. Padhi, P.K., Labour and Industrial Laws, 2ndEdition, PHI, 2012.
4. Kapoor.N.D., Handbook of Industrial law, Sultan chand &sons, New Delhi, 2016.
5. Srivastava, S.C., Industrial Relations and Labour Laws, 6thEdition, Vikas Publishing House, 2012.

## JOURNALS

1. International Journal of Comparative Labour Law and Industrial Relations - <http://www.kluwerlawonline.com/ijcl>
2. <https://academic.oup.com/ijl> - Industrial Law Journal

## E-LEARNING RESOURCES: change

1. <https://www.ilo.org/dyn/natlex/docs/WBTEXT/32063/64873/E87IND01.htm>
  2. <https://youtu.be/aD5xAqx7ItM>
  3. [https://indiacode.nic.in/bitstream/123456789/10498/1/the\\_building\\_and\\_other\\_construction\\_workers\\_%28regulation\\_of\\_employment\\_and\\_conditions\\_of\\_service%29\\_act%2C\\_1996.pdf](https://indiacode.nic.in/bitstream/123456789/10498/1/the_building_and_other_construction_workers_%28regulation_of_employment_and_conditions_of_service%29_act%2C_1996.pdf)
  4. [https://indiacode.nic.in/handle/123456789/2402?view\\_type=browse&sam\\_handle=123456789/1362](https://indiacode.nic.in/handle/123456789/2402?view_type=browse&sam_handle=123456789/1362)
  5. [https://indiacode.nic.in/handle/123456789/1730?view\\_type=browse&sam\\_handle=123456789/1362](https://indiacode.nic.in/handle/123456789/1730?view_type=browse&sam_handle=123456789/1362)
- <https://www.advocatekhoj.com/library/bareacts/employeesstateinsurance/index.php?Title=Employees%20State%20Insurance%20Act,%201948>
- <https://taxguru.in/corporate-law/employees-provident-fund-act-1952.html>

## COURSE OUTCOMES

CO Number	CO STATEMENT
CO 1	Gain knowledge on Concept of Labour legislation and Constitutional provisions
CO 2	Provide for Employee Health, Safety and Welfare in Work place
CO 3	Appreciate the importance of good working conditions
CO 4	Formulate effective wage policies
CO 5	Administer EPF schemes and ESI schemes on the enterprise

### MAPPING-COURSE OUTCOME WITH PROGRAMME SPECIFIC OUTCOME

CO/PSO	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO6	PSO7
CO1	3	3	2	2	3	3	3
CO2	3	3	3	3	3	3	3
CO3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3
AVERAGE	5	5	2.8	2.8	5	5	5

### TEACHING METHODOLOGY:

Lecture (Chalk and Talk-LCD)

E Content, Videos

Seminar

Peer Learning

Self-Study

### QUESTION PAPER PATTERN

Knowledge level	Section	Total no of questions	No of questions to be answered	Word Limit	Marks	Remarks
K4	Section A	8	5	200	5 x 8 = 40	Minimum of 1 question from each unit
K4,K5	Section B	5	3	500	3 x 20 = 60	Minimum of 1 question from each unit

## SEMESTER – II

### CORE – PHILOSOPHY AND METHODS OF SOCIAL SCIENCE RESEARCH

TEACHING HOURS: 75 Hrs

CREDITS: 4

COURSE CODE: 2ISP20/2C/PSR

L-T-P: 4-1-0

#### COURSE OBJECTIVES

To enable students to

1. Familiarize with the basic understanding of Research process
2. Learn the role of research in decision making and the scope of research in business
3. Acquaint students with the steps in research process- research design, data collection, and sampling, analysis of data, hypothesis formulation and testing
4. Provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making
5. Prepare a good research instrument and report

#### COURSE OUTLINE:

##### UNIT I:

Research: Meaning, Scope and Objectives – Importance of Research in Management decision making - Types of Research - Steps involved in Research Process. Research Problem – selection & defining a problem. Research Design –Meaning and need – Types of Research Design – Exploratory, Descriptive, mixed method and Experimental designs - Case study method. (15 HRS)

##### UNIT II

Methods of data collection - Census survey and sample survey – Techniques of data collection – Observation, Interview, Questionnaire and Schedule – Measurement and scaling techniques – Normal, ordinal, ratio and interval – Reliability and validity of the tool, pre-testing of the tool. Sampling –Meaning and Techniques, Sampling design. (15 HRS)

##### UNIT III

Data Analysis – Editing and coding of data. Research Hypothesis – Meaning, Testing of Hypothesis – concept, level of significance, process of testing, - Measures of Central Tendency - Measures of dispersion, Correlation and Regression Analysis, One way and two way ANOVA, Chi Squared Test. (Problem & Theory). (15 HRS)

##### UNIT IV

Multivariate Analysis – Basic concepts of Factor analysis, Multiple Regression Analysis, Discriminate Analysis, Cluster Analysis and Conjoint Analysis – utility in Management

(15 HRS)

##### UNIT V

Report Writing - Types – Contents – Layout- Executive summary - Precautions in preparing the research report – use of Frequency tables, charts and diagrams in the reports - Preparing Appendix and Bibliography. (15 HRS)

### RECOMMENDED TEXT BOOKS:

1. C.R.Kothari, Research Methodology, New age Publishers, New Delhi, 2010.
2. Donald H. Mc.Burney, Research Methods, Thomson Asia Pvt. Ltd. Singapore 2002.

### REFERENCE BOOKS:

1. Donald R.Cooper and RamcisS.Schindler, Business Research Methods, Tata McGraw Hill Publishing Company Limited, New Delhi, 2000.
2. Uma Sekaran, Research Methods for Business, John Wiley and Sons Inc., New York, 2000.
3. R.Panneerselvam; Research Methodology; PHI Learning Private Ltd.; New Delhi 2014
4. Prof.P.Rasool Begum, Prof.V.Nagavalli; Research Methodology; Thakur Publishers; Chennai 2018
5. Ram Ahuja, Research Methods, Rawat Publications,2001

### JOURNALS

1. International Journal of Research Methodology - <https://ijrm.humanjournals.com/>
2. Journal of Indian Business Research, Emerald Insight Publications

### E-LEARNING RESOURCES:

- 1) <https://www.questionpro.com/blog/what-is-research/>
- 2) [https://www.researchgate.net/publication/325846997\\_METHODS\\_OF\\_DATA\\_COLLECTION](https://www.researchgate.net/publication/325846997_METHODS_OF_DATA_COLLECTION)
- 3) <https://www.studocu.com/en/document/indira-gandhi-national-open-university/research-methodology/lecture-notes/research-design-hypothesis-testing-and-sampling/1572260/view>
- 4) [https://shodhganga.inflibnet.ac.in/bitstream/10603/116301/9/09\\_chapter%201.pdf](https://shodhganga.inflibnet.ac.in/bitstream/10603/116301/9/09_chapter%201.pdf)
- 5) [https://www.researchgate.net/publication/325546150\\_WRITING\\_RESEARCH\\_REPORT](https://www.researchgate.net/publication/325546150_WRITING_RESEARCH_REPORT)

### COURSE OUTCOMES:

CO Number	CO STATEMENT
CO 1	Identify the importance of research and its application in business
CO 2	Select appropriate data collection and sampling techniques for research projects, Utilize different types of scaling techniques in research instruments for measurement of data
CO 3	Analyse data collected and test research hypotheses framed
CO 4	Acquire knowledge on various tools of analysis and use it decision making
CO 5	Prepare good research reports



MAPPING-COURSE OUTCOME WITH PROGRAMME SPECIFIC OUTCOME

CO/PSO	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO6	PSO7
CO1	3	3	2	2	3	2	1
CO2	2	2	2	2	2	2	1
CO3	3	3	2	2	3	2	2
CO4	3	3	3	3	3	3	3
CO5	3	3	2	3	3	2	2
AVERAGE	2.8	2.8	2.4	2.4	2.8	2.2	1.8

TEACHING METHODOLOGY:

Lecture (Chalk and Talk-LCD)

E Content

Problem Solving

Assignments

Peer Learning

Field Visits

Self-Study

QUESTION PAPER PATTERN

Knowledge level	Section	Total no of questions	No of questions to be answered	Word Limit	Marks	Remarks
K4	Section A	8	5	200	5 x 8 = 40	Minimum of 1 question from each unit
K4,K5	Section B	5	3	500	3 x 20 = 60	Minimum of 1 question from each unit

## SEMESTER – II

### ELECTIVE – IA – PRINCIPLES OF MARKETING

TEACHING HOURS: 60 Hrs  
COURSE CODE: 21SP20/2E/PMK

CREDITS: 3  
L-T-P: 3-1-0

#### Objectives

- To make them aware of marketing functions, marketing environment, consumer behavior and market segmentation.
- To enable them to understand product mix related functions.
- To understand the importance of pricing decisions and the factors affecting the same.
- To be aware of the various marketing channels and its pros and cons.
- To enable them to understand the various methods of promotion.

#### UNIT I

Marketing – Functions – Importance – Marketing Environment – Consumer behavior – factors influencing consumer buying behavior – Market Segmentation – Methods of market segmentation.

(15 hrs)

#### UNIT II

Product planning – Product mix – Product line – Branding – Functions – Kinds – Benefits - Packaging – Functions – Kinds – Benefits - Labelling – Functions – Kinds – Benefits - Product positioning – Steps in new product development – Marketing myopia - Product life cycle.

(12 hrs)

#### UNIT III

Pricing Objectives – Factors affecting price of a product – Kinds of pricing decisions – Pricing of new products.

(10 hrs)

#### UNIT IV

Channel of distribution – Functions – Factors to be considered while selecting channels – Distribution channel for Consumer goods, Industrial goods and Services – Vertical marketing system – Horizontal marketing system – Multi channel distribution system.

(11 hrs)

#### UNIT V

Promotion – Objectives – Methods of promotion – Advertising – Personal selling – Sales promotion – Public relations – Publicity – Direct marketing - Factors to be considered while deciding the promotion mix – Recent trends in marketing – Interface between HRM and Marketing Functions.

(12 hrs)

### **RECOMMENDED TEXT BOOKS**

1. Dr. C B Gupta, Dr. N. Rajan Nair, Marketing Management, Sultan Chand & Sons, New Delhi, 2018
2. Philip Kotler, Marketing Management, Prentice Hall of India Pvt Ltd., New Delhi, 2004

### **REFERENCE BOOKS**

1. M. Vidhya, Marketing, MJP Publishers, Chennai, 2010
2. Alexander Cherney, Strategic Marketing Management, Cerebellum Press, Inc., USA, June 2014
3. David Meerman Scott, The New Rules of Marketing & PR, John Wiley & Sons, Inc., USA, 2007
4. Philip Kotler, Hermawan Kartajaya, Iwan Setiawan, Marketing 4.0, John Wiley & Sons, Inc., USA, 2017
5. Jacquelyn Ottman, The New Rules Of Green Marketing, Green Key Publishing Ltd., 2011, Routledge, 2017

### **JOURNALS**

1. Indian Journal of Marketing
2. Journal of Marketing Management

### **E LEARNING SOURCES**

1. [https://www.tutorialspoint.com/marketing\\_management/marketing\\_management\\_functions.htm](https://www.tutorialspoint.com/marketing_management/marketing_management_functions.htm)
2. <https://www.feedough.com/market-segmentation-definition-basis-types-examples/>
3. <https://www.mbaskool.com/business-concepts/marketing-and-strategy-terms/16952-market-segmentation.html>
4. [https://www.tutorialspoint.com/consumer\\_behavior/consumer\\_behavior\\_tutorial.pdf](https://www.tutorialspoint.com/consumer_behavior/consumer_behavior_tutorial.pdf)
5. <http://www.yourarticlelibrary.com/marketing/market-segmentation/consumer-behaviour-meaningdefinition-and-nature-of-consumer-behaviour/32301>
6. <https://www.feedough.com/what-is-green-marketing-the-complete-guide/>
7. <https://businessjargons.com/product-mix.html>
8. <https://www.business.qld.gov.au/running-business/growing-business/becoming-innovative/developing-products/new-products/launching-commercialising>
9. <https://www.tutor2u.net/business/reference/product-life-cycle>
10. <http://www.yourarticlelibrary.com/marketing/pricing/methods-of-pricing-cost-oriented-method-and-market-oriented-method/32311>
11. <https://edwardlowe.org/how-to-establish-a-promotional-mix/>

## COURSE OUTCOMES

CO Number	CO STATEMENT
CO 1	Analyse the buying behavior of the consumers and make suitable decisions. Make wise market segmentation decisions.
CO 2	Make appropriate decisions on various product related functions such as new product development, branding, labeling, packaging etc.,
CO 3	Make effective pricing decisions.
CO 4	Identify proper channels to distribute the products
CO 5	Adopt effective promotional strategies to increase the demand for the products.

