

Curriculum of M.A. HRM (Human Resource Management)

*(Under CBCS with Concurrent
In-Plant Training and Field Visits)*

From 2022-23 onwards



DEPARTMENT OF LIFELONG LEARNING

SCHOOL OF EDUCATION

BHARATHIDASAN UNIVERSITY

KHAJAMALAI CAMPUS

TIRUCHIRAPPALLI - 620 023.

**M.A.HRM(Human Resource Management) Course Structure under CBCS (Restructured)
from 2022-2023 onwards**

CIA/ Sessional Marks : 25

ESE/Annual Marks: 75

Sl. No.	Semester	Course Code	Course Title	Hrs/Week	Credits	Exam Hrs
1	I	22HRM1CC1-(Core Course)	Principles of Management	5	5	3Hrs
2	I	22HRM1CC2-(Core Course)	Human Resource Management	5	5	3Hrs
3	I	22HRM1CC3-(Core Course)	Communication Skills for Managers	5	5	3Hrs
4	I	22HRM1CC4-(Core Course)(OR) 22HRM1CC5-(Core Course)	Organizational Behaviour(OR) Employee Engagement	5	5	3Hrs
5	I	22HRM1CC6-(Core Course)	Interpersonal Relations and Soft Skills Development	5	5	3Hrs
6	I	22HRM1FE1-(Field Exposure)	Field Exposure-I	2	2	Report & Viva Voce
TOTAL				27	27	
7	II	22HRM2CC7 -(Core Course)	Industrial Relations and Collective Bargaining	5	5	3Hrs
8	II	22HRM2CC8-(Core Course)	Managerial Economics	5	5	3Hrs
9	II	22HRM2CC9 -(Core Course)(OR) 22HRM2CC10 -(Core Course)	Human Resource Development(OR) Training and Development	5	5	3Hrs
10	II	22HRM2CC11 -(Core Course)	Compensation Management	5	5	3Hrs
11	II	22HRM2EC1-(Elective Course) (OR) 22HRM2EC2-(Elective Course)	Emotional Intelligence and Managerial Effectiveness.(OR) Counseling and Guidance	4	4	3Hrs
12	II	22HRM2FE2-(Field Exposure)	Field Exposure-II	2	2	Report & Viva Voce
13	II	22HRM2NME1 (Non-Major Elective)	Personality and Soft Skills Development (For other Departmental Students)	3	2	3Hrs
14	II	22HRM2VA1(OR) 22HRM2VA2 (Self-Learning Paper)	Public Speaking (OR) MOOC Course	2	-	3Hrs
TOTAL				31	28	
15	III	22HRM3CC12-(Core Course)	Research Methodology	5	5	3Hrs
16	III	22HRM3CC13-(Core Course)	Labour Laws	5	5	3Hrs
17	III	22HRM3CC14-(Core Course) (OR) 22HRM3CC15-(Core Course)	Performance Management(OR) Talent Management	5	5	3Hrs
18	III	22HRM3EC3-(Elective Course) (OR) 22HRM3EC4-(Elective Course)	Organizational Development(OR) Welfare and Safety	4	4	3Hrs
19	III	22HRM3EC5-(Elective Course) (OR) 22HRM3EC6-(Elective Course)	Corporate Social Responsibility (OR) Human Resource Information System.	4	4	3Hrs
20	III	22HRM3IPT-(In-Plant training)	In-Plant Training(2-3 Weeks)	3	3	Report & Viva Voce
21	III	22HRM3NME2 (Non-Major Elective)	Entrepreneurship Development (For other Department Students)	3	2	3Hrs
TOTAL				29	28	
22	IV	22HRM4CC16-(Core Course)	Knowledge Management	5	5	3Hrs
23	IV	22HRM4CC17-(Core Course) (OR) 22HRM4CC18-(Core Course)	Total Quality Management (OR) Information Technology for Managers	5	5	3Hrs
24	IV	22HRM4EC7-(Elective Course) (OR) 22HRM4EC8-(Elective Course)	Entrepreneurship Development(OR) Natural Resource Management	4	4	3Hrs
25	IV	22HRM4EC9-(Elective Course) (OR) 22HRM4EC10-(Elective Course)	Global Human Resource Management(OR) Office Management	4	4	3Hrs
26	IV	22HRM4PW-(Project Work)	Project Work/Dissertation (100 Marks)	5	5	Report & Viva Voce
TOTAL				23	23	
GRAND TOTAL				110	106	

BHARATHIDASAN UNIVERSITY, KHAJAMALAI
CAMPUS, TIRUCHIRAPPALLI-23
SCHOOL OF EDUCATION, DEPARTMENT OF LIFELONG LEARNING
M.A. HRM (Human Resource Management) Under Choice Based Credit
System REGULATIONS (Restructured)
(For the candidates admitted from the academic year 2022-2023 onwards)

1. Name of the Programme

Bharathidasan University is offering a two-year M.A. Degree Programme in Human Resource Management (HRM) through the Department of Lifelong Learning, School of Education, Bharathidasan University.

2. Eligibility for admission to the Programme

A candidate who has passed any bachelor Degree Examination of Bharathidasan University or an examination of any other University accepted by the Syndicate of Bharathidasan University as equivalent to any UG degree examination of Bharathidasan University may be permitted to qualify for the MA in HRM Degree by undergoing courses and appearing for the examinations of this Department. A candidate for admission to the programme shall not be more than 40 years of age on 1st July of the year of admission.

3. Duration of the Programme

The Programme is for a period of two years. Each year shall consist of two semesters namely Odd and Even semesters. Odd semesters shall commence from July and even semesters from December. The programme shall comprise not less than 450 teaching hours for each semester.

4. Scheme of the Examination

The End Semester Examination (ESE) for the first and third semester will be conducted in November/December and the examination relating to second and fourth semester will be in April/May. A candidate who could not earn credits in certain course(s) of the first, second and third semesters will be permitted to appear in such course(s) along with the courses in any subsequent semester examination.

