POST GRADUATE DIPLOMA PROGRAMME IN HUMAN RESOURCE MANAGEMENT
(PGDHRM)
Applicable to the Candidates from 2022-2023 Onwards

Overview of the programme

This programme is designed to train and prepare the students for professional practice in the field of Human Resource Management by enriching their knowledge and skills on handling various aspects of human resources and upholding the basic values, ethics, skills, principles, philosophy and practices advocated by Professional Bodies.

Programme objectives

- Prepare students to understand the basic concepts, objectives, principles of management, human resource development/management Business Environment, Strategic Human Resource Management, HR Analytics, Industrial Relations and Trade Union, Organisational Behaviour, and, IT & E – Business to the students and Emerging trends in HR practices.

- Prepare the students to understand the Labour Welfare and Labour Legislations for Human Resource Managers, and to acquire knowledge on planning, organizing, directing and controlling the activities of the HR department.

- Prepare students professionally to take an active role in addressing the problems of the workers in organisations/industries.

- Prepare students to think critically with clarity, act professionally with integrity and work in teams effectively in organisations/industries.

- Equip students with the most updated theories, knowledge and skills to make them competent HR professionals in their working environment.

- Prepare the students committed to make significant contributions to organizations/industries in which they are working.

Programme Outcome

Upon successful completion of course a student will learn about:

1. The concepts, objectives, principles and functions of management, human resource management and human resource development, trade unions, labour welfare, Industrial relations, etc

2. Effectively manage and plan key human resource functions within organizations and contribute to the development, implementation, and evaluation of employee recruitment, selection, and retention plans and implement of successful training and development programs to the employees.

3. Will able to communicate management decisions to the employees through written memos, handbook, notice board etc.

4. Abreast with Labour welfare measures and familiarity with labour legislations.

5. The changing role of HR managers in organizations and examine current issues, trends, practices, and processes in HRM, and knowledge about Trade unions, Collective Bargaining and Industrial conflict and problem solving.

6. Contribute to employee performance management and organizational effectiveness and Design Reward and benefit programs appropriate for various types of organizations.

Programme specific Outcome: (HRM)

Upon successful completion of the **Post Graduate Diploma in Human Resource Management (PGD HRM) Program** the students are able to:

1. Identify one-self as a HR professional and apply social work values and ethical principles to guide HR professional practice in line with social work knowledge and skills and develop a strong foundation of theoretical knowledge of HR and to generate purposive and progressive ideas through application of the knowledge, aptitude and skills in the field of human resource development/ management.

2. Analyse causes and consequences of social problems at individual, family, community and societal levels and evolve appropriate intervention strategy/scheme for amicable solving and prevention besides formulate, and advocate and assess the impact of relevant social policies that advance social well-being.

3. Understand human behaviour in the industrial environment and apply it to guide the processes of assessment, intervention, evaluation and apply the knowledge gained in the process to understand workers and industrial / organisations environment and provide counselling to workers/individual and their families.

4. Perform successfully in the HR careers that require Social Work knowledge, aptitude and skills and gain sufficient self-awareness to eliminate the influence of personal biases and values in working with diverse groups industries / organisations and understand the forms and mechanisms to deal with them appropriately.

5. Develop skills and use tools of social work/HR to solve workers/individual, their family, and perform tasks in the Organisations (Industrial Concerns, and the like) adapting various Intervention Techniques) and Use appropriate verbal and written communication in industrial setting with workers and stakeholders.

6. Develop skills to float and administer a HR department and perform the tasks of Planning, Organizing, Staffing, Directing, Coordinating, Reporting and Budgeting (POSDCORB) with good social, communication and interpersonal skills.

SCHEME OF EXAMINATIONS

Se	Course Code	Course Title	Credits per course	Hours Week Course	Exam hours	Marks		
						CIA	ESE	Total
I	A3SWHR1	Principles and Practice of Management	4	6	3	25	75	**100**
	A3SWHR2	Managerial economics and Business Environment	4	6	3	25	75	**100**
	A3SWHR3	Research Methodology	4	6	3	25	75	**100**
	A3SWHR4	Emerging trends in HR practices	4	6	3	25	75	**100**
	A3SWHR5	Strategic Human Resour Management	4	6	3	25	75	**100**
		Total	**20**	30				
II	A3SWHR6	HR Analytics	4	6	3	25	75	**100**
	A3SWHR7	Industrial Relations An Trade Union	4	6	3	25	75	**100**
	A3SWHR8	Labour Welfare and Labour Legislations	4	6	3	25	75	**100**
	A3SWHR9	Organisational Behavio	4	6	3	25	75	**100**
	A3SWHR10	IT & E – Business	4	6	3	25	75	**100**
	A3SWHR11	Research Project Work Dissertation Viva - Voce	4	6	3	75 25	--	**100**
		Total	**24**	36	-	-		
	Grand total		**44**	66				**1100**

A3SWHR1 - PRINCIPLES AND PRACTICES OF MANAGEMENT

Course Aim:

This course helps students to enable the students to study the evolution of Management, to study the functions and principles of management and to learn the application of the principles in an organization.This course will study of the basic managerial functions of planning, organizing, staffing, directing, and controlling resources to accomplish organizational goals.

Course outcome : at the end of the course the students would be able to :

CO1	The students will able to concept, principles, and techniques of management.	L1 ;L2
CO2	Know the various Management thoughts given by several authors/experts and apply the same in their respective field.	L2 ; L3
CO3	Different approaches to management	L3 ; L4
CO4	Various elements of Management.(POSDCORB)	L6
CO5	Several functions and cultural issues in Management.	L5
L1-Remember ; L2- Understand; L3- Apply; L4-Analyze; L5- Evaluate; L6 create		

Pedagogical Methods Adopted:
Lectures, Blended Learning, Flipped Learning, Online Learning, PPT, Discussion, Small Group Exercises, Brain Storming, Assignment, Seminar, Invited Talks / Guest Lectures /Webinars/ Experiential Learning, Participative Learning, Simulated Learning, Peer Group Learning, Facilitated Learning, etc.