## MAPPING-COURSE OUTCOME WITH PROGRAMME SPECIFIC OUTCOME

CO/PSO	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO1	0	2	3	3	2	1	2
CO2	1	2	2	3	2	1	2
CO3	1	2	2	3	2	1	2
CO4	1	2	2	3	2	1	2
CO5	1	2	2	3	2	1	2
AVERAGE	0.8	2	2.2	3	2	1	2

Key: Strongly Correlated-3; Moderately Correlated-2; Weakly Correlated-1; No Correlation-0

## TEACHING METHODOLOGY

Lecture (Chalk and Talk-LCD)  
 Flipped Learning-E Content, Videos  
 Group Discussion- Seminars-Assignments  
 Peer Learning  
 Self study

## QUESTION PAPER PATTERN

Knowledge level	Section	Total no of questions	No of questions to be answered	Word Limit	Marks	Remarks
K4	Section A	8	5	200	5 x 8 = 40	Minimum of 1 question from each unit
K4,K5	Section B	5	3	500	3 x 20 = 60	Minimum of 1 question from each unit

## SEMESTER – II

### ELECTIVE – IB – ENTREPRENEURIAL DEVELOPMENT

TEACHING HOURS: 60 Hrs

COURSE CODE: 21SP20/2E/EDT

CREDITS: 3

L-T-P: 3-1-0

#### OBJECTIVES:

1. To provide an insight into the various functions of an entrepreneur, characteristics required to discharge the functions effectively and the challenges faced by him.
2. To understand the problems and prospects of women entrepreneurs, characteristics required for an effective leadership and the role of EDPs in the growth of entrepreneurship
3. To enable them to identify business ideas and business opportunities and prepare the business plan.
4. To make them understand the importance of feasibility studies and how to do it.
5. To identify the role of various financial and promotional institutions in Entrepreneurial development

#### COURSE OUTLINE:

##### UNIT I:

Entrepreneurship – Functions of an entrepreneur- Characteristics of a successful Entrepreneur  
Types of entrepreneurs- Intrapreneur - Role of entrepreneurs in economic development-  
Factors influencing entrepreneurial growth- Entrepreneurial challenges – E-entrepreneurship.  
[12hrs]

##### UNIT II:

Women entrepreneurship – Problems and prospects of women entrepreneurs- Social  
Entrepreneurship.  
Entrepreneurial training- Entrepreneurial Development Programmes ( EDP)- Need-  
Objectives- Phases- Entrepreneurial leadership- Characteristics- Components [12hrs]

##### UNIT III:

Business Idea – Idea generating techniques- Identification of business opportunities- Business  
plan- Business plan preparation- Elements of business plan. [12hrs]

##### UNIT IV:

Marketing feasibility- Stages in new product development- Product life cycle- Customer  
analysis-Sales analysis- Competition analysis.

Financial feasibility- Financial ratio analysis- Break even analysis- Profitability analysis-  
Social cost- benefit analysis-Assessment of fixed and working capital requirements- long  
term and short term sources of funds.

Technical feasibility- Technology analysis- Choice of technology- Raw material analysis

[12hrs]

UNIT V:

Role of Central Government and State Government in promoting Entrepreneurship- Role of following institutions/agencies in the Entrepreneurship Development - Commercial banks - IDBI, ICICI, SIDBI, SFCs - District Industries Centers (DIC), Micro Small and Medium Enterprises (MSME), National Entrepreneurship Development Board (NEDDB), Entrepreneurship development institute of India (EDII), National Institute for Entrepreneurship and Small Business Development (NIESBUD)- Angel investors

[12 Hrs]

**RECOMMENDED TEXT BOOKS:**

1. Srinivasan.N.P and C.B. Gupta, Entrepreneurship in India, Sultan chand & sons, New Delhi, 2000
2. Jayashree Suresh, Entrepreneurial Development, Margham Publications, Chennai, 2006.

**REFERENCE BOOKS:**

1. Vasant Desai, Dynamics of Entrepreneurial Development and Management, Himalaya publishing house, mumbai, 2002
2. S.S.Khanka, Entrepreneurial Development, S.Chand & Company Ltd, New Delhi, 2005.
3. Harvard Business Review; Harvard Business Review on Entrepreneurship; Harvard Business School Press; USA 1999
4. E.Gordon, & K.Natarajan, Entrepreneurship Development; Himalaya Publishing House; Mumbai 2017
5. A.K.Lal, Entrepreneurship Development and Management; Vayu Education India; New Delhi 2011

**JOURNALS:**

1. The Journal Of Entrepreneurship – Published in Association with Entrepreneurship Development Institute of India
2. International Journal of Innovative Research in Science, Engineering and Technology-International Journal

**E-LEARNING RESOURCES:**

1. <https://courses.lumenlearning.com/boundless-business/chapter/introduction-to-entrepreneurship/>
2. <http://www.rroij.com/open-access/women-entrepreneurs--problems-of-womenentrepreneurs-.php?aid=48589> -
3. [http://www.mbaexamnotes.com/business\\_idea.html](http://www.mbaexamnotes.com/business_idea.html)
4. <https://www.businessstudynotes.com/finance/project-management/types-feasibility-study/>
5. <https://msme.gov.in/all-schemes>

**COURSE OUTCOMES:**

CO Number	CO STATEMENT
CO 1	Develop the required entrepreneurial skills to start and run the business successfully.
CO 2	Equipped to face the challenges of women entrepreneurs and develop entrepreneurial leadership skills.
CO 3	Identify business opportunities, generate business ideas and prepare business plan
CO 4	Carry out feasibility studies for projects in hand
CO 5	Avail assistance through various funding and support agencies for their finance

**MAPPING-COURSE OUTCOME WITH PROGRAMME SPECIFIC OUTCOME**

CO/PSO	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO1	2	2	3	3	2	1	1
CO2	1	2	3	3	2	1	2
CO3	1	2	2	3	2	1	2
CO4	1	2	2	3	2	1	2
CO5	1	2	2	3	2	1	1
AVERAGE	1.2	2	2.4	3	2	1	1.6

**TEACHING METHODOLOGY:**

Lecture (Chalk and Talk-LCD)  
 E Content, Videos  
 Problem Solving, Assignments  
 Peer Learning, Self-Study  
 Field Visits, Report writing

**QUESTION PAPER PATTERN**

Knowledge level	Section	Total no of questions	No of questions to be answered	Word Limit	Marks	Remarks
K4	Section A	8	5	200	5 x 8 = 40	Minimum of 1 question from each unit
K4,K5	Section B	5	3	500	3 x 20 = 60	Minimum of 1 question from each unit

## SEMESTER – II

### ELECTIVE – II – GENDER ISSUES IN MANAGEMENT

TEACHING HOURS: 60 HRS

COURSE CODE : 21SP20/2E/GIM

CREDITS :3

L-T- P: 3-1-0

#### OBJECTIVES

1. To develop an understanding of gender division of labour and its implications
2. To foster awareness about gender stereotyping, glass ceiling and its significance in corporate performance
3. To explain the benefits of gender diverse workforce
4. To build confidence and pave the way for future inspirational women leaders
5. To provide knowledge on constitutional and legal rights of women

UNIT I: Concept of Work- Productive and Non-Productive Work- Use Value and Market Value- Gender Division of Labour- Women in Organized and unorganized sector

[10 hrs]

UNIT II: Gender Stereotyping and its impact on women's Careers- Encountering Glass Ceilings and Walls- Myths about Women Executives- Implications for Corporate Performance

[12 hrs]

UNIT III: Gender Diversity- Benefits of Gender diverse workforce – steps to create and maintain a Gender Diverse Workforce

[13 hrs]

UNIT IV: Leadership Transitions- Managing Emotions- The Pitfalls of Over commitment- Developing a Strategic Mindset- Resistance to Women's Leadership, Authority and Expertise- Crystallizing Leadership Identity

[13 hrs]

UNIT V: Constitutional rights of women- Legislations relating to women under Equal Remuneration Act 1976, Maternity Benefit Act 1961, Minimum Wages Act 1948, Sexual harassment at workplace( Prevention, Prohibition and Redressal ) Act 2013.

[12 hrs]



### **RECOMMENDED TEXTBOOKS:**

1. Anjali Hazarika, Walk the Talk:- Women, Work, Equity, Effectiveness, 2017, Sage Publications, New Delhi.
2. Sheryl Sandberg, Lean In: Women, Work and the Will to Lead, 2013, Virgin Digital, UK,.

### **REFERENCE BOOKS**

1. Iris Bohnet, What Works: Gender Equality by Design, 2016, Harvard University Press, USA.
2. G S Sharma and Anil Kumar Tandi, Law Relating to Women and Children, 2015, Asia Law House, Hyderabad.
3. Mamta Rao, Law Relating to Women and Children, 2017, Eastern Book Company, Lucknow.
4. Poonam Barua, Leadership by Proxy: The Story of Women in Corporate India, 2015, Bloomsbury India, New Delhi.
5. Martha Farrell, Prevention of Sexual Harassment at the Workplace: A Teach Yourself Guide, 2019, Hachette India, Gurgaon.

### **JOURNALS:**

1. Gender, Work and Organisation
2. Journal of Gender studies

### **E-LEARNING RESOURCES:**

1. [https://www.academia.edu/7910286/Organised\\_and\\_Unorganised\\_Sector\\_Employment\\_in\\_India\\_Macro\\_Stand\\_Point](https://www.academia.edu/7910286/Organised_and_Unorganised_Sector_Employment_in_India_Macro_Stand_Point)
2. [https://www.researchgate.net/publication/295694773\\_The\\_Sexual\\_Division\\_of\\_Labor](https://www.researchgate.net/publication/295694773_The_Sexual_Division_of_Labor)
3. [https://www.ohchr.org/Documents/Issues/Women/WRGS/OnePagers/Gender\\_stereotyping.pdf](https://www.ohchr.org/Documents/Issues/Women/WRGS/OnePagers/Gender_stereotyping.pdf)
4. <https://www.ifc.org/wps/wcm/connect/31286576-0ee5-42a0-ac3c-d079a4c1b0dc/PSO37.pdf?MOD=AJPERES&CVID=kQMp2-W>
5. <https://www.mckinsey.com/~/media/McKinsey/Business%20Functions/Organization/Our%20Insights/Successfully%20transitioning%20to%20new%20leadership%20roles/Successfully-transitioning-to-new-leadership-roles-web-final.ashx>
6. [https://www.researchgate.net/publication/323825501\\_Women's\\_Rights\\_in\\_India](https://www.researchgate.net/publication/323825501_Women's_Rights_in_India)

### **COURSE OUTCOMES**

<b>CO Number</b>	<b>CO STATEMENT</b>
CO 1	Recognize the types of work and gender division of labor
CO 2	Describe the impact of gender stereotyping on women's career
CO 3	Recall the benefits of Gender diverse workforce
CO 4	Develop a strategic mindset to overcome resistance
CO 5	Infer the constitutional rights and legal rights of women

## MAPPING-COURSE OUTCOME WITH PROGRAMME SPECIFIC OUTCOME

CO / PSO	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO6	PSO 7
CO 1	2	2	2	2	2	3	3
CO 2	2	2	2	2	2	3	3
CO 3	2	2	2	2	2	3	3
CO 4	2	2	3	2	2	3	3
CO 5	2	2	2	2	2	3	3
Average	2	2	2.2	2	2	3	3

KEY:STRONGLY CORELATED-3 MODERATELY CORELATED-2WEAKLY  
CORELATED-1 NO CORELATION-0

### TEACHING METHODOLOGY:

Lecture (Chalk and Talk-OHP-LCD)  
Flipped Learning- Discussion oriented flipped learning and Group based flipped learning  
E-content  
Problem Solving-Group Discussion, Role Modelling  
Quiz, Assignment  
Peer Learning  
Self-Study Papers – Differences between delegation and decentralization, Procedures and Methods

### QUESTION PAPER PATTERN

Knowledge level	Section	Total no of questions	No of questions to be answered	Word Limit	Marks	Remarks
K4	Section A	8	5	200	5 x 8 = 40	Minimum of 1 question from each unit
K4,K5	Section B	5	3	500	3 x 20 = 60	Minimum of 1 question from each unit

### SEMESTER – III

### CORE – COMPENSATION MANAGEMENT

TEACHING HOURS : 75 HRS

CREDITS :4

**COURSE CODE : 21SP20/3C/CMG**

**L-T-P : 4-1-0**

**OBJECTIVES:**

- To learn basic compensation concepts.
- To know the different components of compensation package.
- To understand the various dimensions of compensation Management.
- To gain knowledge on employee benefits.
- To understand the challenges in designing a compensation system in a Global scenario.