Semester	Courses
I	5 Core Courses which one course has two Choice 1 Field Exposure- I
II	4 Core Courses in which one course has two Choice 1 Department Elective Course with two Choice 1 University Elective Course/NME1 1 Field Exposure-II 1 Value Added Course with two choice

III	3 Core Courses which one course has two Choice 2 Department Elective Course with two Choice 1 In-plant Training 1 University Elective Course/NME2
IV	2 Core Courses with one Choice in which one course has two Choice 2 Department Elective Courses Elective Course with two Choice 1 Project Work/Dissertation

- The Core Courses (CC), Department Elective Courses (DEC) and University Elective Courses (UEC), Non-Major Elective (NME) shall be offered by the Department and Value Added Courses (VAC) or One MOOC course is Self-Study Paper.
- The maximum marks for the examination conducted for each course is 100 out of which 75 are for End Semester Examination (ESE) and 25 are for Continuous Internal Assessment (CIA).
- Grade "AAA" means absent for the ESE for the course.
- The number of contact hours per week for any course shall range from four to six hours.
- The examinations will be conducted by the Department.
- Duration for ESE for theory shall be three hours and for Field exposure three to six hours.
- **To qualify for the degree, the candidate has to earn 108 credits by way of earning at least 70 credits in Core courses, 20 credits in the Department Elective courses, 4 credits in University Elective courses/Non-Major Elective Course (NME) and 5 credits in the Project Work / Dissertation mentioned above and 7 credits in the Field Exposure I, II / In-plant Training and 2 credits in Value Added Course. The Sixth Unit is meant for Optional.**
- The content of the syllabus for each course is divided into six units.
- In each component 25% of the marks shall be for CIA and 75% for ESE.
- The syllabi will be framed by the Board of Studies consisting of all the members of the faculty in the Department and some experts from outside the department (approved by the University) with Head of the Department as the Chairperson.
- There is no provision for improvement of marks in CIA in any course; however, improvement of ESE marks in a course other than Project Work and Field Exposure will be allowed in the immediately succeeding ESE. Besides the Regulation and Re-totalling of Marks are available as per University norms.
- In the statement of marks both the marks obtained by the candidate and the grade awarded to him/her will be mentioned.

- The admitted candidates have to complete their respective programmes within the stipulated period (i.e.) 2 years. Those who fail to complete the programme within the stipulated period, a further period of 2 years alone is given as an extension and the candidate has to complete the programme within the extended period.

5. Attendance

- Every student should put in at least 75% attendance in each course.
- In each semester every candidate must compulsorily register for the examination in all the courses attended in that semester.
- No candidate who has put in attendance for less than 75% of the working days in a semester will be permitted to take the ESE pertaining to that semester unless he/she gets a condonation certificate.
- On the day on which a course is concluded, the Course Teacher of the course shall intimate the Head of the Department with the particulars of all students who have a shortage of attendance in the course offered by him/her.
- Condonation of shortage of attendance shall be given as per the provisions given below:
 - ✓ The Head of the Department may condone lack of attendance for a student in a course when the student had put in at least 65% attendance for the course concerned and pays a condonation fee of suitable amount to be prescribed by the University from time to time.
 - ✓ The Head of the Department shall announce the names of all students who will not be eligible to take the end-semester examination in the various courses due to shortage of attendance.
 - ✓ A candidate who has put in less than 65% attendance in a course, he/she has to either repeat the course or take an equivalent course.

The above rules are framed as per regulations of the Bharathidasan University.

6. Letter Grade and Grade Points of the Courses and

Final Result Grade points and Letter grade are assigned as per the following table:

Marks	Grade Points	Letter Grade
90–100	10	S
80–89	9	A
70–79	8	B
60–69	7	C
50–59	6	D
0–49*	0	-----

ABSENT	0	AAA
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*-not to be printed in the marks statement.

From second semester onward the total performance within a semester and continuous performance starting from the first semester are indicated by Grade Point Average (GPA) and Cumulative Grade Point Average (CGPA). For the first semester GPA alone is given and denoted by GPA_1 .

GPA and CGPA are calculated by the following formula:

$$GPA_j = \frac{\sum_i C_i GP_i}{\sum_i C_i}, \quad CGPA = \frac{\sum_j S_j GPA_j}{\sum_j S_j}, \quad 1 < j \leq n$$

where C_i is the credit assigned to the i -th subject;

GP_i is the grade point earned in the i -th subject;

S_j is the sum of the credits assigned to each course of the j -th semester; GPA_j

is the grade point average earned in the j -th semester.

n total no. of semesters

Final Result

CGPA is 9 and above (with pass in all subjects in first attempt)	I Class with Distinction
CGPA is 7 and above but less than 9	I Class
CGPA is 5 and above but less than 7	II Class

7. Earning credits for a Course

- A candidate shall be declared to have earned credits in a course, if he/she secures not less than 40% marks in the end semester examination and not less than 50% aggregate marks of End Semester Examination (ESE) and CIA.
- There is no CIA for the Project Work; however the total marks is 100. Out of 100 marks for the Project Work, 40 marks will be for two reviews (2 x 20), 40 marks for evaluation of the Project Work/ Dissertation (2x20) and 20 marks for the Viva-voce Examination (2x10).
- There is no CIA for the report of the field exposure I & II & In plant training; however the total marks is 100. Out of 100 marks for the above reports, 40 marks will be for two reviews (2x20), 40 marks for the evaluation of the report (2x20) and 20 marks for the Viva-voce examination (2x10), which will be conducted through formal examinations.
- A candidate shall be declared to have earned credits in the Project work/ Field work/ In-plant Training Reports if he/she gets not less than 40% in the aggregate of marks obtained in two reviews and evaluation and not less than 50% of the total marks obtained in the three components (two reviews, evaluation and Viva-Voce). However

the candidates should compulsorily attend the viva-voce examination to earn credits in Project Work/Dissertation, Field Exposures/In-Plant Training/Industrial Visits/Reports.

8. Instant Examination

The Department will conduct instant examination to a candidate in May/June if only one course remains to be cleared by him/herself to qualify for the degree.

Note: The above regulations are subject to amendments from time to time.