Course content

UNIT I
Management: - Concepts, definition, principles, techniques, management as a profession

UNIT II
Management Thoughts: -H. Fayol, F.W. Taylor, F. Gilbreth, H.L. Grantt, Max Weber, G.E. Mary parker- Follett, Douglas MoGregor, Peter Drucker.

UNIT III
Approaches to Management:-Classical, human relations, human resources, systems, participative trusteeship. Managerial Environment:-Management Process.

UNIT IV
Elements of Management: Planning, Organizing, Staffing, Directing, Coordinating, Reporting and Budgeting (POSDCORB) Planning: Fundamentals of planning, definition, objectives, decision making, Forecasting, policy formulation. Organising:- Nature and purpose, span of

control, departmentalisation and divisionalisation, centralisation and decentralisation, Delegation authority, Power, responsibility and accountability, organisation structures, line and staff functions, organisational changes and development, staffing. Directing:-Definition, nature and purpose, motivation, communication, leadership. Controlling: Definition, types, steps techniques of control, higher management control, and areas of performance, control measurement of performance, evaluation and correction of performance.

UNIT V

Time management, An Overview of Functional Areas of Management: Finance, Production, marketing and personnel. Social Responsibilities of Management: Responsibilities of business organisation and managerial ethics. Cultural Issues in Management, Managing Change and Case studies.

References

1. Donnelly, J. H., Gibson, J. L., & Ivancevich, J. M. (2000). *Fundamentals of management*. Mcgraw Hill Companies/Primis Custom Pub.
2. Drucker, P. (1954). *Practice Of Management*. Harper Business.
3. Dyck, B., & Neubert, M. J. (2019). *Principles of management*. South-Western Cengage Learning.
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5. Hill, C. W. L., & Al, E. (2011). *Principles of management*. Mcgraw-Hill Ryerson.
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10. Promod Batra, & Vijay Batra. (2000). *Management thoughts*. Think Inc.
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14. Terry, G. R., & Franklin, S. G. (1997). *Principles of management*. Aitbs Publishers.
15. W Jack Duncan. (1978). *Essentials of management*. Dryden Press.
16. Williams, C. (2018). *Principles of management*. South-Western Cengage Learning.

COS	Mapping with programme outcomes									
	Programme outcomes					Programme specific outcomes				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	2	3	3	3	3	3	2	3	2
CO2	3	3	3	3	3	3	3	3	3	2
CO3	2	3	2	3	2	2	3	2	3	1
CO4	3	1	2	2	3	1	3	2	2	3
CO5	2	3	2	3	2	3	1	2	3	2

1-Low, 2-Medium, 3-Strong

A3SWHR2 - MANAGERIAL ECONOMICS AND BUSINESS ENVIRONMENT

Course Aim:

This course helps students to understand the basic concepts of economics and business environment ,to understand the types of costs,to understand the Revenue Analysis, Pricing Policies, Revenue and Pricing Methods,to understand the Business Environment, to understand the International and External Environment,to understand the influence of Political, human, financial and cultural environment on trade and investment pattern .

Course outcome : at the end of the course the students would be able to :

CO1	Understand the basic concepts of economics and business environment and Understand the types of costs	L1 ;L2
CO2	Understand the Revenue Analysis, Pricing Policies, Revenue and Pricing Methods	L2 ; L3
CO3	Understand the Business Environment	L3 ; L4
CO4	Understand the International and External Environment	L6
CO5	Understand the influence of Political, human, financial and cultural environment on trade and investment pattern and analyze real-world business problems with a systematic theoretical framework.	L5
L1-Remember ; L2- Understand; L3- Apply; L4-Analyze; L5- Evaluate; L6 create		

Pedagogical Methods Adopted:

Lectures, Blended Learning, Flipped Learning, Online Learning, PPT, Discussion, Small Group Exercises, Brain Storming, Assignment, Seminar, Invited Talks / Guest Lectures /Webinars/ Experiential Learning, Participative Learning, Simulated Learning, Peer Group Learning, Facilitated Learning, etc.

Course content

UNIT – I
Indian Economy – Economic Systems – National income, expenditure – Investment – Economic planning, Industrial Development – Industrial Policy resolution – Small Scale and Cottage industries – Macro Economics: Basic Concepts, Macroeconomic Ratios, Index Numbers, National Income Deflators, Inflation and Deflation: Inflation - Meaning and Kinds, Measures to Control Inflation, Deflation, The new economic policy and its impact economy. GST and its impacts.

UNIT 1I
Managerial Economics: Meaning, Scope, Importance and Functions, Demand Analysis: Meaning and Elasticity of Demand, Demand Forecasting: Meaning Level and Criteria. Cost Analysis-meaning, Types of Costs. Firm- meaning, objectives,

UNIT III
Revenue Analysis and Pricing Policies, Revenue: Meaning and Types, Relationship between Revenues and Price Elasticity of Demand, Pricing Policies, Objectives of Pricing Policies, Pricing Methods.

UNIT IV
Business Environment – The concept and significance – Constituents of business environment Information society, building process for communities, multi-option society, ethics in business, Business and culture – Social Responsibility – Business and Government – Political System and its influence on business – Indian constitution – Directive principles of state policy.