**COURSE OUTLINE :**

**UNIT I**

Compensation - meaning - objectives - nature - compensation dimensions - Compensation system design issues - approaches to compensation. (12HRS)

**UNIT 2**

Compensation classification-types - incentives- fringe benefits- strategic compensation planning-determining compensation-the wage mix-development of base pay systems-pay grades- salary matrix-compensation as a retention strategy. (15HRS)

**UNIT 3**

Theories of wages-wage structure-wage fixation-wage payment-salary administration-incentive plans – individual and group incentive plan –Productivity Gain sharing plans - profit sharing plan- ESOP's- compensation management in multinational organizations. (16HRS)

**UNIT 4**

Managing Employee Benefits: Benefits- meaning - strategic perspectives on benefits - goals for benefits - benefits need analysis - funding benefits - benchmarking benefit scheme - nature and types of benefits - Employee benefits programs - Security Benefits, Retirement security benefits, Health Care Benefits - time-off Benefits - Benefits administration - Employee benefits required by law (16HRS)

**UNIT 5**

Strategic compensation challenges - International compensation and competitive strategies-compensation packages- Executive compensation - compensating the flexible work force-contingent employees and flexible work schedules- strategic issues and choices in using contingent and flexible workers. (16HRS)

**RECOMMENDED TEXTBOOKS**

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

**JOURNALS:**

<https://store.legal.thomsonreuters.com/law-products/Treatises/Journal-of-Compensation>

**E-LEARNING RESOURCES:**

<https://iedunote.com/compensation-management>

<https://www.investopedia.com/terms/f/fringe-benefits.asp>

<https://www.businessmanagementideas.com/essays/wages/wage-structure-of-workers-in-india-essay-industrial-management/12388>

**COURSE OUTCOMES:**

CO Number	CO STATEMENT
CO 1	Design and maintain a pay system that is consistent for employees within the organization .
CO 2	Design a pay structure that will ensure the firm is competitive with other similar firms and determine appropriate pay levels.
CO 3	Identify and describe a variety of reward systems used to determine individual pay levels.
CO 4	Identify and describe typical employee benefits components and systems, and describe in detail those that are legally required .
CO 5	Demonstrate international compensation and strategic issues and design the pay structure for varied work force.

**MAPPING-COURSE OUTCOME WITH PROGRAMME SPECIFIC OUTCOME**

CO/PSO	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PS07
CO1	3	3	2	2	3	3	2
CO2	2	3	2	3	3	2	2
CO3	2	2	2	2	2	2	2

CO4	3	3	2	3	3	2	3
CO5	3	3	2	3	3	2	2
AVERAGE	2.6	2.8	2	2.6	2.8	2.2	2.2

KEY:STRONGLY CORELATED-3 MODERATELY CORELATED-2WEAKLY  
CORELATED-1 NO CORELATION-0

#### TEACHING METHODOLOGY:

Lecture (Chalk and Talk- LCD)

Seminar

Peer Learning

Self-Study Papers

#### QUESTION PAPER PATTERN

Knowledge level	Section	Total no of questions	No of questions to be answered	Word Limit	Marks	Remarks
K4	Section A	8	5	200	5 x 8 = 40	Minimum of 1 question from each unit
K4,K5	Section B	5	3	500	3 x 20 = 60	Minimum of 1 question from each unit

#### SEMESTER – III

#### CORE – LABOUR LAWS – II

TEACHING HOURS: 75 Hrs

CREDITS: 4

COURSE CODE: 21SP20/3C/LL2

L-T-P: 4-1-0

#### COURSE OBJECTIVES

1. To provide knowledge on settlement machineries, compensation and bonus calculation
2. To acquire skills in handling employer-employee relations.
3. To get to know the composition of the parties to industrial relations.
4. To familiarize with the role of management and unions in the promotion of industrial growth of the economy.
5. To develop a perspective about industrial peace and harmony in the changed economic scenario

## **COURSE OUTLINE:**

### **UNIT I**

**LAW OF INDUSTRIAL RELATIONS** - Industrial Disputes Act, 1947, Plantation Labour Act, 1951 (15 HRS)

### **UNIT II**

**LAW OF INDUSTRIAL RELATIONS** - Indian Trade Union Act, 1926 - Industrial Employment (Standing Orders) Act, 1946; (15 HRS)

### **UNIT III**

**LAW OF WAGES** - Payment of Bonus Act, 1965 - Equal Remuneration Act, 1976 (15 HRS)

### **UNIT IV**

**SOCIAL SECURITY LEGISLATIONS**- Employee's Compensation Act, 1923 - Maternity Benefit Act, 1961 - Payment of Gratuity Act, 1972. (15 HRS)

### **UNIT V**

**OTHER LAWS** - Sexual Harassment (Prevention, Prohibition and Redressal) Act, 2013 - The Child Labour (PROHIBITION AND REGULATION) Act, 1986 Factories - Labour Law Reforms, 2019 - Labour Law Codes - Initiatives of Central Government and EPFO. (15 HRS)

## **RECOMMENDED TEXT BOOKS:**

1. Taxmann, Labour Laws, Taxmann's Publication, 2013.
2. .Tiwari, G., Labour Law, Oxford University Press, 2012.

## **REFERENCE BOOKS**

1. Monappa, Nambudri and Selvaraj, Industrial Relations and Labour Laws, 2nd Edition, Tata McGraw-Hill, 2012.
2. Sen, R., Industrial Relations: Text and Cases, 2nd Edition, Macmillan Publishers India, 2009.
3. Padhi, P.K., Labour and Industrial Laws, 2nd Edition, PHI, 2012.
4. Kapoor.N.D., Handbook of Industrial law, Sultan chand & sons, New Delhi, 2016.
5. Srivastava, S.C., Industrial Relations and Labour Laws, 6th Edition, Vikas Publishing House, 2012.

## **JOURNALS**

1. International Journal of Comparative Labour Law and Industrial Relations - <http://www.kluwerlawonline.com/ijcl>
2. <https://academic.oup.com/ilj> - Industrial Law Journal

### E-LEARNING RESOURCES:

1. <http://www.whatishumanresource.com/the-industrial-disputes-act-1947>
2. <https://www.ilo.org/dyn/natlex/docs/WEBTEXT/32075/64876/E26IND01.htm>
3. [https://indiacode.nic.in/handle/123456789/2402?view\\_type=browse&sam\\_handle=123456789/1362](https://indiacode.nic.in/handle/123456789/2402?view_type=browse&sam_handle=123456789/1362)
4. <https://www.taxmann.com/blogpost/2000001777/employees-compensation-act-1923.aspx>  
<https://www.toppr.com/guides/legal-aptitude/labour-laws/the-maternity-benefit-act-1961/>
5. <http://legislative.gov.in/sites/default/files/A2013-14.pdf>  
[https://labour.gov.in/sites/default/files/act\\_3.pdf](https://labour.gov.in/sites/default/files/act_3.pdf)

### COURSE OUTCOMES

CO Number	CO STATEMENT
CO 1	Gain knowledge on Concept of legislations governing industrial relations
CO 2	Appreciate the importance of unionizing and standing orders in work place
CO 3	Formulate effective wage policies
CO 4	Provide for employee compensation, Bonus and Maternity benefits
CO 5	Administer Policies which prevent sexual harassment and child labour

### MAPPING-COURSE OUTCOME WITH PROGRAMME SPECIFIC OUTCOME

CO/PSO	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO6	PSO7
CO1	3	3	2	2	3	3	3
CO2	3	3	3	3	3	3	3
CO3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3
AVERAGE	5	5	2.8	2.8	5	5	5

### TEACHING METHODOLOGY:

Lecture (Chalk and Talk-LCD)

E Content, Videos

Seminar

Peer Learning

Self-Study

### QUESTION PAPER PATTERN

Knowledge level	Section	Total no of questions	No of questions to be answered	Word Limit	Marks	Remarks
K4	Section A	8	5	200	5 x 8 = 40	Minimum of 1 question from each unit
K4,K5	Section B	5	3	500	3 x 20 = 60	Minimum of 1 question from each unit

### SEMESTER – III

### HUMAN RESOURCE INFORMATION SYSTEMS

**TEACHING HOURS: 90 HRS**

**COURSE CODE : 21SP20/3C/HIS**

**OBJECTIVES**

**CREDITS : 4**

**L-T- P: 4-2-0**

1. To familiarize students with different types of human resource information systems in an organization
2. To explore the use of some common Information Systems packages for HRIS
3. To analyze cost and benefit involve in implementing HRIS in an organization
4. To describe the application of HRIS in Human resource functions
5. To discuss the importance of information security in managing HRIS



Unit I: Introduction to HRIS: Meaning of HRIS- Interface between HR and Technology- Importance of HRIS-Types of HRIS-Data and information needs for HR manager- Sources of data- Software packages for HRIS (An Overview of ERP software such as SAP, Oracles Financials and Ramco's Marshal- HRIS Architecture [15 hrs]

Unit II: Determining HRIS Needs: HRIS need analysis-System Design and Acquisition- HRIS Cost- Benefit Analysis. HRIS implementation: Project Management Development and HRIS acceptance [18 hrs]

Unit III: HRIS utilization for Talent management and HR planning- Human Capital Metrics and Analytics- Recruitment and Technology- Selection and Technology-Systems Model of Training and Development- Training Metrics and Cost-Benefit Analysis- HRIS applications in Training [19 hrs]

Unit IV: HRIS and Performance, Rewards and Payroll: Data inputs- Reports- Data outputs- Decision Support [18 hrs]

Unit V: Information Security and Privacy in HRIS: Threats to information security- Components of information security- Legal requirements for information security- Role of HR in Information Security- Information Security Management for HRIS [20 hrs]

### **RECOMMENDED TEXTBOOKS:**

1. Michael J. Kavanag, HUMAN RESOURCE INFORMATION SYSTEMS BASICS, APPLICATIONS, AND FUTURE DIRECTIONS, Sage Publication, New Delhi, 2011
2. Satish M Badgi, Practical Guide to Human Resource Information Systems, Prentice Hall India Learning Private Limited, New Delhi, 2012

### **REFERNCE BOOKS:**

1. Nitin C Kamat & Chinmay N Kamat, Human Resource Information Systems, 2015, Nirali Prakashan Publication, Pune.
2. Michael Armstrong, A Handbook of Human Resource Management Practice, Kogan Page.
3. Gupta A.K, MANAGEMENT INFORMATION SYSTEMS, Sultan Chand and Sons.

4. Margaret May, BUSINESS PROCESS: MANAGEMENT INTEGRATION IN A WEBENABLED ENVIRONMENT, Prentice Hall.
5. Tanya Bondarouk, Handbook of Research on E-Transformation and Human Resources Management Technologies: Organizational Outcomes and Challenges, Information Science Reference, 2009.

### JOURNALS:

1. International Journal of Advanced Research
2. Journal of Applied Management Science

### E-LEARNING RESOURCES:

1. [https://catalogue.pearsoned.ca/assets/hip/us/hip\\_us\\_pearsonhighered/samplechapter/0132270870.pdf](https://catalogue.pearsoned.ca/assets/hip/us/hip_us_pearsonhighered/samplechapter/0132270870.pdf)
2. [http://www.pondiuni.edu.in/storage/dde/downloads/hrmiv\\_hris.pdf](http://www.pondiuni.edu.in/storage/dde/downloads/hrmiv_hris.pdf)
3. <https://www.comparehris.com/hris-system-needs/>
4. <http://elearning.nokomis.in/uploaddocuments/HR%20Information%20Systems/Chp%202%20Designing%20an%20HRIS%20System/Summary/HRIS%20Chp%202.pdf>
5. [https://www.researchgate.net/publication/262642236\\_Human\\_Resource\\_Information\\_Systems\\_HRIS\\_in\\_HR\\_Planning\\_and\\_Development\\_in\\_Mid\\_to\\_Large\\_Sized\\_Organizations](https://www.researchgate.net/publication/262642236_Human_Resource_Information_Systems_HRIS_in_HR_Planning_and_Development_in_Mid_to_Large_Sized_Organizations)
6. [http://courseresources.mit.usf.edu/sgs/ids6235/articulate/metrics/story\\_html5.html](http://courseresources.mit.usf.edu/sgs/ids6235/articulate/metrics/story_html5.html)
7. <http://u.camdemy.com/sysdata/doc/0/091f32667721001a/pdf.pdf>
8. [https://www.researchgate.net/publication/245025557\\_Information\\_Security\\_Human\\_Resources\\_Management\\_and\\_Information\\_Security\\_Incident\\_Management](https://www.researchgate.net/publication/245025557_Information_Security_Human_Resources_Management_and_Information_Security_Incident_Management)
9. <https://www.ukessays.com/essays/information-technology/the-threats-of-information-system-security-information-technology-essay.php>
10. [https://www.researchgate.net/publication/44986274\\_The\\_future\\_of\\_HRIS\\_Emerging\\_trends\\_in\\_HRM\\_and\\_IT](https://www.researchgate.net/publication/44986274_The_future_of_HRIS_Emerging_trends_in_HRM_and_IT)

### COURSE OUTCOMES

CO Number	CO STATEMENT
CO 1	List the organizational benefits of HRIS and Review the leading HRIS software available in the field
CO 2	Appraise Human resource information system acquisition, design and implementation
CO 3	Describe the application of HRIS in recruitment, selection and training
CO 4	Recognize data inputs and outputs for performance evaluation, rewards and payroll management
CO 5	Identify security threats to information and interpret the legal requirements associated with information security

### MAPPING-COURSE OUTCOME WITH PROGRAMME SPECIFIC OUTCOME

CO / PSO	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO6	PSO 7
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<b>CO 1</b>	3	3	3	3	3	2	2
<b>CO 2</b>	3	2	2	2	2	2	2
<b>CO 3</b>	3	3	3	3	3	2	2
<b>CO 4</b>	3	3	3	3	3	2	2
<b>CO 5</b>	2	2	2	2	2	2	2
<b>Average</b>	2.8	2.6	2.6	2.6	2.6	2	2

KEY:STRONGLY CORELATED-3 MODERATELY CORELATED-2WEAKLY  
CORELATED-1 NO CORELATION-0

#### TEACHING METHODOLOGY:

Lecture (Chalk and Talk-OHP-LCD)  
 Flipped Learning- Discussion oriented flipped learning and Group based flipped learning  
 E-content  
 Problem Solving-Group Discussion, Role Modelling  
 Quiz, Assignment  
 Peer Learning  
 Self-Study Papers – Differences between delegation and decentralization, Procedures and Methods

#### QUESTION PAPER PATTERN

Knowledge level	Section	Total no of questions	No of questions to be answered	Word Limit	Marks	Remarks
K4	Section A	8	5	200	5 x 8 = 40	Minimum of 1 question from each unit
K4,K5	Section B	5	3	500	3 x 20 = 60	Minimum of 1 question from each unit

### SEMESTER – III

#### ELECTIVE – IA – OPERATIONS MANAGEMENT

**TEACHING HOURS: 60 Hrs**

**COURSE CODE: 21SP20/3E/OPM**

**CREDITS: 3**

**L-T-P: 3-1-0**

#### OBJECTIVES:

1. To understand the concepts of operations management and various types of production system.
2. To enable them to plan and control the production and purchasing activities.
3. To be aware of various inventory control techniques
4. To provide knowledge on various tools and techniques for effective quality control.
5. To understand the importance and the procedure of work study, method study and work measurement.