Semester	Courses
I	5 Core Courses with one Choice 1 Field Exposure-I
II	4 Core Courses with one Choice 1 Department Elective Course 1 University Elective Course/NME1 1 Field Exposure-II 1 Value Added Course
III	3 Core Courses with one Choice 2 Department Elective Courses 1 In-plant Training 1 University Elective Course/NME2
IV	2 Core Courses with one Choice 2 Department Elective Courses 1 Project Work/Dissertation

*CORE COURSES (CC)

Course Code	Title of the Course	Lecture Hours /Week	Tutorial Hours	Practical Hours	Credits	Prerequisite (Exposure)
Semester-I						
22HRM1CC1- (Core Course)	Principles of Management	4	2	0	5	Nil
22HRM1CC2 - (Core Course)	Human Resource Management	4	2	0	5	Nil
22HRM1CC3 - (Core Course)	Communication Skills for Managers	4	2	0	5	Nil
22HRM1CC4 (Core Course)	Organizational Behaviour (OR)	4	2	0	5	Nil
22HRM1CC5 (Core Course)	Employee Engagement					

22HRM1CC6- (CoreCourse)	InterpersonalRelations andSoftskillsd evelopment	4	2	0	5	Nil
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Semester- II						
22HRM2CC7- (CoreCourse)	IndustrialRelations and CollectiveBar gaining	4	2	0	5	Nil
22HRM2CC8- (CoreCourse)	ManagerialEconomics	4	2	0	5	Nil
22HRM2CC9- (CoreCourse)	Human ResourceDevelopmen t(OR)	4	2	0	5	Nil
22HRM2CC10- (CoreCourse)	TrainingandDevelop ment					
22HRM2CC11- (CoreCourse)	Compensation Management	4	2	0	5	Nil
Semester- III						
22HRM3CC12- (CoreCourse)	ResearchMethodology	4	2	0	5	Nil
22HRM3CC13- (CoreCourse)	Labour Laws	4	2	0	5	Nil
22HRM3CC14- (CoreCourse)	Performance Management(OR)	4	2	0	5	Nil
22HRM3CC15- (CoreCourse)	TalentManagement					
Semester- IV						
22HRM4CC16- (CoreCourse)	Knowledge Management	4	2	0	5	Nil
22HRM4CC17- (CoreCourse)	Total QualityManageme nt(OR)	4	2	0	5	Nil
22HRM4CC18- (CoreCourse)	Information TechnologyforMa nagers					

*CoreCoursesforDepartmentalStudents

*** DEPARTMENTELECTIVECOURSES(DEC)/(EC)ANDFIELDEXPOSUREI,II/IN-
PLANTTRAINING,PROJECTWORK/DISSERTATION&**

Code	Titleofthe Course	Lecture Hours /Week	Tutorial Hours	Practical Hours	Credits	Prerequisite (Exposure)
Semester-I						
22HRM1FE1	Field Exposure I(100Marks)	0	2	2	2	Nil
Semester-II						
22HRM2EC1	EmotionalIntellige nce andManagerialEff ectiveness.(Or)	4	2	0	4	Nil

22HRM2EC2	Counseling andGuidance					
22HRM2FE2	FieldExposureII (100 Marks)	0	2	2	2	Nil

Semester- III						
22HRM3EC3	Organizational Development(OR)	4	2	0	4	Nil
22HRM3EC4	Welfare and Safety					
22HRM3EC5	Corporate Social Responsibility (OR)	4	2	4	4	Nil
22HRM3EC6	Human Resource Information System					
22HRM3IPT	In-Plant Training (2-3 Weeks) (100 Marks)	0	3	3	3	Nil
Semester- IV						
22HRM4EC7	Entrepreneurship Development(OR)	4	2	0	4	Nil
22HRM4EC8	Natural Resource Management					
22HRM4EC9	Global Human Resource Management(OR)	4	2	0	4	Nil
22HRM4EC10	Office Management					
22HRM4PW (Project Work)	Project Work /Dissertation (100Marks)	0	5	5	5	Nil

*Elective Courses for Departmental Students

***VALUE ADDED COURSE**

Code	Title of the Course	Lecture Hours/ Week	Tutorial Hours	Practical Hours	Prerequisite (Exposure)
22HRM2VA1	Public Speaking(OR)	2	2	2	Nil
22HRM2VA2	MOOC Course				

* Value added Courses for Departmental Students

***UNIVERSITY ELECTIVE COURSES(UEC)/NON-MAJOR ELECTIVE COURSE(NME)**

Code	Title of the Course	Lecture Hours	Tutorial Hours	Practical Hours	Credits	Prerequisite
22HRM2NME1 (Non-Major Elective)	Personality and Soft Skills Development	3	2	-	2	As per Univer

22HRM3NME2 (Non-Major Elective)	Entrepreneurship Development	3	2	-	2	University Norms
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*Non-Major Elective Courses for other Departmental Students of the University.

For each Course other than the Project Work/Field Exposure/In-Plant Training Report

Continuous Internal Assessment (CIA)	–	25
Marks End Semester Examination (ESE)	–	75
Marks Total	–	100 Marks
ESE Duration	–	3 Hours.

For Project Work/Field Exposure/In-Plant Training Report

2 Reviews (Internal and External)	–40 Marks (2 x
20) Evaluation of the Project Work, Field Exposure/ In-Plant Training Report Each (Internal and External)	–40 Marks (2 x
20) Viva Voce (Internal and External)	–20 Marks (2x10)
Total	– 100 Marks
Credits	–5 for Project Work, Each 2 credits for Field Exposure Report and 3 credits for the In-plant Training Report

Total Credits should not be less than

108 Sessional Assessment/CIA for all the Papers

- a) 2 Tests : 15 Marks
- b) 1 Assignment : 5 Marks
- c) 1 Seminar : 5 Marks

Total Marks : 25 Marks

M.A.(HRM)PROGRAMMEOUTCOMES

- The Professionally competent PG HRM Graduates come up with right mix of Knowledge-bank, Skill-set, Mind-set and Pragmatic wisdom in their chosen fields.
- The Seasoned and Spiritedness PG HRM Graduates exhibit sense of commitment to fruitful contribution to society and nation with benchmark quality contours.
- The Leadership Latitude exuberant PG HRM Graduates are mentored that they are ready to lead or support emergent leadership in their chosen fields with commitment to nobility and rationality.
- PG HRM Graduates are directed in Understanding of ethical principles and responsibilities, moral and social values in day-to-day life thereby attaining Cultural and Civilized personality.
- PG HRM Graduates are able to **collate** information from different kinds of sources and gain a coherent understanding of the subject.

M.A.(HRM) PROGRAMME SPECIFIC OUTCOMES

M.A. HRM Graduates

- Exhibit the comprehensive knowledge framework and understanding of key functions of human resources.
- In-depth knowledge and understanding of human resource management at local, national and International level.
- Identify and evaluate the management techniques of human resource management.
- Ensure Effective utilization of resources.
- Examine the trends of human resource management using advanced techniques.
- Apply Comprehensive solutions to human resource management problems by evaluating performances.
- Enable management for handling grievances effectively.
- Treat Human as most valuable resource in the business.