UNIT – V
International Business – Overview – Types of international Business – External Environment – Economy and Political Environment Human and Cultural Environment – Influence on Trade and investment pattern – Working financial environment – Cross national Co-operation and agreements – Tariff and non – tariff barriers GATT, WTO – Regional Block.

REFERENCES

1. Davies, W. (2015). *The International Business Environment*. CRC Press.

2. Enesa Delic. (2005). *Business law for managers*. Martin Books.

3. Geringer, J. M., Ball, D. A., Minor, M. S., & Mcnett, J. M. (2017). *International business*. Mcgraw-Hill Education.

4. Gopal, N. (2019). *Business environment*. Tata Mcgraw-Hill.

5. Irene C.L. Ng. (2007). *The Pricing and Revenue Management of Services*. Routledge.

6. Jangir, G. C. (1963). *Indian economy*. Delhi, Atma Ram.

7. Png, I. (2016). *Managerial economics*. Routledge.

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9. Samuelson, W., & Marks, S. G. (2015). *Managerial economics*. John Wiley & Sons, Inc.

10. Worthington, I., & Britton, C. (2018). *BUSINESS ENVIRONMENT: a global perspective.* (8th ed.). Pearson Education.

COS	Mapping with programme outcomes									
	Programme outcomes					Programme specific outcomes				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	2	3	3	3	3	3	2	3	2
CO2	3	3	3	3	3	3	3	3	3	2
CO3	2	3	2	3	2	2	3	2	3	1
CO4	3	1	2	2	3	1	3	2	2	3
CO5	2	3	2	3	2	3	1	2	3	2

1-Low, 2-Medium, 3-Strong

A3SWHR3- RESEARCH METHODOLOGY

Course Aim:

The aim of the course is to understand, concepts, major research strategies, meaning, scope, and importance of social work research to develop attitudes favourable to the judicious integration practice, research and theory and develop skills for use of library and documentation services for research .To develop ability to conceptualize, formulate and conduct simple research projects .To develop report writing skills.

Course outcome : at the end of the course the students would be able to :

CO1	Identify and define basic terms, objectives, characteristics, ethics, qualities of research	L1; L2
CO2	Identify the basic elements of research methodology	L2; L4
CO3	Outline the structure of a scientific research	L3; L5
CO4	Use appropriate sampling techniques	L4; L5
CO5	Apply statistical techniques and interpretation of data	L5; L6
L1-Remember ; L2- Understand; L3- Apply; L4-Analyze; L5- Evaluate; L6 create		

Pedagogical Methods Adopted:
Lectures, Blended Learning, Flipped Learning, Online Learning, PPT, Discussion, Small Group Exercises, Brain Storming, Assignment, Seminar, Invited Talks / Guest Lectures /Webinars/ Experiential Learning, Participative Learning, Simulated Learning, Peer Group Learning, Facilitated Learning, etc.

Course content:

UNIT - I
Research Methodology: An Introduction-Meaning and definition of research, Objective of research, Need and characteristics of research, social research and importance.

UNIT – II
Research Design: Meaning of research design, need for research design, different research design, features of a good design, important concept relating to research design and types.

Unit-III
Sampling:-Meaning, different methods of sampling
Primary and secondary, research tools, interview guide, interview schedule, questionnaire, mailed questionnaire, contraction of questionnaire and interview schedule, observation.

UNIT-1V
Preparation of research report: Analysis and interpretation of data – coding, data processing, coding scheme, code book, *transformation, tabulation*, diagrammatic representation of data, report *writing, referencing* and application as social statistics.

UNIT – V

Social Statistics: meaning, use and its limitations; measures of Central Tendency: steps in testing or hypothesis- null hypothesis and alternative hypothesis, level of significance, arithmetic mean, median and mode- absolute and relative measure; measure of dispersion: range, mean deviation, standard deviation quartile deviation, Parametric and Non parametric tests: Parametric – types – Independent sample t test, paired sample t test, one way ANOVA, Non parametric tests- types – Chi-square ,. coefficient of correlation; Computer Applications: use and application of computer in Social Work research with special reference to SPSS and Interpretation of study findings

References

1. Anderson, J., Poole, M., & Merrington, D. (2009). *Assignment & thesis writing*. Juta.
2. Babbie, E. (2019). *The practice of social research*. Wadsworth Cengage Learning.
3. Cyr, J. (2019). *Focus groups for social science researchers*. Cambridge, United Kingdom New York, Ny Cambridge University Press.
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COS	Mapping with programme outcomes									
	Programme outcomes					Programme specific outcomes				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	2	3	3	3	3	3	2	3	2
CO2	3	3	3	3	3	3	3	3	3	2
CO3	2	3	2	3	2	2	3	2	3	1
CO4	3	1	2	2	3	1	3	2	2	3
CO5	2	3	2	3	2	3	1	2	3	2

1-Low, 2-Medium, 3-Strong

A3SWHR4 - EMERGING TRENDS IN HR PRACTICES

Course Aim:

The aim of the course is to understand the concept and importance of HR practices at international context, understand the objectives approaches to Performance Management and Compensation Management ,to understand the Functions and Processes of Re-Engineering. To assist the other disciplinary students to acquire knowledge as well as local perspective on HRD..