## **COURSE OUTLINE:**

### **UNIT I:**

Operations Management – Objectives – Functions - Production System-Continuous production system – Intermittent production system -Job production – Batch production - Recent trends in operations management.

(8 hrs)

### **UNIT II:**

Production Planning and Control: Objectives – Functions – Stages – Routing and Scheduling – Dispatching and Follow Up- MRP I – objectives - steps in MRP- MRP II-MRP III (13 hrs)

### **UNIT III:**

Inventory Control: EOQ – EBQ – Determination of Stock Levels – Replenishment System (P System, Q System) – ABC analysis – VED – Just In Time – requisites for JIT implementation - Maintenance Management: Objectives – Breakdown Maintenance: – Preventive Maintenance

(13 hrs)

### **UNIT IV:**

Quality Control - Objectives – SQC [Statistical Quality Control]: Techniques – Acceptance Sampling– Control Charts – X Chart – R Chart – C Chart – P Chart – Quality Circle – TQM – Six sigma concept - 5S - Quality audit – ISO certification.

(13 hrs)

### **UNIT V:**

Ergonomics – Objectives – Importance - Work Study: Objectives – Procedure – Benefits - Method Study: Objectives – Procedure Involved in Method Study - Work Measurement: Objectives – Techniques – Procedure for work measurement – Steps for Conducting Time Study – Standard time – various time allowances.

(13 hrs)

## **RECOMMENDED TEXT BOOKS**

1. S.N Chari, Production and Operations Management, Tata McGraw-Hill, 2017.
2. Paneerselvam, Production and Operations Management, Prentice Hall Publications, New Delhi, 2012.

## **REFERENCE BOOKS**

1. Kanishka Bedi, Production and Operations Management, Oxford University press, New Delhi, 2013
2. K.C. Jain & P.L.Verma, Production and Operations Management, Dream tech Press, 2019.
3. William J. Stevenson, Operations Management , Tata McGraw-Hill, 2015
4. P.Saravanavel and S.Sumathi, Production and Materials Management, Margham publications, Chennai, 2006.

5. K.Shridhara Bhat; Production and Materials Management; Himalaya Publishing House; Nagpur 2005

### JOURNALS

1. Prabandhan: Indian Journal of Management
2. International Journal of Operations & Production Management

### E LEARNING SOURCES

1. <https://www.slideshare.net/KirtiGupta64/latest-trends-in-production-and-operational-management>
2. <https://mymbaguide.com/notes-on-production-planning-and-control/>
3. <https://www.wisdomjobs.com/e-university/production-and-operations-management-tutorial-295/inspection-9633.html>
4. <https://www.investopedia.com/terms/e/economicorderquantity.asp>
5. <https://accountlearning.com/importance-and-advantages-of-quality-control-system/>
6. <https://accountlearning.com/quality-circles-meaning-characteristics-advantages-problems/>
7. <https://www.knowledgiate.com/nature-and-importance-of-work-study/>
8. <http://www.yourarticlelibrary.com/ergonomics/method-study/objectives-procedure-and-selection-of-work-for-method-study/34500>
9. <http://www.economicdiscussion.net/engineering-economics/work-measurement-definition-objectives-and-techniques/21707>

### **COURSE OUTCOMES**

<b>CO Number</b>	<b>CO STATEMENT</b>
CO 1	Select a suitable production system.
CO 2	Demonstrate efficient planning and control of production and purchase activities.
CO 3	Maintain optimum level of inventory through various inventory control techniques.
CO 4	Develop strategies to ensure high quality products are manufactured and distributed.
CO 5	Identify the ways and means to attain a competitive edge in the market through effective method, materials and labour.

### **MAPPING-COURSE OUTCOME WITH PROGRAMME SPECIFIC OUTCOME**

CO/PSO	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO1	0	2	2	3	2	1	1
CO2	1	2	2	3	2	1	2
CO3	1	2	2	3	2	1	2
CO4	1	2	2	3	2	1	3
CO5	1	2	2	3	2	1	2
<b>AVERAGE</b>	0.8	2	2	3	2	1	2

KEY: STRONGLY CORELATED-3; MODERATELY CORELATED-2; WEAKLY CORELATED-1 and NO CORELATION-0

### TEACHING METHODOLOGY

Lecture (Chalk and Talk-LCD)  
 Flipped Learning-E Content, Videos  
 Group Discussion-Seminar- Assignment  
 Field Visits-Report writing  
 Peer Learning  
 Self study

### QUESTION PAPER PATTERN

Knowledge level	Section	Total no of questions	No of questions to be answered	Word Limit	Marks	Remarks
K4	Section A	8	5	200	5 x 8 = 40	Minimum of 1 question from each unit
K4,K5	Section B	5	3	500	3 x 20 = 60	Minimum of 1 question from each unit

### SEMESTER – III

#### ELECTIVE – IB – ORGANISATIONAL LEADERSHIP

TEACHING HOURS : 60 HRS

CREDITS :4

COURSE CODE : 21SP20/3E/ORL

L-T- P: 3-1-0

#### OBJECTIVES:

- To know and understand the various leadership approaches.
- To gain knowledge on leadership styles and practice in workplace.
- To learn and practice team leadership through active group participation.
- To acquire knowledge of diverse culture, cross cultural communications.
- To understand how ethics, morals and values are related to leadership styles and approaches.

#### **UNIT 1 :**

Leadership - definition - trait versus process leadership - assigned versus emergent leadership - leadership and power - leadership and coercion - leadership and management - Trait Approach - intelligence - self-confidence - determination - integrity - sociability - strengths - criticisms - Skills Approach - three skill approach - skills model - Style Approach - Situational Approach - leadership styles - development levels - strengths - criticisms - application.

#### **UNIT 2 :**

Contingency Theory - leadership styles - situational variables - strengths - criticisms - application - Path - Goal Theory - leader behaviour - subordinate characteristics - task characteristics - strengths - criticisms - application .

#### **UNIT 3 :**

Transformational Leadership - definition - factors - strengths - criticisms - application - Servant Leadership - definition - characteristics of servant leadership - strengths - criticisms - application - Authentic Leadership - definition - approaches to authentic leadership - strengths - criticisms - application - Team Leadership - team leadership model - strengths - criticisms - application .

#### **UNIT 4:**

Women and Leadership - gender , leadership styles - leadership effectiveness - strengths - criticisms - application - Culture and Leadership - definition - related concepts - dimension of culture - clusters of world clusters - characteristics of clusters - leadership behavior and culture clusters - universally desirable and undesirable leadership attributes - strengths - criticisms - application .

#### **UNIT 5:**

Leadership Ethics - definition - ethical theories - centrality of ethics to leadership - Heifetz's perspective on ethical leadership - Burns' perspective on ethical leadership - principles of ethical leadership - strengths - criticisms - application.

#### **RECOMMENDED TEXTBOOKS:**

1. Leadership theory and practice, Peter.G.Northouse, Sage Publications, New Delhi,2014
2. Uday Kumar Haldar(2010), Leadership and Team Building, Oxford University Press

#### **REFERENCE BOOKS:**

1. Peter.G.Northouse (2020), Introduction to Leadership: Concepts and Practices fifth edition, Sage Publications
2. Peter. G. Northouse(2018), Leadership: Theory and practices eighth edition, Sage publication
3. Richard L. Hughes, Robert C. Ginnett, Gordon J. Murphy(2018), Leadership, McGraw Hill Education
4. Gary Yukl, Nishant Uppal (2017), Leadership in Organisation, Pearson Education
5. Richard L. Daft (2017), The leadership experience, Cengage India Private Limited

## JOURNALS:

1. **International Journal** : <https://ijol.cikd.ca/>
2. **National Journal** : <https://us.sagepub.com/en-us/nam/journal-of-leadership-organizational-studies/journal201858>

## E- LEARNING RESOURCES:

1. <https://www.cliffsnotes.com/study-guides/principles-of-management/leadership-and-management/leadership-defined>
2. [http://users.jyu.fi/~naabouck/paper/Leadership\\_Chapter3.pdf](http://users.jyu.fi/~naabouck/paper/Leadership_Chapter3.pdf)
3. <https://iedunote.com/managerial-grid-model-leadership-styles>
4. [http://www.nwlink.com/~donclark/leader/lead\\_path\\_goal.html](http://www.nwlink.com/~donclark/leader/lead_path_goal.html)
5. <https://www.cleverism.com/authentic-leadership-guide/>
6. [https://www.tutorialspoint.com/women\\_in\\_leadership/women\\_in\\_leadership\\_introduction.htm](https://www.tutorialspoint.com/women_in_leadership/women_in_leadership_introduction.htm)
7. <https://www.slideshare.net/nimmijayadevan2013/leadership-and-culture-ppt>
8. <https://medium.com/@anfar.shafreen/five-principles-of-ethical-leadership-218eccbb4918>

## COURSE OUTCOMES:

CO Number	CO STATEMENT
CO 1	Demonstrate the knowledge on leadership theories & models and practice personally, locally and globally.
CO 2	Exhibit competency and apply their knowledge to address real life organisational problems.
CO 3	Explore and understand their personal identities and shape their leadership style
CO 4	Think creatively and demonstrate leadership styles to diverse culture and cross cultural communication.
CO 5	Demonstrate how ethics, morals and values are related to leadership styles and approaches.

## MAPPING-COURSE OUTCOME WITH PROGRAMME SPECIFIC OUTCOME

CO / PSO	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO 1	2	3	3	3	3	2	3
CO 2	2	2	2	2	2	2	2
CO 3	3	2	3	3	3	2	2
CO 4	3	3	3	2	2	2	2
CO 5	2	2	2	2	3	3	3
Average	2.4	2.4	2.6	2.4	2.6	2.2	2.4

KEY:STRONGLY CORELATED-3 MODERATELY CORELATED-2WEAKLY CORELATED-1 NO CORELATION-0

## TEACHING METHODOLOGY:

Lecture (Chalk and Talk-OHP-LCD)



Flipped Learning- Discussion oriented flipped learning and Group based flipped learning  
 E-content  
 Problem Solving-Group Discussion, Role Modelling  
 Quiz, Assignment  
 Peer Learning  
 Self-Study Papers

### QUESTION PAPER PATTERN

Knowledge level	Section	Total no of questions	No of questions to be answered	Word Limit	Marks	Remarks
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K4,K5	Section B	5	3	500	3 x 20 = 60	Minimum of 1 question from each unit

### SEMESTER – III

#### ELECTIVE – IIA – **WORKPLACE COUNSELLING**

**TEACHING HOURS: 60 HRS**

**COURSE CODE : 21SP20/3E/WPC**

**CREDITS: 4**

**L-T- P: 3-1-0**

#### **OBJECTIVES:**

1. To provide an overview of the counselling processes and techniques.
2. To create a forum for practising the basic counselling skills.
3. To impart knowledge on various approaches to counselling

4. To select the key areas and situations where management can and should help employees in performance planning and career advancement.
5. To develop alternative approach to deal with problem situations in organisations.