5PRINCIPLESOFMANAGEMENT

Examination Duration : 3
HoursCIA/ Sessional
Marks :
25ESE/AnnualMarks: 75

CourseObjectives:

- Tomakethestudentsunderstandtheconceptsofmeaning,definitionandimportanceofmanagementanditsvariousfunctions.
- TomakethestudentsfamiliarwiththemanagementPrinciplesapplications.

UNIT–I:IntroductiontoManagement

Definition-Management – meaning, definition, three uses of management – FeaturesofmanagementadministrationVsmanagement-managementfunctionandprocess– managementrolesandskills-historicalbackgroundofmanagement–scientificmanagement – general administrative theories – Taylor, Fayol, Barnard, Herbert Simon, Peter Drucker andIndianmanagementthoughts-currenttrendsandissues.

UNIT–II:Planning&Organizing

Planning –Meaning, Definition, Importance, Characteristics, process and strategies – Decision making-definition, process and Effective Decision Making-Organizing – Purpose,Organizationalstructure–DepartmentationneedandBases:span–spanofcontrol– Authority, Responsibility, Accountability, Delegation - centralization and decentralization – organizationalcommunication–process,effectivecommunication,interpersonalcommunication– barrierstocommunication.

UNIT–III:Directing&Co-ordinating

Meaninganddefinitionofdirection,importanceandprinciplesofdirection,techniques of direction, meaning of supervision, functions of supervisors, meaning of Co-ordination, elements and features of coordination, importance ofCo-ordination and Co-operation steps for effective co ordination-Conflict –meaning, causes and management ofconflicts.

UNIT–IV:Leading

Understandingindividual, group and group dynamics- Leadership: Managing andLeading – Leadership theories–Leadership styles – Motivationanditsimportance.

UNIT–V:Controlling

Control – meaning, definition, functions and process - Controlling human element - Budget:meaning–zerobasedbudgeting-Break–EvenAnalysis.

UNIT–VI: Management and HRM

Meaning, Definition-Management-Human Resource Management, Differences-Relationship-Importance and Role and Functions.

Sessional Assessment

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|-----------------|------------|
| d) 2 Tests | : 15 Marks |
| e) 1 Assignment | : 5 Marks |
| f) 1 Seminar | : 5 Marks |

Total Marks : 25 Marks

Books for Study

- Harold Koontz, Cyril O'Donnell (1972) Principles of Management: An Analysis of Managerial Functions, McGraw-Hill.
- Essentials of Management 11th Edition By Harold Koontz, Heinz Weihrich, Mark V. Cannice © 2020 Management:
- A Global, Innovative, and Entrepreneurial Perspective 15th Edition By Heinz Weihrich, Mark V. Cannice, Harold Koontz © 2020 | Published: September 18, 2019
- Management: A Global, Innovative, and Entrepreneurial Perspective 15th Edition By Heinz Weihrich, Mark V. Cannice, Harold Koontz © 2020 | Published: September 18, 2019.
- Prasad, L.M., (1995), Principles of Management, Sultan Chant & Sons 23, Daryaganj, New Delhi-2.
- Rao, V.S.P., & Narayana, P.A., Management Concepts and Thoughts (1987), Konark Publishers Pvt. Ltd. 13, Daryaganj, New Delhi-2.
- Charles W L Hill, Steven L McShane, (2007), 'Principles of Management', McGraw Hill Education, Special Indian Edition.

Books for Reference

- Ashkenas, R., Ulrich, D. Jick, T., and Kerr, S., (1995), The Boundaryless Organization: Break in the Chains of Organizational Structure, San Francisco: Jossey-Bass Publishers.
- Avinash Kumar Srivastav, (2007), Differential Climate in the Organization: An Empirical Study Across Age Groups, Organizational Behaviour, The ICFAI University Press, Hyderabad, India.
- Avinash Smita Gupta, (2007), Organizational Commitment and Climate for Participation: An Empirical Study in Private and Public Sectors, Organizational Behaviour, The ICFAI University Press, Hyderabad, India.
- Bhaskar Rao, Y.K., (2000), Role of HRD in present Day Business in Subba Rao, P., (Ed.) 2000, Human Resource Management in the New Millennium, Himalaya Publishing House, New Delhi.
- Karuppaiyan. S (2012), Trends in Human Resource Management (Ed), Ideal Publications House, Trichy.
- Devanesan. P, From Management Jungle' to Strategic Human Resource Management Select Theoretical Perspectives.

Course Outcome

At the end of the course student acquired the knowledge to:

1. Manage conflict effectively
2. Create new management approach by using existing management principles
3. Be responsible for their roles in business environment
4. Effectively plan and organize programmes
5. Enable to tackle communication problems
6. Mobilize the efforts for developing interpersonal communication
7. Develop the new leadership style and Enable to work with groups
8. Make the work environment to have a good interpersonal communication.

HUMAN RESOURCE MANAGEMENT

Examination Duration: 3
HoursCIA/Sessional
Marks :
25ESE/AnnualMarks:75

Course**Objectives:** Make

the Students

1. To understand the definition and functions of HRM.
2. To study the evolution, development, contemporary thoughts and models of HRM.
3. To know the dimensions, activities and career planning of HRM.

Unit–I-Understanding Human Resource (HR) Management

HR-Meaning, Definition, Importance and need- HR Development- Meaning and dimensions, Department and its functions- HRM: Meaning, definition, Objectives, Principles, Scope and functions- Areas of HR- Recruiting, Training, Development- Appraisal, HR Accounting and Auditing. HRM and PM- Similarities and Dissimilarities- HRM for .. Corporate Excellence: Components and issues- Current Challenges of HRM

Unit –II-Evolution and Development of HRM

Philosophy & Principles- Versions of HRM: Hard and Soft- Evolution of HRM: Schools and stages- Contemporary HRM Thought: Guest, Leggy, Hendry & Pettigrew, Purcell, Sisson, Storey- HRM in India- Before and after globalization.

Unit–III- HRM Models and Critical Appraisal

Models: The Michigan (Matching) School- The Harvard Framework and the Contributions of Walton- The ‘Best Practice’ or Culture Model- The ‘Contingency’ or Strategic HR Model, McKinsey’s framework, HRM- Critical appraisal- Reservations, Contradictions and Reactions -Relevance and Challenges- Key HRM activities- Organization, Employee Relationship, KM and Resourcing.