Course outcome : at the end of the course the students would be able to :

CO1	Define the basic concept of HR practices	L1; L2
CO2	Understand the objectives and approaches to HR Practice	L2; L4
CO3	Understand the Functions and Processes of Re-Engineering	L3; L5
CO4	Assist the other disciplinary students to acquire knowledge as well as local perspective on HRD.	L4; L5
CO5	Develop the student's ability to handle leadership qualities and other aspects.	L5; L6
	L1-Remember ; L2- Understand; L3- Apply; L4-Analyze; L5- Evaluate; L6 create	

Pedagogical Methods Adopted:
Lectures, Blended Learning, Flipped Learning, Online Learning, PPT, Discussion, Small Group Exercises, Brain Storming, Assignment, Seminar, Invited Talks / Guest Lectures /Webinars/ Experiential Learning, Participative Learning, Simulated Learning, Peer Group Learning, Facilitated Learning, etc.

Course content:

UNIT I
The changed role of HR in organizations with respect to leading the change and operating from the "Board Room "level; challenges of sustainability with reference to Retention and Talent Management for competitive Advantages; Learning organizations and organizational learning, collective learning

UNIT II
HR in International Context: Issues that change the context, differences between HRM Domestic and International perspectives, linking hr to international expansion, international recruitment at different levels, issues in staff selection and retention,

UNIT III
Performance Management –Criteria's used, factors associated, evaluation systems. Training and Development, Expatriate Training, Developing International teams, managing virtual teams, Compensation Management, Objectives and Approaches, Repatriation Process, Labour Relations – Key Issues.

UNIT IV
Re-Engineering HR – Functions and Processes, implementing re-engineering changes

UNIT V
HRD Accounting and Audit: HRA Introduction, need and objectives, methods and valuation models, benefits of HRA. HRD Audit: Meaning, methodology, issues, audit instruments, HRD Scorecard, Report.

References

1. Lazarova, M. B., Parry, E., & Stavrou, E. (2013). *Global trends in human resource management*. Palgrave Macmillan.
2. Machado, C. (2015). *International Human Resources Management: Challenges and Changes*. Springer International Publishing.
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Mapping with programme outcomes									
COS	**Programme outcomes**					**Programme specific outcomes**			
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	2	3	3	3	3	3	2	3	2
CO2	3	3	3	3	3	3	3	3	3	2
CO3	2	3	2	3	2	2	3	2	3	1
CO4	3	1	2	2	3	1	3	2	2	3
CO5	2	3	2	3	2	3	1	2	3	2

1-Low, 2-Medium, 3-Strong

A3SWHR5 - STRATEGIC HUMAN RESOURCE MANAGEMENT

Course Aim:

The aim of the course is to help the students build a knowledge base appropriate to business and corporate strategies and integrating HR strategies with business strategies ,To enable the students to understand the Technology and structure; Global environment; Global competition, WTO and labour standards,to assist them to develop the skills appropriate to Recruitment and Retention Strategies ,to understand the importance of Training and Development Strategies ,to Human aspects of strategy implementation **,t**o understand the ; Employee morale; Personal values and business ethics.

Course outcome : at the end of the course the students would be able to :

CO1	Understand the basic concept of Strategic HRM and HR Environment	L1; L2
CO2	Develop HR plans and policies	L2; L4
CO3	Develop Recruitment and Retention Strategies	L3; L5
CO4	Understand Leadership, power and politics;	L4; L5
CO5	Understand the importance of Employee morale; Personal values and business ethics	L5; L6
	L1-Remember ; L2- Understand; L3- Apply; L4-Analyze; L5- Evaluate; L6 create	

Pedagogical Methods Adopted:
Lectures, Blended Learning, Flipped Learning, Online Learning, PPT, Discussion, Small Group Exercises, Brain Storming, Assignment, Seminar, Invited Talks / Guest Lectures /Webinars/ Experiential Learning, Participative Learning, Simulated Learning, Peer Group Learning, Facilitated Learning, etc.

Course content:

UNIT I
Introduction to Strategic HRM
Definition, need and importance; Introduction to business and corporate strategies; Integrating HR strategies with business strategies; Developing HR plans and policies. **Human Resource Environment-**Technology and structure; Workforce diversity; Demographic changes, Temporary and contract labour; Global environment; Global competition, Global sourcing of labour; WTO and labour standards

UNIT II
Recruitment and Retention Strategies
Online recruitment; Employee referrals; Recruitment process outsourcing, Head hunting; Executive education; Flexi timing; Telecommuting, Quality of work life; Work - life balance; Employee empowerment, Employee involvement; Autonomous work teams

UNIT III
Training and Development Strategies
Creating a learning organization; Competency mapping; Multi-Skilling Succession planning; Cross cultural training. **Performance Management Strategies:** Defining key result areas (KRA); Result based performance, Linking performance to pay; Merit based promotions

UNIT IV
Reward and Compensation Strategies
Performance based pay; Skill based pay; Team based pay, Broad banding; Profit sharing; Executive Compensation; Variable pay. **Retrenchment Strategies:** Downsizing; Voluntary retirement schemes (VRS), HR outsourcing; Early retirement plans; Project based employment

Unit V
Human aspects of strategy implementation
Behavioural issues in strategy implementation; Matching culture with strategy, Human side of mergers and acquisitions; Leadership, power and politics; Employee morale; Personal values and business ethics

Global HR Strategies
Introduction to global HR strategies; Developing HR as a value added function

References

1. Anuradha Sharma, & Aradhana Khandekar. (2006). *Strategic human resource management: an Indian perspective*. Response Books.
2. Armstrong, M. (2018). *Strategic human resource management: a guide to action* (3rd ed.). Kogan Page.
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COS	Mapping with programme outcomes									
	Programme outcomes					Programme specific outcomes				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	2	3	3	3	3	3	2	3	2
CO2	3	3	3	3	3	3	3	3	3	2
CO3	2	3	2	3	2	2	3	2	3	1
CO4	3	1	2	2	3	1	3	2	2	3
CO5	2	3	2	3	2	3	1	2	3	2

1-Low, 2-Medium, 3-Strong

A3SWHR6 - HR ANALYTICS

Course Aim:

The aim of the course is Apply appropriate statistical analysis to HR questions and problems to improve decision-making with understanding of limitation; Think critically about data and metrics for HR problem-solving and decision-making; Understand the logic underlying statistical significance; Use statistical software to manipulate and organize data for analysis; Effectively interpret and communicate results from statistical analysis into actionable decisions.