Unit I: Counselling: Definition- Concept & Meaning. Introduction to Workplace Counselling-Meaning of Workplace counselling- Need for workplace counselling- Difference between Counselling, Psychotherapy and instruction [10 hrs]

Unit II: Approaches to Counselling: Psychoanalytic Approach to counselling- Behaviouristic approach to Counselling- Humanistic approach or person centred counselling. Goals of counselling: Role of a counsellor- Personality and background of the counsellor- personal characteristics of counsellors- values in counselling. [12 hrs]

Unit III: The process of counselling: 5-D model of the counselling process- The Phases of Counselling. Counselling Procedures: The counselling environment- Intake procedures-The initial counselling interview- referral procedures- guidelines for effective counselling- advanced skills in counselling-action strategies- termination and follow up [13 hrs]

Unit IV: Counselling skills: Non verbal communication- verbal communication- Paraphrasing- Summarising Reflecting- listening barriers- counsellor's qualities-core conditions of counselling –Changing behaviours through counselling [13 hrs]

Unit V: Organizational application of counselling skills- Dealing with problem subordinates- Career counselling- Performance counselling- Ethics in counselling [12 hrs]

#### **RECOMMENDED TEXTBOOKS :**

1. Kavitha Singh, Counselling skills for managers, 2015, PHI learning Private limited.
2. Micheal Carroll, Workplace Counselling A systematic Approach to Employee Care, 1996,Sage Publications, New Delhi

#### **REFERNCE BOOKS:**

1. Adrian Coles, Counselling in the Workplace, 2003, Open University Press, London
2. Coles, A, Counselling in the workplace. Berkshire, England,2003, Open University Press, McGraw Hill Education.

3. Kao,H.S.R; Sinha,D & Wilpert,B, Management and Cultural Values, 2007, Sage Publications,New Delhi.
4. Carrol,M & Walton,M, Handbook of counseling in organizations,1997, Sage Publications, New Delhi.
5. Cartwright,S & Cooper,C.LManaging Workplace Stress,1997, Sage Publications, New Delhi.

### **E-LEARNING RESOURCES**

1. <http://mediationandcounselling.com/wp-content/uploads/2015/11/Brochure-Workplace-Counselling.pdf>
2. <https://positivepsychology.com/psychotherapy/>
3. <https://counseling.northwestern.edu/five-counseling-theories-and-approaches/>
4. <https://www.slideshare.net/mahaveerswarnkar/role-and-preparation-of-counsellor>
5. <https://www.slideshare.net/praveensureshpai/counseling-process>
6. <https://psychcentral.com/lib/characteristics-of-effective-counseling/>
7. <https://study.com/academy/lesson/verbal-nonverbal-communication-in-counseling.html>
8. <https://www.brighthubpm.com/resource-management/122339-effective-listening-10-barriers-and-how-to-overcome-them/>
9. <https://www.scribd.com/doc/52820148/Organizational-Application-Of-Counselling-Skills>
10. <http://ethics.iit.edu/ecodes/node/5132>

### **COURSE OUTCOMES**

<b>CO Number</b>	<b>CO STATEMENT</b>
CO 1	Recognize the importance of workplace counselling
CO 2	Identify various approaches to counselling and Define the role of a counsellor
CO 3	Apply the process of counselling for effective counselling in redressing the employee's problem
CO 4	Build essential counselling skills to manage and overcome employees' emotional challenges by changing their behaviors
CO 5	Recall ethics in counselling and employ counselling skills in career and performance counselling

### **MAPPING-COURSE OUTCOME WITH PROGRAMME SPECIFIC OUTCOME**

<b>CO / PSO</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>	<b>PSO 5</b>	<b>PSO6</b>	<b>PSO 7</b>
<b>CO 1</b>	3	3	3	3	3	3	3
<b>CO 2</b>	3	3	3	3	3	3	3
<b>CO 3</b>	3	3	3	3	3	3	3
<b>CO 4</b>	3	3	3	3	3	3	3
<b>CO 5</b>	3	3	3	3	3	3	3
<b>Average</b>	3	3	3	3	3	3	3

KEY:STRONGLY CORELATED-3 MODERATELY CORELATED-2WEAKLY  
CORELATED-1 NO CORELATION-0

**TEACHING METHODOLOGY:**

Lecture (Chalk and Talk-OHP-LCD)  
Flipped Learning- Discussion oriented flipped learning and Group based flipped learning  
E-content  
Problem Solving-Group Discussion, Role Modelling  
Quiz, Assignment  
Peer Learning  
Self-Study Papers – Differences between delegation and decentralization, Procedures and  
Methods

**QUESTION PAPER PATTERN**

Knowledge level	Section	Total no of questions	No of questions to be answered	Word Limit	Marks	Remarks
K4	Section A	8	5	200	5 x 8 = 40	Minimum of 1 question from each unit
K4,K5	Section B	5	3	500	3 x 20 = 60	Minimum of 1 question from each unit

**SEMESTER – III**

**ELECTIVE – IIB – GENDER ISSUES IN MANAGEMENT**

**TEACHING HOURS: 60 HRS**

**COURSE CODE : 21SP20/3E/GIM**

**CREDITS: 4**

**L-T- P: 3-1-0**

**OBJECTIVES**

1. To develop an understanding of gender division of labour and its implications

2. To foster awareness about gender stereotyping, glass ceiling and its significance in corporate performance
3. To explain the benefits of gender diverse workforce
4. To build confidence and pave the way for future inspirational women leaders
5. To provide knowledge on constitutional and legal rights of women

UNIT I: Concept of Work- Productive and Non-Productive Work- Use Value and Market Value- Gender Division of Labour- Women in Organized and unorganized sector

[10 hrs]

UNIT II: Gender Stereotyping and its impact on women's Careers- Encountering Glass Ceilings and Walls- Myths about Women Executives- Implications for Corporate Performance

[12 hrs]

UNIT III: Gender Diversity- Benefits of Gender diverse workforce – steps to create and maintain a Gender Diverse Workforce

[13 hrs]

UNIT IV: Leadership Transitions- Managing Emotions- The Pitfalls of Over commitment- Developing a Strategic Mindset- Resistance to Women's Leadership, Authority and Expertise- Crystallizing Leadership Identity

[13 hrs]

UNIT V: Constitutional rights of women- Legislations relating to women under Equal Remuneration Act 1976, Maternity Benefit Act 1961, Minimum Wages Act 1948, Sexual harassment at workplace( Prevention, Prohibition and Redressal ) Act 2013.

[12 hrs]

### **RECOMMENDED TEXTBOOKS:**

1. Anjali Hazarika, Walk the Talk:- Women, Work, Equity, Effectiveness, 2017, Sage Publications, New Delhi.

2. Sheryl Sandberg, Lean In: Women, Work and the Will to Lead, 2013, Virgin Digital, UK,.

### **REFERENCE BOOKS**

1. Iris Bohnet, What Works: Gender Equality by Design, 2016, Harvard University Press, USA.
2. G S Sharma and Anil Kumar Tandi, Law Relating to Women and Children, 2015, Asia Law House, Hyderabad.
3. Mamta Rao, Law Relating to Women and Children, 2017, Eastern Book Company, Lucknow.
4. Poonam Barua, Leadership by Proxy: The Story of Women in Corporate India, 2015, Bloomsbury India, New Delhi.
5. Martha Farrell, Prevention of Sexual Harassment at the Workplace: A Teach Yourself Guide, 2019, Hachette India, Gurgaon.

### **JOURNALS:**

1. Gender, Work and Organisation
2. Journal of Gender studies

### **E-LEARNING RESOURCES:**

1. [https://www.academia.edu/7910286/Organised\\_and\\_Unorganised\\_Sector\\_Employment\\_in\\_India\\_Macro\\_Stand\\_Point](https://www.academia.edu/7910286/Organised_and_Unorganised_Sector_Employment_in_India_Macro_Stand_Point)
2. [https://www.researchgate.net/publication/295694773\\_The\\_Sexual\\_Division\\_of\\_Labor](https://www.researchgate.net/publication/295694773_The_Sexual_Division_of_Labor)
3. [https://www.ohchr.org/Documents/Issues/Women/WRGS/OnePagers/Gender\\_stereotyping.pdf](https://www.ohchr.org/Documents/Issues/Women/WRGS/OnePagers/Gender_stereotyping.pdf)
4. <https://www.ifc.org/wps/wcm/connect/31286576-0ee5-42a0-ac3c-d079a4c1b0dc/PSO37.pdf?MOD=AJPERES&CVID=kQMp2-W>
5. <https://www.mckinsey.com/~media/McKinsey/Business%20Functions/Organization/Our%20Insights/Successfully%20transitioning%20to%20new%20leadership%20roles/Successfully-transitioning-to-new-leadership-roles-web-final.ashx>
6. [https://www.researchgate.net/publication/323825501\\_Women's\\_Rights\\_in\\_India](https://www.researchgate.net/publication/323825501_Women's_Rights_in_India)

### **COURSE OUTCOMES**

<b>CO Number</b>	<b>CO STATEMENT</b>
CO 1	Recognize the types of work and gender division of labor
CO 2	Describe the impact of gender stereotyping on women's career
CO 3	Recall the benefits of Gender diverse workforce
CO 4	Develop a strategic mindset to overcome resistance
CO 5	Infer the constitutional rights and legal rights of women

### **MAPPING-COURSE OUTCOME WITH PROGRAMME SPECIFIC OUTCOME**

CO / PSO	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO6	PSO 7
CO 1	2	2	2	2	2	3	3
CO 2	2	2	2	2	2	3	3
CO 3	2	2	2	2	2	3	3
CO 4	2	2	3	2	2	3	3
CO 5	2	2	2	2	2	3	3
Average	2	2	2.2	2	2	3	3

KEY:STRONGLY CORELATED-3 MODERATELY CORELATED-2WEAKLY CORELATED-1 NO CORELATION-0

#### TEACHING METHODOLOGY:

Lecture (Chalk and Talk-OHP-LCD)  
 Flipped Learning- Discussion oriented flipped learning and Group based flipped learning  
 E-content  
 Problem Solving-Group Discussion, Role Modelling  
 Quiz, Assignment  
 Peer Learning  
 Self-Study Papers – Differences between delegation and decentralization, Procedures and Methods

#### QUESTION PAPER PATTERN

Knowledge level	Section	Total no of questions	No of questions to be answered	Word Limit	Marks	Remarks
K4	Section A	8	5	200	5 x 8 = 40	Minimum of 1 question from each unit
K4,K5	Section B	5	3	500	3 x 20 = 60	Minimum of 1 question from each unit

#### SEMESTER – III

#### ELECTIVE – III – COMMUNICATION FOR MANAGERS

TEACHING HOURS: 60 HRS

COURSE CODE : 21SP20/3E/CFM

CREDITS: 3

L-T- P : 3-1-0

#### OBJECTIVES:

- To develop effective communication skills of the students.
- To impart practical understanding on the basic principles of drafting HR letters.

- To provide knowledge on report writing.
- To enhance group interaction skills among students.
- To understand technology in business communication.

## **COURSE OUTLINE:**

### UNIT I

Business communication – Importance of effective communication in business – Types of communication – Principles of communication – Barriers of communication - Skills needed for effective communication – Time management – Reading document – understanding – assimilation - reviewing – listening – Non – Verbal communication. [12 hrs]

### UNIT II

Writing Business letters –Functions and Importance - HR letters – Types – Letter of offer, Performance appraisal, Termination, Resignation, Letters of reprimand, Thank you letters at workplace, Employee recognition letter - candidates' rejection letters. [14 hrs]

### UNIT III

Reports –Importance – Types – Preparing and organization of reports -- Minutes – Notification – Agenda (Format, Types, Guidelines) [12 hrs]

### UNIT IV

Group interactions - Meeting – Formal and informal – How to make meeting successful – Duties of the chairperson – Group Discussions - Negotiation – Process – Guidelines – Interviews – Guidelines for successful interviews. Story telling tool – Concept [11 hrs]

### UNIT V

Presentation skills – Guidelines for effective presentation – Use of audio visual aids in presentation. Technology in communication – Email, Telephone, Fax, Teleconferencing, Video conferencing, Classified advertisements, Press release. [11 hrs]

## **RECOMMENDED TEXTBOOKS:**

1. Rajendra Paul & J S Kovalahalli, Essentials of Business Communication, Sultan Chand & Sons, New Delhi, 2017
2. Dr. C B Gupta, Basic Business Communication, Sultan Chand & Sons, New Delhi, 2017

## **REFERNCE BOOKS**



1. Krishan Mohan & Meena Banerji, Developing Communication Skills, Macmillan India Ltd, 2008
2. Michael Brown, Making Presentation Happen, Allen & Unwin, Australia, 2008
3. R C Bhatia, Business Communication, Ane Books Pvt Ltd., Delhi, 2015
4. R C Sharma & Krishan Mohan, Business Correspondance and Report Writing, Mc Graw Hill, India Pvt Ltd., New Delhi, 2006
5. Kevin Galaagher, Skills Development for Business and Management Students, Oxford University Press, Delhi, 2010

#### JOURNALS:

1. Business Communication: Dr. Vijay Maruti Kumbhar
2. Business and professional Communication Quaterly :Sage Journals

#### E-LEARNING RESOURCES:

1. <https://www.toolshero.com>
2. <https://www.skillsyouneed.com>ips>
3. <https://www.ablebits.com>
4. <https://www.thebalancecareers.com>
5. <https://www.study.com>academy>
6. <https://edwardlowe.org>
7. <https://www.skillsyouneed.com>
8. <https://www.slideshare.com>
9. <https://www.slideshare.net>

#### COURSE OUTCOME:

CO Number	CO STATEMENT
CO 1	Utilize the principles of communication for effective business communication.
CO 2	Demonstrate written communication skills in appropriate business situation
CO 3	Prepare business reports, agenda and minutes of meetings.
CO 4	Demonstrate excellent presentation and negotiation skills in business.
CO 5	Utilize the latest technology for effective business communication.