Unit–IV-Strategic HRM

Strategic HR- Meaning, Definition, Dimensions, importance, Levels Corporate Strategy- Meaning, Characteristics- Traditional HR- Implementation of Strategic HR, Strategic Planning- Meaning, nature and importance- Building competitive advantage- Strategic Management- Meaning, purpose, vision and mission, Process, benefits and dysfunctions..

Unit–V-HR Career Management

HR career planning and development- Traditional versus Career Development focus, Factors in career choices- Career Cycle Stages, Occupational Orientations, Career management responsibilities- Career need assessment, Career opportunities, Plateaued employees and Career managers, Career management guidelines -Career counseling and mentoring- Managing promotions and transfers.

Unit-VI-TheFutureofHuman ResourceManagement

GlobalizationandHRM-InternationalAssignmentsandPoliticalInstability-Technology and HRM -HR Legislation and the Future of HRM - The Future of Unions – TheCharacteristics and Expectations of the 21st Century - Generational Differences - FutureTrendsInHumanCapitalandTalentManagement.

SessionalAssessment

- a) 2Tests :15Marks
b) 1Assignment : 5Marks
c) 1Seminar : 5Marks

TotalMarks :25Marks

MaterialsforStudy

1. VikasAroraandSeema Arora(2011)HRM, GlobalVisionPublishing.
2. S.K.Bhatia(2011),HRM,DeepandDeeppublicationsPVTLtd.
3. Aswathappal(2015),HRM,McGraw HillEducationIndia(P)Ltd.
4. RoberL.Mathis,JohnH.JacksonandManoRanjanTripathy(2012)HRM– AsouthAsianPerspective,CengageLearningIndiaPvt.Ltd.
5. NeeaSharma(2014)HRMin21stCentury, KumudPublications,NewDelhi
6. AshlyH.Pinnington,RobMacklin,TomCampbell,(2007)
HumanResource
Management: EthicsandEmployment,OxfordUniversityPress–ebook.
7. ChrisRoweleyandKeithJackson(2011) Routledge,London-ebook.
8. MatthukuttyM.Monippally(2019)BusinessCommunicationfromPrinciplestoPractice,M cGrawHillEducationIndia Pvt.Ltd.

Materials forReferences

- ✓ AvinashKumarSrivastav,(2007),DifferentialClimateintheOrganization:AnEmpiricalStudyAcrossAgeGroups,OrganizationalBehaviour,TheICFAIUniversityPress,Hyderabad,India.
- ✓ AvinashSmitaGupta,(2007),OrganizationalCommitmentandClimateforParticipation:AnEmpiricalStudyinPrivateandPublicSectors,OrganizationalBehaviour,TheICFAIUniversityPress,Hyderabad,India.
- ✓ EdwinB.Flippo(1980)PersonnelManagement,McGraw-Hill.
- ✓ SubbaRao.,P.,(Ed.)2000,HumanResourceManagementintheNewMillennium,HimalayaPublishingHouse,NewDelhi.
- ✓ Bhatia, S.K., 2005, International Human resource Management: A GlobalPerspective,DeepandDeepPublicationsPvt.Ltd.,NewDelhi.
- ✓ Bhatia,S.K.,2006,HumanResourceManagement:ACompetitiveAdvantage,DeepandDeeppublicationsPvt.Ltd.,NewDelhi.

Journal

SouthAsianJournalofHumanResourcesManagement,

2017onwards(SagePu

blications,NewDelhi)

Course Outcomes:

Students be able to understand the

1. Basics of HRM,
2. Difference between Personnel Management and Human Resource Management
3. Philosophy, Principles and various theories of HRM,
4. Models of HRM and Appraisal,
5. Various strategies of HRM,
6. Career development and opportunities of HRM,
7. Transfer and promotion systems and
8. Plan for career opportunities effectively and efficiently.

COMMUNICATIONSKILLSFORMANAGERS

Examination Duration: 3
HoursCIA/Sessional

Marks:

25ESE/AnnualMarks: 75

CourseObjectives:

- Tomakethestudentsawareoftherecentdevelopmentsincommunication
- Tomakethe
studentstounderstandth meaning,definition,importanceandfunctionsofcommunication.

UNIT-I-Communication

Communication–Meaning-Definition–Function–Process-
Importanceofeffectivecommunicationinbusiness–objectivesofcommunication–
mediaofcommunication–typesofcommunication–barrierstocommunication–
principlesofcommunication.

UNIT-II- Businessletter

Business letter – need, functions and kinds of business letter – essential of an
effectivebusiness letter – the language of a business letter – physics appearance –mechanical
structureofbusinessletter–planningtheletter.

UNIT-III-Formsofletter

Forms of letter – enquires – replies – offers and quotations – orders – execution
oforders – credit and status enquiries – trade and bank references – making status enquiries-
replayingstatusenquiries-complaintsandadjustments–collectionletters–circularletters.

UNIT-IV-ReportWriting

Reportwriting: report– importance of reports – types – characteristics of a goodreport
– preparing a report – report by individuals – report by committees –agenda andminutes of
meeting. Career Building – Today’s workplaces understanding yourself-Setting acareerGoal–
Jobsearch–PreparingyourResume–ResumeFormats.

UNITV-Formsofcommunication

Oral and other forms of communication – the telephone – handling complaints
andgrievances – answering enquiries – interviews - interviews techniques – suggestions
toensure the success of a good speech – qualities of good speaker – model speeches –
wordprocessor–telex–fax–E-mail–tele-conferencing.

UNIT–VI-Inter-Culturalcommunication

Inter-Culturalcommunication–need– Defining culture – componentsofculture –
Beingjudgmental–abigcommunicationRoadblock–corporateculture.

Sessional Assessment

- a) 2 Tests : 15 Marks
b) 1 Assignment : 5 Marks
c) 1 Seminar : 5 Marks

Total Marks : 25 Marks

Books for Study

- Rajendra Paul & Korlahalli, J.S, (2000), Essentials of Business Communication.
- Meenakshi Raman & Prakash Sing., (2015) Business Communication Oxford University Press, YMCA Library Building, 1, Jai Sing Road, New Delhi – 110 001. Page–222-232.
- Sanjay Kumar & Pushp Lata, (2015) Communication Skills, Oxford University Press, YMCA Library Building, 1, Jai Singh Road, New Delhi–110001.