Course outcome : at the end of the course the students would be able to :

CO1	Identify and define basic terms and concept of HR measurement	L1; L2
CO2	Identify the basic elements Framework of HR measurement	L2; L4
CO3	Differentiate business intelligence and business analytics, between business analytics and big data analytics,	L3; L5
CO4	Apply the HR Analytical Methods	L4; L5
CO5	Knowledge on Use of HR Analytics Tools	L5; L6
L1-Remember ; L2- Understand; L3- Apply; L4-Analyze; L5- Evaluate; L6 create		

Pedagogical Methods Adopted:
Lectures, Blended Learning, Flipped Learning, Online Learning, PPT, Discussion, Small Group Exercises, Brain Storming, Assignment, Seminar, Invited Talks / Guest Lectures /Webinars/ Experiential Learning, Participative Learning, Simulated Learning, Peer Group Learning, Facilitated Learning, etc.

Course content:

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

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

UNIT III: About HR Analytics
Definition of HR & Analytics; HR data as seen prior to the invasion of Analytics; The current evolving state of HR Analytics; Why HR Analytics; Stages of HR Analytics; What can/should be

measured; How does Analytics fit into HR Delivery Model; HR Analytics in your org. – priorities & ST/LT Goals; CEO's part to be played in HR Analytics; Comparison –HR "Reporting" & Analysis with HR "Predictive" Analytics.

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

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

1. Cascio, W. F., Boudreau, J. W., & Fink, A. A. (2019). *Investing in people: financial impact of human resource initiatives*. Society For Human Resource Management.
2. Moore, D. S. (2009). *The practice of business statistics: using data for decisions*. W.H. Freeman and Co.

Reference

1. Bauer, T., Erdogan, B., Caughlin, D., & Truxillo, D. (2023). *Human Resource Management*. SAGE Publications.
2. Bhattacharyya, D. K. (2018). *Statistical Tools and Analysis in Human Resources Management*. IGI Global.
3. Boudreau, J. W., & Ramstad, P. M. (2007). *Beyond HR: the new science of human capital*. Harvard Business School Pub.
4. Diez, F., Bussin, M., & Lee, V. (2019). *Fundamentals of HR Analytics*. Emerald Group Publishing.
5. Doze, I., & Al, T. (2019). *Data-driven HR: creating value with HR metrics and HR analytics*. Irti Intelligence.
6. Dpg, & Mong Shen Ng. (2019). *Predictive HR Analytics, Text Mining and Organizational Network Analysis with Excel*. Independently Published.
7. Edwards, M. R., & Edwards, K. (2019). *Predictive HR Analytics*. Kogan Page Publishers.
8. Fitz-Enz, J., & Mattox, J. R. (2014). *Predictive analytics for human resources*. Wiley.
9. Pratyush Banerjee, Jatin Pandey, & Manish Gupta. (2019). *Practical applications of HR analytics: a step-by-step guide*. Sage.
10. Smith, T. (2013). *HR analytics: the what, why and how ...* United States? Tracey Smith.
11. Utts, J. M. (2015). *Seeing through statistics*. Cencage Learning.

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COS	Mapping with programme outcomes									
	Programme outcomes					Programme specific outcomes				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	2	3	3	3	3	3	2	3	2
CO2	3	3	3	3	3	3	3	3	3	2
CO3	2	3	2	3	2	2	3	2	3	1
CO4	3	1	2	2	3	1	3	2	2	3
CO5	2	3	2	3	2	3	1	2	3	2

1-Low, 2-Medium, 3-Strong

A3SWHR7 - INDUSTRIAL RELATIONS AND TRADE UNION

Course Aim:

The aim of the course is to Understand the concept of industrial relations, IR system and labour movement, Understand the history of industrial relations, IR system and labour movement,Understand the role of government, employers and the unions in industrial relations,To assist the students to acquire a global as well as local perspective on Industrial Relations and trade unions.,To sensitize the students to adopt suitable attitudes for practice of Industrial Relations,To help the students to see the need for appropriate skills in this regard.

Course outcome : at the end of the course the students would be able to :

CO1	Understand the causes consequences, strikes and lockout and layoff and Handle the industrial conflict	L1; L2
CO2	Understand the concept of industrial relations, IR system and labour movement	L2; L4
CO3	Aware of social obligations of industries	L3; L5
CO4	Understand the role of government, employers and the unions in industrial relations	L4; L5
CO5	Describe the history, objectives, structure, functions, Conventions, recommendations and achievements of ILO	L5; L6
L1-Remember ; L2- Understand; L3- Apply; L4-Analyze; L5- Evaluate; L6 create		

Pedagogical Methods Adopted:
Lectures, Blended Learning, Flipped Learning, Online Learning, PPT, Discussion, Small Group Exercises, Brain Storming, Assignment, Seminar, Invited Talks / Guest Lectures /Webinars/ Experiential Learning, Participative Learning, Simulated Learning, Peer Group Learning, Facilitated Learning, etc.

Course content:

UNIT – I
Industrial Relations in India: Concept of Industrial Relations, Theories, characteristics of a good Industrial Relation System, state and central industrial Relations policy, Tri-partite approach, Industrial labour Conference, code of Discipline in Industry.
ILO: History aims Objectives, structure, functions and achievements, Influence of ILO on industrial relations. National Labour Commission.