#### MAPPING-COURSE OUTCOME WITH PROGRAMME SPECIFIC OUTCOME

CO/PSO	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO1	1	3	3	2	1	2	2
CO2	1	2	3	2	1	2	2
CO3	2	2	2	2	2	2	2
CO4	1	2	2	2	1	2	2
CO5	2	2	2	2	1	2	2

<b>AVERAGE</b>	1.4	2.2	2.4	2	1.2	2	2
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KEY:STRONGLY CORELATED-3 MODERATELY CORELATED-2WEAKLY CORELATED-1 NO CORELATION-0

**TEACHING METHODOLOGY:**

Lecture (Chalk and Talk-OHP-LCD)

Flipped Learning/Blended Classroom-E Content, Videos-

Group Discussion-Role Modelling

Seminar-

Peer Learning-

**QUESTION PAPER PATTERN**

Knowledge level	Section	Total no of questions	No of questions to be answered	Word Limit	Marks	Remarks
K4	Section A	8	5	200	5 x 8 = 40	Minimum of 1 question from each unit
K4,K5	Section B	5	3	500	3 x 20 = 60	Minimum of 1 question from each unit

**SEMESTER – III**

**SELF STUDY PAPER**

**HUMAN RIGHTS & DUTIES**

**OBJECTIVES:**

1. To familiarize students with basic human rights
2. To give an insight into constitutional rights and duties
3. To create awareness about International Bill of Rights
4. To create knowledge on Human Rights implementing bodies
5. To help students implement laws in daily life

#### **UNIT I-**

Introduction to Human Rights – Importance -Scope and Nature- Theories –Classification of Rights.

#### **UNIT II**

Constitutional rights-Fundamental Rights – Directive Principles of State Policy – Fundamental Duties.

#### **UNIT III**

International Bill of rights - Universal Declaration of Human Rights (UDHR) – Differentiated Rights and Articles from Indian Constitution.

#### **UNIT IV-**

National Human Rights Commission (NHRC) - State Human Rights Commission (SHRC) - United Nations Human Rights Commission (UNHRC) - Human Rights Courts – Conciliation-Boards - Juvenile Courts.

#### **UNIT V**

Implementing Laws in Daily life- Writs- FIR – Affidavit- Public Interest Litigation- RTI- Maintenance of Parents and Senior citizens Act.

#### **RECOMMENDED BOOKS:**

1. Das Jatindra Kumar , Human Rights Law and Practice, Prentice Hall
2. Dr. S. K. Kapoor, Central Law Agency's Human Rights under International Law & Indian Law.

#### **REFERENCE BOOKS:**

1. Jain Rashee, Textbook on Human Rights law and Practice, Universal law publishing
2. Manoj Kumar Singh, Implementation of Basic Human Rights, Lexis Nexis, 2013.
3. Dr. H.O.Agarwal, Human Rights, Central Law Publications, 2014.

4. A.K Sen, Law of Indian Constitution of Human Rights
5. K.K.Ghai, Indian Constitution Human Rights Book, Kalyani Publishers

#### JOURNALS:

1. Journal of Human Rights Practice | Oxford Academic  
<https://academic.oup.com/jhrp>
2. Human Rights Law Review - Oxford Academic Journals  
<https://academic.oup.com/hrlr>

#### COURSE OUTCOMES

1. Gain knowledge or various human rights
2. Ability to enforce constitutional rights and perform fundamental duties
3. Appreciate international human right policies
4. Familiarity with various human right enforcement bodies
5. Relate laws in daily life

#### QUESTION PAPER PATTERN

Knowledge level	Section	Total no of questions	No of questions to be answered	Word Limit	Marks	Remarks
K4	Section A	8	5	200	5 x 8 = 40	Minimum of 1 question from each unit
K4,K5	Section B	5	3	500	3 x 20 = 60	Minimum of 1 question from each unit

#### SEMESTER – IV

#### CORE- PERFORMANCE MANAGEMENT SYSTEM

**TEACHING HOURS: 60 Hrs**

**COURSE CODE: 21SP20/4C/PMS**

**CREDITS: 4**

**L-T-P: 3-1-0**

#### COURSE OBJECTIVES:

1. To familiarise the students with the need and relevance of performance management in organisations

2. To equip students with comprehensive knowledge on performance management of employees in their organisation
3. To make students understand the process involved in performance management
4. To acquaint the students with the various methods and strategies used to measure performance of employees
5. To facilitate students learn appropriate terminologies and practices in performance management

**COURSE OUTLINE:**

**UNIT I**

Definition of performance management (PM) – the performance management contribution – Issues and Problems in PM – Objectives and role of PM systems – characteristics of ideal PM systems - performance management process - performance management and strategic planning – Historical view of PM. (10 HRS)

**UNIT II**

Performance appraisal – Meaning, Definition, Objectives, Significance of performance appraisal, Difference between Performance Management and Performance Appraisal, Performance Appraisal process, Measures of Performance Appraisal Programme, Legal issues associated with performance appraisal (12 HRS)

**UNIT III**

Traditional methods of Performance Appraisal - Rating scales- Checklist – Forced Choice Method – Forced Distribution method – Critical Incidents method - Behaviourally 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. Designing Appraisal Programmes – Problems – Criteria for assessing performance – Need for supervision. (18 HRS)

**UNIT IV**

Performance linked remuneration system, performance linked career planning and promotion policy, Competence mapping – types. Performance Consulting - Concept, need and role of the performance consulting, contracting for performance consulting services, organizing performance improvement department, Building and leading high performing teams – team oriented organisations – developing and leading high performance teams. (18 HRS)

**UNIT V**

Modern methods of performance appraisal - Management by Objectives – Assessment centres - Psychological Appraisals — 360 Degree Feedback – 720 Degree Feedback and other performance appraisal methods used by organisations. Strategic tools for Performance Management – PCMM – CMMI – Balance scorecard (12 HRS)

**RECOMMENDED TEXT BOOKS:**

1. Herman Aguinis (2009) “Performance Management”, Pearson Education Publishers.

2. Michael Armstrong and Angela Baron (2007) "Performance Management", Jaico Publishing House.

#### REFERENCE BOOKS:

1. Robert Bacal (1999), "Performance Management", McGraw-Hill
2. T.VRao(2015), "Performance Management" Sage Publications
3. John Whitmore(2017) "Performance Management" Nicholas Publications,
4. Dipak Kumar (2011) "Performance Management" Pearson Education Publishers.

#### JOURNALS

1. <https://www.emeraldgrouppublishing.com/ijppm.htm> International Journal on Productivity and Performance
2. <https://www.ijrdo.org/index.php/bm/index> - Journal of Business Management

#### E-LEARNING RESOURCES:

1. <https://hr.berkeley.edu/hr-network/central-guide-managing-hr/managing-hr/managing-successfully/performance-management/check-in/coaching>
2. <https://www.toppr.com/guides/business-management-and-entrepreneurship/human-resource-management/performance-appraisal/>
3. <https://businessjargons.com/traditional-methods-of-performance-appraisal.html>
4. <https://www.ukessays.com/essays/business/design-of-performance-linked-reward-system-business-essay.php>  
<https://trainingindustry.com/wiki/professional-development/performance-consulting/>
5. <https://businessjargons.com/modern-methods-of-performance-appraisal.html>

#### COURSE OUTCOMES:

CO Number	CO STATEMENT
CO 1	Gain Conceptual knowledge on Performance Management
CO 2	Appreciate difference between Performance Appraisal and Performance Management
CO 3	Ability to use Traditional methods of Performance Appraisal
CO 4	Apply conceptual knowledge for competency mapping, performance consulting and team building
CO 5	Demonstrate skill in using modern methods of performance appraisal

#### MAPPING-COURSE OUTCOME WITH PROGRAMME SPECIFIC OUTCOME

CO/PSO	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO6	PSO7
CO1	3	3	3	3	3	3	3
CO2	3	2	2	2	2	2	2
CO3	3	2	2	2	2	2	2
CO4	3	3	3	3	3	3	3
CO5	3	2	2	2	2	2	2
AVERAGE	3	2.4	2.4	2.4	2.4	2.4	2.4

**TEACHING METHODOLOGY:**

Lecture (Chalk and Talk-LCD)

E Content

Problem Solving

Assignments

Peer Learning

Self-Study

**QUESTION PAPER PATTERN**

Knowledge level	Section	Total no of questions	No of questions to be answered	Word Limit	Marks	Remarks
K4	Section A	8	5	200	5 x 8 = 40	Minimum of 1 question from each unit
K4,K5	Section B	5	3	500	3 x 20 = 60	Minimum of 1 question from each unit

**SEMESTER – IV**

**CORE- GLOBAL HUMAN RESOURCES MANAGEMENT**

TEACHING HOURS: 75 HRS

COURSE CODE : 21SP20/4C/GHR

CREDITS : 4

L-T- P : 4-1-0

**OBJECTIVES:**

1. To gain knowledge on global human resource management, its nature, scope, environment and significance.
2. To provide knowledge on International human resource recruitment, selection, training and development.
3. To gain insight into global compensation and Performance management.
4. To provide knowledge on transnational industrial relations, labour relations and conflict resolution in Multinational Corporations.
5. To gain insight into challenges in International human resource management.

## **COURSE OUTLINE:**

### UNIT I

Globalization – Drivers of globalization – Difference between HRM and IHRM – Issues in IHRM – Culture – Determinants of culture – organizational culture and diversity. Staffing – models – approaches – advantages and disadvantages – Expatriates [15 hrs]

### UNIT II

Recruitment and selection – process – role of expatriates – adjustments – factors affecting recruitment – Selection process – source of recruitment – Dual career (female expatriates) Training and development – language, skills, job, cultural training. Retaining staff – Transferability. [15 hrs]

### UNIT III

International compensation – approaches – complexities – components of compensation – growth – Termination of contract – Factors affecting compensation. Performance management – components – challenges and outcomes. [15 hrs]

### UNIT IV

International industrial relations – Factors affecting industrial relations – Trade union. Integration. International corporate social responsibility. [15 hrs]

### UNIT V

Issues in host countries – Standardisation, adaptability, working environment. Repatriation – process – retaining staff. Future challenges in IHRM. [15 hrs]

## **RECOMMENDED TEXT BOOKS:**

1. Tony Edwards, Chris Rees, International human resource management, Pearson, 2011.
2. K.Asathappa, Sadhna Dash, International Human resource management, Tata Mcgraw Hill publishing company Ltd, New Delhi, 2008

## **REFERENCE BOOKS:**



1. P.L.Rao, International Human resource management Text and Cases, Excel Books India, 2008
2. Peter J.Dowling, Mriion Festing, Allen D.Engle,-International Human resource management, Thomson, 2011.
3. David C.Thomas, Mila B.Lazarova, Essentials of International Human resource management, Sage publication Inc, 2014.
4. Gunter K.Stahl and Ingnar Bjorkman, Hand book of research in International Human resource management, Edward Elgar Publishing Ltd.
5. Srinivas R.Kandula, International Human resource management, Sage publications, July 2018.

#### **JOURNALS:**

1. The knowledge transfer and learning aspects of international HRM: an empirical study of Singapore MNCs
2. Beyond the enterprise: Broadening the horizons of International HRM : Rick Delbridge, Marco Hauptmeier, Sukanya Sengupta

#### **E-LEARNING RESOURCES:**

1. <https://www.slideshare.net/studsplanet/ihrm-ppt-27106160>
2. <https://www.google.com/search?ei=izkjXsi0Edve9QPhsKHAAG&q=international+hrm+ppt&oq=+international+hrm>
3. [https://www.researchgate.net/publication/331981993\\_International\\_Human\\_Resource\\_Management\\_How\\_should\\_employees\\_be\\_managed\\_in\\_an\\_international\\_context](https://www.researchgate.net/publication/331981993_International_Human_Resource_Management_How_should_employees_be_managed_in_an_international_context)
4. <https://mlritm.ac.in/assets/img/INTERNATIONAL%20HUMAN%20RESOURCE%20MANAGEMENT.pdf>
5. <https://www.scribd.com/doc/15744060/INTERNATIONAL-HUMAN-RESOURCE-MANAGEMENT>

#### **COURSE OUTCOME:**

<b>CO Number</b>	<b>CO STATEMENT</b>
CO 1	Be able to identify and to evaluate social, cultural, ethical and environmental responsibilities and issues in global contexts.
CO 2	Systematically analyse a broad range of issues and problems in the area of recruitment, selection, training and development.

CO 3	Assess the various factors and complexities influencing compensation.
CO 4	Demonstrate effective industrial relations, labour relations and conflict management in international HRM.
CO 5	Critically analyse the future challenges in IHRM and formulate effective promotional strategies for success of the enterprise.