Books for Reference

- Carlson, S. 2004, Technology threatens colleges with extinction, ex-president warns, chronicle of Higher Education, Vol-51: Chronicle of Higher Education.
- Dahama, O.P. and Bhatnagar O.P. 1985, Education and Communication for Development, Second edition, Oxford and IBH Publishing Pvt. Ltd. New Delhi.
- Everett M. Rosors, 1976, Communication and Development Sage Contemporary, Social Sciences Issues, New Delhi.
- Keval I. Kumar, 1981, Mass communication in India, Jaico Publishing House, Bombay.
- Pawan Kumar Jha, 2005, Communication Technology in Higher Education, Rajat Publications, New Delhi.
- Souza, Y. K. D., 1999. Communication Today and Tomorrow Discovery Publishing House, New Delhi.
- Gary Dessler (2019), Fundamentals of Human Resources Management, Pearson India Education Services Pvt. Ltd.
- Gary Dessler Biju Varkkey, (2020), Human Resources Management, Pearson India Education Services Pvt. Ltd.
- Prasad. L.M, (2019) Human Resources Management, Sultan Chand & Sons.

Course Outcome:

Students be able to understand and apply

1. Better communication and delivery system.
2. Analyse and report properly.
3. Technology in an effective manner.
4. Appropriate communication skills for solving business and other related problems.
5. Able to speaking, writing, reading and listening skills for taking most appropriate decisions.
6. Technical skills to handle grievances and find out the solution easily understanding work culture.
7. The learners use the communication technologies well, in the existing system.

ORGANISATIONAL BEHAVIOUR

Examination Duration : 3
 Hours CIA/Sessional
 Marks:
 25ESE/Annual Marks:75

Course**Objectives**

estudents

- ✓ To understand fundamentals of Psychology for getting more in-depth knowledge on Human psychology.
- ✓ To prepare for practicing the flexibility and Adoptability
- ✓ To prepare for attending and clearing UGC-NET Examination

UNIT– I-Basic Behavioural Concepts

Fundamentals of Psychology – Schools – Application and functions. Industrial psychology- Organizational Behaviour -- Concept, meaning objectives, approaches, Models, Historical development of OB, Five anchors of Organisational Behaviour.

UNIT–II- Organizational Climate

Organizational climate-meaning, importance, determinants, measurements - Historical development of OB, Hawthorne Experiments- Global scenario of OB

UNIT–III-Organizational Behaviour Determinants

Perception, learning, personality, Theories of motivation-Social system : culture, role, status -Environmental and experiential influences-Organizational environment structure and theory; technology and people, Complexity and variability-Stress, fatigue, monotony.

UNIT– IV– Organizational Behaviour Modification

B.M.: -- Concept, meaning, and application, Importance of Behaviour Modification- Motivating the workforce, Job satisfaction and work behaviours- Workplace emotions, values, attitudes and ethics, counseling -Conflict management: meaning, types, resolution model, Coping with problem employees.

UNIT–V- Organizational Dynamics

Team-Types, designs, development, cohesiveness- Team building-process, types, Managing Team Process-Team resource, Roles and Responsibilities, Self identity, Team skills- Group working–Inter-personal relationship.

UNIT–VI- Organizational Change

Organizational change: concept, objectives, impact, levels, approaches, Managing change- Organisational effectiveness: Concept, goal, approaches, factors and managerial effectiveness- Quality of work-life- Concept, factors, importance and approaches and Challenges of OB.

Sessional Assessment

- a) 2 Tests : 15 Marks
b) 1 Assignment : 5 Marks
c) 1 Seminar : 5 Marks

Total Marks : 25 Marks

Materials for Study

- ✓ Fayyaz Ahmed, Nazir Ahmed, Javid Ahmed, Organisational Behaviour, Atlantic Publications & Distributors Pvt, Ltd New Delhi, 2008.
- ✓ John M. Jvancegch, Robert Konopaok Michael, T. Makeson, Organisational Behaviour and Management, Tata McGraw Hill Publications Company Ltd, 2008.
- ✓ John B. Miner, Organisational Behaviour-1, Prentice hall of India Pvt. Ltd, N.D. 1 2007.
- ✓ Margie Parikh and Rajen Gupta, Organizational Behaviour, Tata McGraw Hill Education Private Limited, New Delhi, 2011.

Materials for References

- ✓ Fred Luthans, Organizational Behaviour, McGraw Hill publishers, 1985
- ✓ Marquardt, M.L. and Engel, D.W., 1993, Global Human Resource development, (Englewood Cliffs, NJ: Prentice Publishers.
- ✓ Prasad L.M., Organizational Behaviour, Sultan Chand & Sons, 2000.
- ✓ Stephen Robbins, Organizational Behaviour, Prentice hall of India, 1988
- ✓ Uma Sekaran, Organizational Behaviour, Tata McGraw Hill, 1986
- ✓ Ramathar Giri, Organizational Behaviour, Adhyayan Publications and Distributors, 4378/B 105 JMD house Munani Lol Street Ansari Road Danya Ganj New Delhi- 110002, 2007
- ✓ S.S. Khanka, Organizational Behaviour Text and Cases, S. Chand & Company Ltd, Ram Nagar New Delhi 2009.

Course Outcome

Students, after the course, be familiar with

1. Psychology of the people in the workplace.
2. Learning to maintain effective Workplace climate.
3. The behavioural determinants at workplace.
4. The behaviour of the Organization.
5. Understanding the stress and its management.
6. To avoid monotony and fatigue in the workplace.
7. To modify or change the workplace behaviour of the business.
8. Able to work in team and groups.
9. Understanding the importance, influence and processing of skills in work environment.
10. Apply the OB approaches according to their specific requirements.
11. To meet the challenges in their companies.

EMPLOYEE ENGAGEMENT

Examination Duration: 3
 HoursCIA/Sessional
 Marks:
 25ESE/AnnualMarks:75

Course Objectives

- To familiarize the students about the relevance and significance of retaining talented people in organizations.
- To study employee engagement and the methods and practices used in today's organisations.
- To design programs and governance structures to utilize and engage employees' skills.
- To understand the conditions that foster leadership and engagement.

UNIT-I- Employee Engagement-Introduction

Employee engagement -Definition, Concept, objectives, Scope, strategy. Measuring, Managing, Maintaining Employee Engagement – Basic Issues and Best Practices of Employee Engagement.