UNIT – II
Trade Union Movement: National and International Trade unionism: Historical Perspective Objectives, Problems faced recognition of trade unions. Employer's federations; origin, growth objectives, functions, structure and administration.

UNIT – III
Collective Bargaining: Meaning, goals, phases pre-requisites, principles, theories, strategies skills; Factors influencing collective bargaining, content of collective agreements, productivity in bargaining, collective bargaining in abroad.

UNIT – IV
Industrial Conflicts: concepts of industrial peace and industrial conflict: causes consequences, strikes and lockout. Machinery for prevention and settlement of disputes; arbitration and adjudication; Grievances procedure and domestic enquiry.

UNIT – V
Worker participation in Management: meaning and scope of industries in India, UK, Germany and Yugoslavia; Gandhian Trusteeship Philosophy.

References
1. Agarwal, R. D. (1972). *Dynamics of Labour Relations in India*. Bombay: Tata McGraw-Hill Publishing Company.
2. Bhatia, S. K. (2003). *Constructive Industrial Relations and Labour Laws*. Deep and Deep Publications.
3. Charles Andrew Myers, & Subbiah Kannappan. (1970). *Industrial Relations in India*. London: Asia Publishing House.
4. Kumar, H. L. (2010). *Practical Guide to Industrial Disputes*. Universal Law Publishing.
5. Myers, C. A. (1970). *Industrial relations in India*. Asia Pub. House.
6. Schmalensee, R., & Willig, R. D. (1989). *Handbook of industrial organization*. North-Holland; New York, N.Y., U.S.A.
7. Sharma, R. C. (2016). *Industrial relations and labour legislation*. Phi Learning Private.
8. Yoder, D., & Staudohar, P. D. (1986). *Personnel management and industrial relations*. Prenctice Hall Of India.

COS	Mapping with programme outcomes									
	Programme outcomes					Programme specific outcomes				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	2	3	3	3	3	3	2	3	2
CO2	3	3	3	3	3	3	3	3	3	2
CO3	2	3	2	3	2	2	3	2	3	1
CO4	3	1	2	2	3	1	3	2	2	3
CO5	2	3	2	3	2	3	1	2	3	2

1-Low, 2-Medium, 3-Strong

A3SWHR8 - LABOUR WELFARE AND LABOUR LEGISLATIONS

Course Aim:

The aim of the course is to understand the concept, principles, theories of labour welfare ,to understand the growth of Labour welfare in India,to study the problems of labour and labour welfare measures,to understand the law related to working conditions, labour relations, social security and wage legislations and to provide knowledge on review of Labour Relations and case laws,to develop and acquire skill in approaching the labour problems,to face challenges posed by corporate environment & Trade Unions.

Course outcome : at the end of the course the students would be able to :

CO1	Understand the concept, principles and theories of labour welfare, Analysis the labour problems and issues	L1; L2
CO2	Develop problem solving skills in industrial settings, Implement effectively the statutory and non - statutory labour welfare programmes	L2; L4
CO3	Understand the labour policies and legislations,Work as a labour welfare officer	L3; L5
CO4	Aware of role, duties and functions of labour welfare office, Capable of organising worker education programmes to the employees	L4; L5
CO5	Competent in use of social work knowledge, skills and techniques in industrial settings	L5; L6
L1-Remember ; L2- Understand; L3- Apply; L4-Analyze; L5- Evaluate; L6 create		

Pedagogical Methods Adopted:

Lectures, Blended Learning, Flipped Learning, Online Learning, PPT, Discussion, Small Group Exercises, Brain Storming, Assignment, Seminar, Invited Talks / Guest Lectures /Webinars/ Experiential Learning, Participative Learning, Simulated Learning, Peer Group Learning, Facilitated Learning, etc.

Course content:

UNIT – I
Labour Welfare: Concept, principles, theories. growth of Labour welfare in India; types of welfare; Labour problems: Absenteeism addiction, indebtedness, family distress and social work intervention. Labour welfare programmes: Statutory and Non – Statutory. Labour welfare officer: Status, role, duties function and workers education.

UNIT – II
Law Related to working conditions: Factories Act 1948.The plantation labour Act 1951, Indian Mines Act 1952,and Apprentices Act 1961 Tamil Nadu Industrial Establishment (National and Festival holidays) Act 1951. Tamil Nadu Shops and Establishment Act 1947,

.**Labour Relations Legislations:** The Trade Union Act 1926, Industrial Disputes Act 1947, The Industrial Employment (Standing orders) Act 1946,

UNIT – III
Employment Legislations: The Employment Exchange (compulsory notification of vacancies) Act 1959, The Contract Labour Regulation & Abolition Act 1950, Conformation of Permanent Status Act. The Sexual Harassment of women at workplace Act 2013; The Inter state Migrant workmen (regulation of employment and condition of service) Act1979

UNIT – IV
Social Security Legislations: Workmen's Compensation Act 1923, Employees State Insurance Act 1948, Employees Provident fund Act 1952 including the Pension Scheme 1995. The Maternal Benefit Act 1961,

UNIT – V
Wage Legislation: The Payment of Wages Act 1936, The Minimum wages Act 1948, The Payment of Bonus Act 1965, The Equal Remuneration Act 1976. Payment of Gratuity Act 1972, Tamil Nadu labour welfare fund.