#### MAPPING-COURSE OUTCOME WITH PROGRAMME SPECIFIC OUTCOME

CO/PSO	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO1	3	3	3	3	3	2	2
CO2	3	3	3	2	3	2	2
CO3	3	3	2	2	3	3	3
CO4	3	3	3	3	2	2	2
CO5	3	3	2	3	3	3	2
<b>AVERAGE</b>	3	3	2.6	2.6	2.8	2.4	2.2

KEY:STRONGLY CORELATED-3 MODERATELY CORELATED-2WEAKLY CORELATED-1 NO CORELATION-0

#### TEACHING METHODOLOGY:

Lecture (Chalk and Talk-OHP-LCD)

Flipped Learning/Blended Classroom-E Content, Videos-

Problem Solving-Group Discussion-Role Modelling

Quiz-Seminar-

Peer Learning-

#### QUESTION PAPER PATTERN

Knowledge level	Section	Total no of questions	No of questions to be answered	Word Limit	Marks	Remarks
K4	Section A	8	5	200	5 x 8 = 40	Minimum of 1 question from each unit
K4,K5	Section B	5	3	500	3 x 20 = 60	Minimum of 1 question from each unit

#### SEMESTER – IV

### BUSINESS ETHICS AND CORPORATE GOVERNANCE

TEACHING HOURS: 60 HRS

COURSE CODE : 21SP20/4C/BCG

CREDITS: 4

L-T- P: 3-1-0

## OBJECTIVES

1. To understand the impact of ethical issues on business
2. To provide an insight in to ethical issues in HRM
3. To interpret the importance of CSR
4. To understand the need for corporate Governance and governance issues
5. To gain knowledge on disclosures and transparency under Companies act 2013

Unit I: Introduction- Ethics- Ethics in Business- Theories of Ethics- Advantages of Business Ethics- Code of Conduct and ethics for managers- Importance & need for Business ethics- Morality& Law [16 hrs]

UnitII: Ethical issues in HRM: Genesis& Growth of HRM- Different Aspects of HRM- Different functional areas of HRM- Emerging Challenges of HRM – Changing profile of HR professionals- Human resource related Ethics issues- Role of HRM in creating an ethical organization- Institutional culture- Creating an ethical organisation [20 hrs]

Unit III: Corporate Social Responsibility: Definition- CSR for sustainable development- Advantages & Scope of CSR –Steps to attain CSR- India in the ethical/ CSR matrix- Ethics & Social responsibility of Business- Social responsibility & Indian corporations- CSR under Companies act 2013- Companies(CSR) rules 2014 [19 hrs]

Unit IV: Ethics & Corporate Governance- Concept of Whistle Blowing- Meaning & Need for Corporate Governance- Role of Board in ensuring Corporate Governance- Governance issues relating to the board- The role of Directors- Directors' remuneration – Meeting of the Board- Powers of the Board- Committees: Board Committee- Audit Committee- Nomination & Remuneration Committee- Stakeholders relationship Committee- CSR Committee- Corporate Governance and HR practices [20hrs]

Unit V: Disclosure & Transparency: In terms of Companies Act 2013- In terms of various rules made under Companies Act 2013- In terms of Listing agreement- Disclosure in terms of SEBI. [15 hrs]

## RECOMMENDED TEXTBOOKS:

1. A. C. Fernando, Business Ethics and Corporate Governance, Pearson Education,2010, New Delhi.
2. Manuel G. Velasquez, “Business Ethics”, PHI Learning, New Delhi, 2010

### REFERENCE BOOKS:

1. Bob Tricker, "Corporate Governance", Oxford University, New Delhi, 2010.
2. Daniel Albuquerque, "Business Ethics", Oxford University Press, New Delhi, 2010.
3. Jayasree Suresh, B.S. Ragavan, "Human Values in Professional Ethics", Sultan Chand, New Delhi, 2009.
4. Joseph W. Weiss, "Business Ethics", Cengage Learning, New Delhi, 2012
5. Subash Chandra Das, "Corporate Governance in India", PHI Learning, New Delhi 2009.

### JOURNALS

1. Journal of Business Ethics
2. Journal of Academic and Business Ethics

### E-LEARNING RESOURCES

1. [https://www.icsi.edu/media/webmodules/publications/EGAS\\_04\\_Sep\\_14%20pdf.pdf](https://www.icsi.edu/media/webmodules/publications/EGAS_04_Sep_14%20pdf.pdf)
2. [https://www.ripublication.com/gimbs\\_spl/gimbsv3n10\\_08.pdf](https://www.ripublication.com/gimbs_spl/gimbsv3n10_08.pdf)
3. <https://repository.up.ac.za/bitstream/handle/2263/28706/06chapter6.pdf?sequence=7>
4. <https://www.pearse-trust.ie/blog/bid/108866/The-Core-Principles-Of-Good-Corporate-Governance>
5. [https://www.researchgate.net/publication/259827655\\_Role\\_of\\_Ethics\\_in\\_Corporate\\_Governance](https://www.researchgate.net/publication/259827655_Role_of_Ethics_in_Corporate_Governance)

### COURSE OUTCOMES

CO Number	CO STATEMENT
CO 1	Infer the importance of ethics in business and utilizing ethical theories as guiding principles in formulating policies and decision making
CO 2	Appraise a problem or situation with ethical reasoning as an HR manager and nurture an ethical organizational culture
CO 3	Set up CSR policies in HR mandate and incorporate CSR dimensions in to HR functions and programs
CO 4	Relate the importance of Corporate governance in Human resource practices
CO 5	Recall the relevance of Disclosure and Transparency under Companies Act

### MAPPING-COURSE OUTCOME WITH PROGRAMME SPECIFIC OUTCOME

CO / PSO	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO 1	2	3	3	3	3	3	3
CO 2	3	3	3	3	3	3	3
CO 3	3	3	2	3	3	3	3

<b>CO 4</b>	3	3	2	3	3	3	3
<b>CO 5</b>	2	2	2	3	2	3	3
<b>Average</b>	2.6	2.8	2.4	3	2.8	3	3

KEY:STRONGLY CORELATED-3 MODERATELY CORELATED-2WEAKLY  
CORELATED-1 NO CORELATION-0

**TEACHING METHODOLOGY:**

Lecture (Chalk and Talk-OHP-LCD)  
Flipped Learning- Discussion oriented flipped learning and Group based flipped learning  
E-content  
Problem Solving-Group Discussion, Role Modelling  
Quiz, Assignment  
Peer Learning  
Self-Study Papers – Differences between delegation and decentralization, Procedures and Methods

**QUESTION PAPER PATTERN**

Knowledge level	Section	Total no of questions	No of questions to be answered	Word Limit	Marks	Remarks
K4	Section A	8	5	200	5 x 8 = 40	Minimum of 1 question from each unit
K4,K5	Section B	5	3	500	3 x 20 = 60	Minimum of 1 question from each unit

**SEMESTER – IV**  
**CORE- INDUSTRIAL RELATIONS**

**TEACHING HOURS: 75 hrs**  
**COURSE CODE: 21SP20/4C/IRS**

**CREDITS: 4**  
**L-T-P: 4-1-0**

**COURSE OBJECTIVES**

1. To familiarize students with the basic concepts of industrial relations, its philosophy, origin and development
2. To gain understanding on industrial disputes, its causes, manifestation and effects
3. To provide insight into concepts of Discipline, Grievances and Workers Participation in Management
4. To develop knowledge on trade unions and its Growth, formation, structure and functions.
5. To gain insight into the process of collective bargaining, its origin and development

## **COURSE OUTLINE:**

### **UNIT I**

Industrial Relations: the Changing Concepts of Industrial Relations, Factors Affecting Employee Stability. I.L.O. –Its Functions and Role in Labour Movement –Industrial Health and Safety; Industrial Legislations. (15hrs)

### **UNIT II**

Industrial Harmony and Conflict: Harmonious Relations in Industry, Importance and Means, Industrial Disputes - Causes - Prevention and Settlement Machinery in India - Industrial Disputes Act- Negotiation, Conciliation, Mediation, Arbitration and Adjudication, Strikes, Lock-Outs, Layoff and Retrenchment. (15hrs)

### **UNIT III**

Discipline –causes of indiscipline – types of discipline- essentials of a good discipline system - kinds of punishment - Codes of Discipline. Grievance- nature of grievances – causes – Grievance redressal procedure, Labour Management Co-operation, Worker's Participation in Management - Meaning, Work Committees, Joint Management Councils, Industrial Democracy, Indian Labour Conference and Industrial Committees. (15hrs)

### **UNIT IV**

Trade Unions: Trade Unions and Their Growth, Economic, Social and Political Conditions Leading to the Development of Trade Unionism - Aim and Objectives of Trade Unions, Structure and Governing of Trade Unions. Problems and Role of Indian Trade Unions: Recognition and Leadership, Finances and Membership, Compulsory Versus Free Membership, Political Activities, Welfare, Legislation, Majority and Minority Unions, Social Responsibilities, Positive Role in Economic and Social Development, Functions of Trade Unions. (15hrs)

### **UNIT V**

Collective Bargaining: Meaning, Scope, Subject Matter and Parties, Methods and Tactics, Administrations of Collective Bargaining Agreements; Fair and Unfair Labour Practice. Tripartite Machinery: At the Centre and in the States. (15 hrs)

## **RECOMMENDED TEXT BOOKS:**

1. Mamoria. C.B., Dynamics of Industrial Relations in India, Himalayan Publishing House, Bombay, 1996.
2. Bray, M. and Walsh, J., Industrial Relations: A Contemporary Approach, Tata McGrawHill Education, 2011.

## REFERENCE BOOKS:

1. Tripathi, P.C. Personnel management and industrial relations, Sultan Chand & Sons, New Delhi, 2009.
2. C.B Gupta, Human Resource Management, Sultan Chand and Sons, 2010.
3. Srivastava, S.C., Industrial Relations and Labour Laws, 6th Edition, Vikas Publishing House, 2012
4. C.S. Venkata Ratnam; Industrial Relations; Oxford University Press; New Delhi 2007
5. Dr. M.R. Srinivasan; Industrial Relations and Labour Legislations; Margham Publications; Chennai 2016

## JOURNALS

1. International Journal of Comparative Labour Law and Industrial Relations - <http://www.kluwerlawonline.com/ijcl>
2. Indian Journal of Industrial Relations, Publisher: Shri Ram Centre for IR & HR Issue(s)

## E-LEARNING RESOURCES:

1. <http://www.scoopskiller.com/management-materials/human-resource-management/industrial-relation/>
2. [https://shodhganga.inflibnet.ac.in/bitstream/10603/112939/7/07\\_chapter%201.pdf](https://shodhganga.inflibnet.ac.in/bitstream/10603/112939/7/07_chapter%201.pdf)
  - <http://dheerajtyagiclasses.com/dtadmin/uploads/149068060110.%20Industrial%20Disputes%20Act,%201947.pdf>
3. <https://www.slideshare.net/AnubhaRastogi/discipline-grievance-and-industrial-relations>
4. <http://www.legalserviceindia.com/legal/article-193-role-of-trade-unions-in-india.html>
5. <http://www.economicdiscussion.net/collective-bargaining/collective-bargaining-definition-types-features-and-importance/31375>

## COURSE OUTCOMES

CO Number	CO STATEMENT
CO 1	Gain knowledge on Industrial Relations and ILO
CO 2	Apply dispute settlement procedure as laid down by ID Act
CO 3	Select a suitable grievance redressal model, disciplinary procedure and worker's participation in management in their enterprise
CO 4	Discuss role of a Trade union in an enterprise.
CO 5	Formulate effective collective Bargaining process

## MAPPING-COURSE OUTCOME WITH PROGRAMME SPECIFIC OUTCOME

CO/PSO	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
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CO1	2	2	2	2	2	2	2
CO2	3	3	3	3	3	3	3
CO3	3	3	3	3	3	3	3
CO4	2	2	2	2	2	2	2
CO5	3	3	3	3	3	3	3
AVERAGE	2.6	2.6	2.6	2.6	2.6	2.6	2.6

#### TEACHING METHODOLOGY:

Lecture (Chalk and Talk-LCD)

E Content, Videos

Seminar

Peer Learning

Self-Study

#### QUESTION PAPER PATTERN

Knowledge level	Section	Total no of questions	No of questions to be answered	Word Limit	Marks	Remarks
K4	Section A	8	5	200	5 x 8 = 40	Minimum of 1 question from each unit
K4,K5	Section B	5	3	500	3 x 20 = 60	Minimum of 1 question from each unit

#### SEMESTER – IV

#### ELECTIVE – IA– STRESS AND CONFLICT MANAGEMENT

TEACHING HOURS: 60 HRS

COURSE CODE : 21SP20/4E/SCM

CREDITS: 3

L-T- P: 3-1-0

#### OBJECTIVES:

1. Learn about the dynamics and characteristics of stress, its causes and its effects.



2. Acquire and practice stress management techniques and tools.
3. Enable methods to cope and prevent stress
4. Outline the nature and sources of conflict.
5. Manage conflicts at workplace and able to successfully resolve conflicts.