UNIT-II- Role of HR in Employee Engagement

HR needs to reinvent on employee engagement. Employee engagement and company branding strategies, Key Players in Engagement, HR Mand Employee Engagement – Company values, and Loyalty- Employee Engagement and its Relationship with Improvement in Job Satisfaction, Productivity, Organizational Commitment and Change in employee expectations, and Retention.

UNIT-III- Engagement and Job

Engagement vs. Satisfaction – Engagement Drivers and Models – Work Engagement, Job Engagement and Organizational Engagement – Gender Issues in Engagement – Creating and Executing an Engagement Campaign – Burnout and Disengagement - Engagement and Attrition.

UNIT-IV Harnessing employee engagement

Ways to harness employee engagement, Use of HR, Role of Top Managers in Employee Engagement - Employee Engagement using Social Media- Chat boats, Artificial Intelligence (AI), Machine Learning (ML) and digitization to enhance employee engagement.

UNIT-V Welfare for Employee Engagement

Labor Welfare: Concept, History and Scope, Statutory Provisions: Factories Act, 1948 and Shops and Establishments Act & the Contract Labor (Regulation and Abolition) Act 1970, Non Statutory Measures for Employee Welfare, Employee Organization Initiatives.

UNIT- VI Motivation and Employee Engagement

Employee engagement as a dimension of CSR, high-potential employers, life-changing experiences, role models in society, Statutory Provisions for Women, Prevention of Workplace Sexual Harassment. Theorising Employee Engagement and Empowerment:

Maslow's Need Hierarchy, Herzberg's Two-Factor Theory, Theory X & Y, Achievement Motivation Theory, Expectancy Theory, ERG Theory, Socio-Technical Theory, Job Characteristics Theory, LMX Theory, Theory Z, and Social Cognitive Theory

Sessional Assessment

- d) 2 Tests : 15 Marks
e) 1 Assignment : 5 Marks
f) 1 Seminar : 5 Marks

Total Marks : 25 Marks

Materials for Reading

- ✓ Albrecht, S., Handbook of Employee Engagement: Perspectives, Issues, Research and Practice, Edward Elgar Publishing Ltd., 2010.
- ✓ Carbonnara, S., Manager's Guide to Employee Engagement, McGraw-Hill, 2012.
- ✓ Colonel (Dr.) Narendra Singh (2011), Human Resource Management, University Science Press.
- ✓ Cook, S., The Essential Guide to Employee Engagement, Kogan Page Ltd., 2009.
- ✓ Fayyaz Ahmed, Nazir Ahmed, Javid Ahmed, Organisational Behaviour, Atlantic Publications & Distributors Pvt, Ltd New Delhi, 2008.
- ✓ Federman, B., Employee Engagement: A Roadmap for Creating Profits, Optimizing Performance and Increasing Loyalty, Pfeiffer and Company, 2009.
- ✓ Gibb, S., Human Resource Development: Foundations, Process, Context, 3rd Edition, Palgrave Macmillan, 2011.
- ✓ Halder, U.K., Human Resource Development, Oxford University Press India, 2009.
- ✓ John B. Miner, Organisational Behaviour-1, Prentice Hall of India Pvt. Ltd, N.D. 1 2007.
- ✓ John M. Jvancegch, Robert Konopaok Michael, T. Makeson, Organisational Behaviour and Management, Tata McGraw Hill Publications Company Ltd, 2008.
- ✓ K Aswathappa (2015), Human Resource Management Text and Cases, McGraw Hill Education (India) Private Limited.
- ✓ Macey, W.H., Schneider, B., Barbera, K.M. and Young, S.A., Employee Engagement: Tools for Analysis, Practice and Competitive Advantage, John Wiley and Sons, 2009.
- ✓ Mankin, D., Human Resource Development, Oxford University Press USA, 2009.
- ✓ Margie Parikh and Rajen Gupta, Organizational Behaviour, Tata McGraw Hill Education Private Limited, New Delhi, 2011.
- ✓ McGuire, D. and Jorgensen, K., Human Resource Development, Sage South Asia, 2011.
- ✓ Mone, E. and London, M., Employee Engagement Through Effective Performance Management, Tata McGraw-Hill Education Pvt. Ltd., 2009.
- ✓ Noe, R. and Deo, A., Employee Training and Development, 5th Edition, Tata McGraw-Hill Education, 2012.
- ✓ Ramadoss, S. and Sengupta, D., Employee Engagement, Dreamtech Press, 2011.
- ✓ Rishipal, Training and Development Methods, S. Chand, 2011.
- ✓ Saks, A., Performance Management through Training and Development, Cengage Learning, 2010.
- ✓ Sheikh, A.M., Human Resources Development and Management, 3rd Edition, S. Chand, 2007.

- ✓ Werner, J.M. and De Simone, R.L., Human Resource Development, 5th Edition, Cengage Learning, 2012.

Materials for References

- ✓ Fred Luthans, Organizational Behaviour, McGraw Hill publishers, 1985
- ✓ Marquardt, M.L. and Engel, D.W., 1993, Global Human Resource Development, (Englewood Cliffs, NJ: Prentice Hall Publishers).
- ✓ Prasad L.M., Organizational Behaviour, Sultan Chand & Sons, 2000.
- ✓ Stephen Robbins, Organizational Behaviour, Prentice Hall of India, 1988
- ✓ Uma Sekaran, Organizational Behaviour, Tata McGraw Hill, 1986
- ✓ Ramathar Giri, Organisational Behaviour, Adhyayan Publications and Distributors, 4378/B 105 JMD house Munani Lol Street Ansari Road Danya Ganj New Delhi- 110002, 2007
- ✓ S.S. Khanka, Organisational Behaviour Text and Cases, S. Chand & Company Ltd, Ram Nagar New Delhi 2009.
- ✓ Amjad, Ali, (2001), Labour Legislation and Trade Unions in India and Pakistan, Oxford University Press, Oxford.
- ✓ Bhatia, K. S., (2003), Constructive Industrial Relations and Labour Laws, Deep & Deep Publications Pvt. Ltd., New Delhi.
- ✓ Budd, John W., (2004), Employment with a Human Face, Cornell University Press, London.
- ✓ Chakravarti, K.P., (1983), Law of Industrial Employment and Management of Discipline, Pioneer Publications, Delhi.
- ✓ Srivastava, K. D., (1995), Commentaries on Minimum Wages Act, 1948, Eastern Book Company, Lucknow
- ✓ Srivastava, K. D., (2003), Commentaries on Payment of Wages Act, 1936, Fifth Edition, Eastern Book Company, Lucknow.
- ✓ Leat, Mike, (2001), Exploring Employee Relations, Elsevier, Singapore.