References

1. Britain, G. (1948). *The Factories Act, 1948*. Universal Law Publishing.
2. Choudhary, C. M., & Jain, A. (2002). *Labour legislation in India*. Indus Valley Publications.
3. Deakin, S. F., & Morris, G. S. (2012). *Labour law*. Hart Publishing.
4. Kumar, A. (2003). *Labour Welfare and Social Security*. Deep and Deep Publications.
5. Marsh, A. (1979). *Concise Encyclopedia of Industrial Relations*. Farnborough, Engl.: Gower Press.
6. Meenakshi Gupta. (2007). *Labour welfare and social security in unorganised sectors*. Deep & Deep Publications.
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8. Reddy. (2004). *Labour Welfare and Personnel Service*. APH Publishing.
9. Srivastava S.C. (2007). *Industrial Relations and Labour Laws, 7th Edition*. Vikas Publishing House.
10. Srivastava, S. C. (2012). *Industrial relations and labour laws*. New Delhi Vikas.
11. Varahagiri Venkata Giri. (1972). *Labour Problems in Indian Industry*. Mumbai (Bombay); Asia Publishing House.
12. Yoder, D., & Staudohar, P. D. (1986). *Personnel management and industrial relations*. Prenctice Hall Of India.

COS	Mapping with programme outcomes									
	Programme outcomes					Programme specific outcomes				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	2	3	3	3	3	3	2	3	2
CO2	3	3	3	3	3	3	3	3	3	2
CO3	2	3	2	3	2	2	3	2	3	1
CO4	3	1	2	2	3	1	3	2	2	3
CO5	2	3	2	3	2	3	1	2	3	2

1-Low, 2-Medium, 3-Strong

A3SWHR9 - ORGANISATIONAL BEHAVIOUR

Course Aim:

The aim of the course is to help students build a knowledge base appropriate to and Organizational Behaviour, enable the students to perceive and develop the attitudes required for the successful application of organizational Behaviour, assist them to perceive develop the skills appropriate to the field practices, enable the students to understand the Organizational Dynamics,enable the students to understand human engineering and its application in industries/organisations, enable the students to understand the Organizational Culture and development.

Course outcome : at the end of the course the students would be able to :

CO1	Described as how an organization manages and promotes organizational learning, better business practices and strategic management.	L1; L2
CO2	Understand the concept, history, models and interdisciplinary nature organisational behaviour	L2; L4
CO3	Describe the contributions of Hawthorne studies	L3; L5
CO4	Understand the organizational effectiveness, organizational climate human groups, small groups, group dynamics	L4; L5
CO5	Skillful in understanding prediction and controlling interpersonal relationships using transnational analyses	L5; L6
L1-Remember ; L2- Understand; L3- Apply; L4-Analyze; L5- Evaluate; L6 create		

Pedagogical Methods Adopted:
Lectures, Blended Learning, Flipped Learning, Online Learning, PPT, Discussion, Small Group Exercises, Brain Storming, Assignment, Seminar, Invited Talks / Guest Lectures /Webinars/ Experiential Learning, Participative Learning, Simulated Learning, Peer Group Learning, Facilitated Learning, etc.

Course content:

UNIT – I
Organizational Behaviour: Interdisciplinary nature, Genesis. Personality- Meanings, Determinants, the role of theory in understanding personality. the role of theory in understanding personality. Elements of Personality theories-Psychoanalytic theory, Organismic theory, Self-actualization theory, S-R-theory. Models- Contributions of Hawthorne studies. System views of Organization level of analysis (Individual, group and organization). Organizational Effectiveness, Organizational Climate

UNIT – II

Human Behaviour at Work: Individual differences of attitude, Job satisfaction, morale, motivation & models of motivation, Theories of motivation - Maslow, Herzberg, Mc Alleland, Vroom, Porter & Lawler. **Role Conflict**, Congruence, Intelligence and learning, Individual differences Aptitude and Attitude survey, Emotion and Adjustment, Frustration, Perception, Dimensions of conflict and conflict resolution- stress management and effective communication-Transactional Analysis, Johari Window. Theories of organisation, Classical and Modern Organisation structure

UNIT – III

Organizational Dynamics: Style, types; Leadership- Influence-Interaction process, Traditional theories and classical studies, modern theories, styles, job design, Job enlargement, Job Enrichment. Group dynamics, Human Groups, small groups, dynamics of group formation- Transactional analysis, Psychological aspects of accident and accident prevention, power, authority. Organisational change: process, resistance to change, planning and Implementation.

UNIT – IV

Human Engineering-Man, machine system, human factors engineering and its application, Job Design, Work design and Modern Organization Design. Employee counseling, Japanese Style of Management-5S, Kaizen and Six Sigma and its applicability.

UNIT – V

Organizational Culture-Meaning and characteristics, Challenges, Organizational socialization process, Function and effects, role of leaders, Assessing organizational culture, changing organizational culture, developing a global organizational culture. Communication-Inter-personal and organisational, Organisation development.

References

1. Davis, K. (1981). *Human behaviour at work: Organisational behaviour.* Tata Mcgraw-Hill.
2. Gowler, D., Legge, K., & Clegg, C. W. (1993). *Case studies in organizational behaviour and human resource management*. P. Chapman Pub.
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5. Jewell, L. N., & H. Joseph Reitz. (1981). *Group Effectiveness in Organizations*. Pearson Scott Foresman.
6. King, D., & Lawley, S. (2019). *Organizational Behaviour* (4th ed.). Oxford University Press, Cop.
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12. Shajahan. (2007). *Organisation Behaviour*. New Age International.
13. W J K Davies. (1981). *Human behaviour at work: organizational behaviour*. Mcgraw-Hill.
14. Witte, K. D., & Muijen, V. (2020). *Organizational culture*. Psychology Press.