#### UNIT I

Stress – Nature – Occupational stressors – Sources of stress - Effects of stress – Indicators of Stress. [12 hrs]

#### UNIT II

Stress management techniques - Time management – Physical methods – care of self – Psychological methods – Problem solving. [12 hrs]

#### UNIT III

Synthesis and prevention of stress – Coping with stress – Individual and organizational coping strategies – Optimal focussing – making changes last – stress and conflict. [12 hrs]

#### UNIT IV

Conflict – Individual level conflict – Group level conflict – organizational level conflict - Types of conflict at workplace – Reasons – Consequences – Resolutions [12 hrs]

#### UNIT V

Process of conflict management – Approaches and methods of conflict management – overcoming conflicts. [12 hrs]

#### **RECOMMENDED TEXT BOOKS:**

1. Anna Maravelas, How to reduce workplace conflict and stress, Career Press, 2005.
2. M.Afzalur Rahim, Managing conflict in organization, Routledge, 2017.

#### **REFERENCE BOOKS:**

1. Fielding Gray, Stress Management techniques on how to deal with stress, Kindle edition.

2. Bimal Chhajer, A complete guide to managing stress, Motilal Banarsidas Publishers, 2007.
3. Davvid Liddle, Conflict management, Kogan Page Ltd.
4. Susan Raines, Conflict management for managers, Rowman and Littlefield.
5. HBR Guide to Managing stress at work, Harvard Business Review Press, 2014.

**JOURNALS:**

1. International Journal of Stress Management - Oi Ling Siu, PhD
2. International Journal of Conflict Management – Emerald Insight

**E-LEARNING RESOURCES:**

1. <https://www.slideshare.net/manalihsolanki/stress-management-ppt-17274128>
2. [https://smallprint.com.au/Coping\\_with\\_workplace\\_stress.pptx](https://smallprint.com.au/Coping_with_workplace_stress.pptx)
3. [https://smallprint.com.au/Coping\\_with\\_workplace\\_stress.pptx](https://smallprint.com.au/Coping_with_workplace_stress.pptx)
4. [https://www.who.int/occupational\\_health/publications/pwh3rev.pdf](https://www.who.int/occupational_health/publications/pwh3rev.pdf)
5. <https://www.slideshare.net/CommLab/presentation-on-how-to-manage-conflict-at-the-workplace>
6. <https://www.pmpa.org/docs/default-source/Meeting-Materials/ppt-conflict-and-change-bo-mu17.pdf?sfvrsn=0>
7. <https://www.wisconsin.edu/ohrwd/download/Strategies-for-Managing-Workplace-Conflict-SB-Edits-to-CS-7-25-16-v2-FINAL-PDF.pdf>

**COURSE OUTCOME:**

<b>CO Number</b>	<b>CO STATEMENT</b>
CO 1	Assess and analyse the symptoms, causes and effects of personal and occupational stressors.
CO 2	Monitor the effectiveness of stress management techniques and revise to meet current needs.
CO 3	Use and explain ways to manage and cope with stress.

CO 4	Outline the nature and sources of conflict and explain the different approaches used in the resolution of conflict.
CO 5	Demonstrate the ability to use conflict resolution skills in practical situations.

**MAPPING-COURSE OUTCOME WITH PROGRAMME SPECIFIC OUTCOME**

CO/PSO	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO1	1	2	2	3	2	2	2
CO2	2	2	2	3	2	2	2
CO3	2	2	2	2	2	2	2
CO4	2	2	3	3	3	3	3
CO5	2	2	3	3	3	2	2
AVERAGE	1.8	2	2.4	2.8	2.4	2.2	2.2

KEY:STRONGLY CORELATED-3 MODERATELY CORELATED-2WEAKLY  
CORELATED-1 NO CORELATION-0

**TEACHING METHODOLOGY:**

Lecture (Chalk and Talk-OHP-LCD)

Flipped Learning/Blended Classroom-E Content, Videos-

Problem Solving-Group Discussion-Role Modelling

Quiz-Seminar-

Peer Learning-

**QUESTION PAPER PATTERN**

Knowledge level	Section	Total no of questions	No of questions to be answered	Word Limit	Marks	Remarks
K4	Section A	8	5	200	5 x 8 = 40	Minimum of 1 question from each unit
K4,K5	Section B	5	3	500	3 x 20 = 60	Minimum of 1 question from each unit

**SEMESTER – IV**

**ELECTIVE – IB- COMMUNICATION FOR MANAGERS**

**TEACHING HOURS: 60 HRS**

**COURSE CODE : 21SP20/4E/CFM**

**CREDITS: 3**

**L-T- P : 3-1-0**

**OBJECTIVES:**

- To develop effective communication skills of the students.
- To impart practical understanding on the basic principles of drafting HR letters.
- To provide knowledge on report writing.
- To enhance group interaction skills among students.
- To understand technology in business communication.

## **COURSE OUTLINE:**

### UNIT I

Business communication – Importance of effective communication in business – Types of communication – Principles of communication – Barriers of communication - Skills needed for effective communication – Time management – Reading document – understanding – assimilation - reviewing – listening – Non – Verbal communication. [12 hrs]

### UNIT II

Writing Business letters –Functions and Importance - HR letters – Types – Letter of offer, Performance appraisal, Termination, Resignation, Letters of reprimand, Thank you letters at workplace, Employee recognition letter - candidates' rejection letters. [14 hrs]

### UNIT III

Reports –Importance – Types – Preparing and organization of reports -- Minutes – Notification – Agenda (Format, Types, Guidelines) [12 hrs]

### UNIT IV

Group interactions - Meeting – Formal and informal – How to make meeting successful – Duties of the chairperson – Group Discussions - Negotiation – Process – Guidelines – Interviews – Guidelines for successful interviews. Story telling tool – Concept [11 hrs]

### UNIT V

Presentation skills – Guidelines for effective presentation – Use of audio visual aids in presentation. Technology in communication – Email, Telephone, Fax, Teleconferencing, Video conferencing, Classified advertisements, Press release. [11 hrs]

## **RECOMMENDED TEXTBOOKS:**

1. Rajendra Paul & J S Koralahalli, Essentials of Business Communication, Sultan Chand & Sons, New Delhi, 2017
2. Dr. C B Gupta, Basic Business Communication, Sultan Chand & Sons, New Delhi, 2017

## **REFERNCE BOOKS**

1. Krishan Mohan & Meena Banerji, Developing Communication Skills, Macmillan India Ltd, 2008
2. Michael Brown, Making Presentation Happen, Allen & Unwin, Australia, 2008
3. R C Bhatia, Business Communication, Ane Books Pvt Ltd., Delhi, 2015
4. R C Sharma & Krishan Mohan, Business Correspondance and Report Writing, Mc Graw Hill, India Pvt Ltd., New Delhi, 2006
5. Kevin Galaagher, Skills Development for Business and Management Students, Oxford University Press, Delhi, 2010

#### **JOURNALS:**

1. Business Communication: Dr. Vijay Maruti Kumbhar
2. Business and professional Communication Quaterly: Sage Journals

#### **E-LEARNING RESOURCES:**

1. <https://www.toolshero.com>
2. <https://www.skillsyouneed.com>ips>
3. <https://www.ablebits.com>
4. <https://www.thebalancecareers.com>
5. <https://www.study.com>academy>
6. <https://edwardlowe.org>
7. <https://www.skillsyouneed.com>
8. <https://www.slideshare.com>
9. <https://www.slideshare.net>

#### **COURSE OUTCOME:**

<b>CO Number</b>	<b>CO STATEMENT</b>
CO 1	Utilize the principles of communication for effective business communication.
CO 2	Demonstrate written communication skills in appropriate business situation
CO 3	Prepare business reports, agenda and minutes of meetings.
CO 4	Demonstrate excellent presentation and negotiation skills in business.
CO 5	Utilize the latest technology for effective business communication.

#### **MAPPING-COURSE OUTCOME WITH PROGRAMME SPECIFIC OUTCOME**

<b>CO/PSO</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>	<b>PSO 5</b>	<b>PSO 6</b>	<b>PSO 7</b>
<b>CO1</b>	1	3	3	2	1	2	2
<b>CO2</b>	1	2	3	2	1	2	2
<b>CO3</b>	2	2	2	2	2	2	2
<b>CO4</b>	1	2	2	2	1	2	2
<b>CO5</b>	2	2	2	2	1	2	2

<b>AVERAGE</b>	1.4	2.2	2.4	2	1.2	2	2
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KEY:STRONGLY CORELATED-3 MODERATELY CORELATED-2WEAKLY  
CORELATED-1 NO CORELATION-0

**TEACHING METHODOLOGY:**

Lecture (Chalk and Talk-OHP-LCD)

Flipped Learning/Blended Classroom-E Content, Videos-

Group Discussion-Role Modelling

Seminar-

Peer Learning-

**QUESTION PAPER PATTERN**

Knowledge level	Section	Total no of questions	No of questions to be answered	Word Limit	Marks	Remarks
K4	Section A	8	5	200	5 x 8 = 40	Minimum of 1 question from each unit
K4,K5	Section B	5	3	500	3 x 20 = 60	Minimum of 1 question from each unit

**SOFT SKILLS - SEMESTER III**

**PREDICTIVE ANALYTICS FOR HUMAN RESOURCES**

Teaching Hours: 30 Hrs

Credits: 2

Course code : 21SP20/3S/PAH

L-T-P : 1-0-1

## OBJECTIVES:

- To impart knowledge on fundamentals of human resource analytics
- To provide an insight into descriptive analysis
- To learn how to interpret data by using predictive analytics

UNIT I: Analytics – Analytic Model- Importance of Analytics- Turning Data in to information- Solving a problem [8 hrs]

UNIT II: Entering & editing data: Importing from excel- Characters of variables- Grouping data- Summary Statistics: Frequency- Percentage- Charts- ANOVA- T-test [10 hrs]

UNIT III: Predictive Analytics: Correlation- Regression- Decision tree [12 hrs]

## COURSE OUTCOME:

- To demonstrate an understanding of basics of human resource analytics
- To appraise data with descriptive statistics
- To predict human resources with predictive analytics

## SOFT SKILLS – SEMESTER IV

### CORPORATE SOFT SKILLS

Teaching Hours: 30 Hrs

Credits: 2

Course code : 21SP20/4S/CSS

L-T-P : 2-0 -0

## **OBJECTIVES:**

- To develop the personality of the students from a corporate perspective.
- To guide students in self management.
- To enhance interpersonal skills

## **COURSE OUTLINE:**

### UNIT I

Business and Social etiquettes - Workplace etiquettes - Travel etiquettes - Card etiquettes - Formal dressing - Dining etiquettes - Etiquettes of gift giving - Being a good guest - Being a good office host- Cross cultural etiquettes – Focus on US and UK [10 hrs]

### UNIT II

Self Management: Self Evaluation, Self Discipline ,Self Criticism, Recognition of one's own limits and deficiencies , Independency etc., Self Awareness, Johari Window. [10 hrs]

### UNIT III

Campus to company Transition: Adaptation, Managing expectations, developing professionalism, Performance management (Learning to manage one's own performance).  
Interpersonal Skills: Gratitude, Understanding the relationship between Leadership Networking & Team work, Assessing Interpersonal Skills [10 hrs]

## **RECOMMENDED TEXTBOOKS:**

Sarvesh Gulati, Corporate Soft skills, Rupa.Co., 2006 Edition, New Delhi

## **REFERNCE BOOKS**

1. Dr.K.Alex, Soft Skills Know yourself & Know the world, S.Chand, 2010, New Delhi.
2. S.Hariharan,N.Sundarajan& S.P.Shanmugapriya, Soft Skills, MJP Publishers, 2010, Chennai.
3. S.Sujana, A. Swetha& A.Santhosi Roopa, Interpersonal Skills and Team Building, Studentshelpline publishing House, 2010, Hyderabad.

## **E-LEARNING RESOURCES**

1. <https://katenconsulting.com/business-social-etiquette/>
2. <https://www.indeed.com/career-advice/career-development/self-management-skills>



3. <https://blogs.adobe.com/adobelife/2019/05/20/the-transition-from-campus-to-corporate-life/>

### **Course Outcome**

1. Demonstrate business and social etiquette in the organisation
2. Demonstrate self management
3. Utilize transition and interpersonal skills in the corporate scenario

**SEMESTER – IV**

**PROJECT**

**COURSE CODE : 21SP20/4C/PRO**

**CREDITS: 6**

In order to provide exposure to the real corporate world, submission of an individual project has been made mandatory. Each student has to submit a project report in the final semester, which will help them blend the theoretical concepts learnt in the classroom environment with the practical experience which they gain during training undertaken in firms.

The students should undergo training of not less than 45 days during the summer vacation of the first year. The Project shall relate to any topic in the field of Human Resource Management

The project shall be evaluated externally. The External examiners shall be from the panel of examiners suggested by the Board of Studies from time to time. Project Report will carry 75 marks and Viva-Voce Examination 25 marks. Those who fail in the Project work will have to redo the Project work and submit it to the college for external examination.

### PROJECT & VIVA-VOCE

#### Valuation Pattern:

#### MARKS

Choice of subject & Review of Literature	75
Organization & Interpretation	
Project Presentation	
Final Report	
Viva-voce	25
Total	100

*Employability skills  
pertaining to the courses  
of MA (HRM) has been  
highlighted*