Mapping with programme outcomes									
COS	**Programme outcomes**					**Programme specific outcomes**				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	2	3	3	3	3	3	2	3	2
CO2	3	3	3	3	3	3	3	3	3	2
CO3	2	3	2	3	2	2	3	2	3	1
CO4	3	1	2	2	3	1	3	2	2	3
CO5	2	3	2	3	2	3	1	2	3	2

1-Low, 2-Medium, 3-Strong

A3SWHR10 - IT & E – BUSINESS

Course Aim:
The aim of the course is to Balance chance and risk of electronic business activities Develop a business model for electronic products and services, Understand the value chain including the information, negotiation, and processing phase of electronic business transactions, Know the characteristics of customer relationship management and online marketing .Understand the effects of electronic business for individuals and society.

Course Outcome: at the end of the course the students would be able to:

CO1	Understand the basic concepts of IT & E business and apply basic marketing techniques and strategies on the internet, including analysis of their effectiveness	L1; L2
CO2	Understand the E-Contracting and online distribution and E-Payment system in business organisations	L2; L3
CO3	Mange the Electronic Customer Relationship Management and analyze data on the activity of users in order to make informed decisions as to marketing and business management in the organization and development of the product / service.	L4; L5
CO4	Apply the basic techniques of positioning on the Internet in creating the marketing image of the organization as well as the product brand	L4; L5
CO5	Understanding of the importance of the Internet as an environment for creating social and business processes.	L6
	L1-Remember; L2- Understand; L3- Apply; L4-Analyze; L5- Evaluate; L6 create	

Pedagogical Methods Adopted:
Lectures, Blended Learning, Flipped Learning, Online Learning, PPT, Discussion, Small Group Exercises, Brain Storming, Assignment, Seminar, Invited Talks / Guest Lectures /Webinars/ Experiential Learning, Participative Learning, Simulated Learning, Peer Group Learning, Facilitated Learning, etc.

Couse Content

UNIT I
The E-Business Framework
Meaning, Difference between electronic business and electronic commerce, electronic markets, disintermediation, horizontal and vertical market places. E-Products and E-Services, Classification of business webs: agora, aggregation, value chain, alliance, supply chain net; business model for e-products and e-services, branding and pricing

UNIT II
E-Procurement
Difference between purchase and procurement, market solutions: sell-side, buy-side, and market place; integration of product catalogue, procurement service providing. Online Marketing

comparison of online media, usage of Internet and websites, stages of a customer development model: surfer, consumer, prosumer, buyer, and key customer

UNIT III
E-Contracting
Generic services: information, negotiation, archiving, enforcement, reconciliation; structure of a contract, digital signature, legal affairs. Online Distribution, Components of a distribution system, characterisation of online distribution, hybrid distribution networks, model for electronic software distribution, Information Management & Electronic Business

UNIT IV
E-Payment
Electronic means of payment, micro and macro payment, classification of payment systems: credit cards, customer accounts, digital money; secure transactions

UNIT V
Electronic Customer Relationship Management
Objectives of CRM, customer acquisition and liaison, customer buying cycle, architecture of CRM systems, customer satisfaction survey.

References
1. Becker, B. E., Huselid, M. A., & Ulrich, D. (2001). *The HR scorecard: Linking people, strategy, and performance*. Harvard Business School Press.

2. Caves, R. E., Frankel, J. A., & Ronald Winthrop Jones. (2013). *World trade and payments: an introduction*. Pearson Education.

3. E Raymond Corey. (1981). *Procurement management: strategy, organization, and decision-making*. Boston, Mass. Cbi.

4. Fjermestad, J. (2016). *Electronic customer relationship management.* Routledge.

5. Grefen, P. (2010). *Mastering E-Business*. Routledge.

6. Martinez-LópezF. J. (2014). *Handbook of Strategic e-Business Management*. Berlin, Heidelberg Springer.

7. May, P. (2000). *The business of ecommerce: from corporate strategy to technology*. Cambridge University Press.

8. Shaw, M. (2000). *Handbook on electronic commerce*. Springer.

9. Tapscott, D., Lowy, A., & Ticoll, D. (2001). *Digital capital: harnessing the power of business webs.* Brealey.

COS	Mapping with programme outcomes									
	Programme outcomes					Programme specific outcomes				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	2	3	3	3	3	3	2	3	2
CO2	3	3	3	3	3	3	3	3	3	2
CO3	2	3	2	3	2	2	3	2	3	1
CO4	3	1	2	2	3	1	3	2	2	3
CO5	2	3	2	3	2	3	1	2	3	2

1-Low, 2-Medium, 3-Strong

A3SWHR11 - RESEARCH PROJECT WORK

Description

A learner should prepare and submit dissertation, under the guidance of a faculty The learner is to engage meaningfully in the process of problem formulation, review of literature related to the study, preparing the research proposal, choosing an appropriate research strategy and developing instruments of data collection, collecting the data, processing, analysing and interpreting the data and preparing the research report.

The length of the research report may be between 60-75 pages and not exceeding 100 pages

Objectives

- ➢ To enhance research attitude among the students.
- ➢ To enhance the students to find out the problem and equips them to carry out research in a scientific manner.
- ➢ To provide them complete knowledge about research methodology and reporting.
- ➢ To enable the students to learn the operational functions, analysis of data and interpretation of results.

Assessment/Evaluation & Viva Voce

1. PROJECT REPORT EVALUATION (Both Internal & External)

External – 100 Marks

i.	Plan of the project	-	15
ii.	Execution of the plan	-	45
	Methodology/Data / Organisation of Materials / Hypothesis, Testing etc and presentation of the report		
iii.	Individual Initiative	-	15
iv.	Viva Voce	-	25

TOTAL   -   **100 marks**