Course Outcome

Students, after the course, be familiar with

- Learning to maintain effective Workplace climate.
- Students able to understand how the behavioural determinants work.
- Students are able to influence the behaviour of the Organization.
- Able to avoid monotony and fatigue in the workplace.
- Able to modify or change the workplace behaviour of the business.
- Able to work in team and group skills are developed.
- Understand the importance of influencing and processing skills in work environment.

INTERPERSONALRELATIONSANDSOFTSKILLSDEVELOPMENT

Examination Duration : 3

HoursESE /Annual

Marks:

75CIA/SessionalMarks:25

Course

ObjectivesMaketh

estudents

- ✓ Tounderstandthenatureofinterpersonalcommunication.
- ✓ Toresolveconflictsanddevelopunderstandingaboutinterpersonalskills.

UNIT-I-Knowing Self

Knowing Self – SWOT, Johari Window Analysis & Scope, Self-Esteem and Self-Knowledge.

UNIT-II-SocialPsychology

SocialPsychology-
HumanBehaviorandEvolutionofHumanRelationshipandCommitment.

UNIT–III-COMMUNICATIONSkills

Communication Skills – Definition – Types of Communication and its Relevance toDifferentSituations–ActiveListeningandOralCommunicationSkill-Non–verbalcommunication,Numericalability,Testofreasoning,Logicaldeduction.

UNIT–IV-SoftSkills

SoftSkills–EffectivePublicSpeakingSkills–PresentationSkills–CVPreparation
– ProblemsinFacingInterview–InterviewTechniques.

UNIT –V-TeamWork

TeamWork-Participationingroupdiscussion,ConflictManagement-LeadershipSkills
andTypes,Collaborationwithothers,Problemsolvinganddecision-MakingSkills.

UNIT–VI–InterpersonalRelationships

Interpersonal Relationships – Types of Relationships and Locations of Persons inRelationships–InterpersonalRelationshipatworkplace.

SessionalAssessment

- a) 2Tests :15Marks
- b) 1Assignment : 5Marks
- c) 1Seminar : 5Marks

TotalMarks :25Marks

Materials for Reading

- ✓ Doke, E.R. & Williams, S.R. (1999): Knowledge and skill requirements for Information Systems professionals: An exploratory study. *Journal of Information Systems Education*, Spring, pp. 10-18.
- ✓ Meena, K. and V. Ayothi (2013) *A Book on Development of Soft Skills (Soft Skills : A Road Map to Success)*, P.R. Publishers & Distributors, No, B-20 & 21, V.M.M. Complex, Chatiram Bus Stand, Tiruchirappalli-620002.
- ✓ Alex K. (2012) *Soft Skills – Know Yourself & Know the World*, S. Chand & Company LTD, Ram Nagar, New Delhi-110055
- ✓ Salovey, P., & Mayer, J. D. (1989). Emotional intelligence. *Imagination, Cognition and Personality*, 9(3), 185-211.
- ✓ *Soft Skills*, 2015, Career Development Centre, Green Pearl Publications.

Materials for References

- ✓ Agrawal Rita (2001) *"Stress in Life and at Work"* Sage, New Delhi
- ✓ Cattell, R.B. (1965) *"The Scientific Analysis of Personality"* Penguin, Baltimore.
- ✓ Don Hellriegel, John W. Slocum, Richard W. Woodman (1995) *"Organizational Behavior"* 7th Edition, West Publishing Company, New York.
- ✓ Dawn R. Shaffer (1993) *"Developmental Psychology"* 3rd Edition, Brooks/Cole Publishing Company, California.
- ✓ Harris Thomas (1983) *"I am O.K. You are O.K."* Penguin.
- ✓ Hillgard, R.E., Atkinson, C.R. and Atkinson, L.R. (1975) *"Introduction to Psychology"* (6th edition) Oxford & IBH Publishing, New Delhi.
- ✓ Lawrence A. Pervin (1975) *"Personality: Theory, Assessment, and Research"* (2nd Edition), John Wiley & Sons, Toronto.
- ✓ Northhouse, G. Peter (2000) *"Leadership: Theory and Practice"*, Sage, Thousand Oaks.
- ✓ Stephan G. Walter and Cookie White Stephan (2001) *"Improving Intergroup Relations"* Sage, Thousand Oaks
- ✓ Stephan R. Covey (2002) *"Seven Habits of Highly Effective People"*, Franklin Covey, Illinois.
- ✓ Wayne Weiten (1992) *"Psychology"* Brooks/Cole Publishing Company, California.
- ✓ Covey Sean, *Seven Habits of Highly Effective Teens*, New York, Fireside Publishers, 1998.
- ✓ Carnegie Dale, *How to Win Friends and Influence People*, New York: Simon & Schuster, 1998
- ✓ Thomas A Harris, *I am OK, You are OK*, New York - Harper and Row, 1974. Daniel Coleman, *Emotional Intelligence*, Bantam Book, 2006.
- ✓ Dr. M.S. Mane, (2015), *Personality Development and Soft Skills*, Chandralok Prakashan.
- ✓ Dr. T. kalyana Chakravarthi Dr. T. Latha Chakravarthi, (2011), *Soft Skills for Managers*, Biztantra.
- ✓ Arun Kumar, Meenakshi. N (2009), *Organizational Behaviour A Modern Approach*, Vikas Publishing House Pvt Ltd

Course Outcome

1. Learners can be able to develop and maintain good interpersonal relationship with others.
2. Able to understand self, strength and weaknesses

3. Able to develop individual self-awareness, self-knowledge and self-esteem
4. Able to maintain good Interpersonal Relationship and commitment at workplace.
5. Able to develop good active listening and oral communication skills.
6. Able to apply soft skills for effective functioning of an organization.
7. Able to deliver good Public Speaking.
8. Able to present report and other forms of documents in effective manner
9. Able to Prepare CV and face Interviews in bold manner
10. Able to frame Interview techniques for their Work environments
11. Able to understand the general psychology of the Human Resources

FIELD EXPOSURE – I

Particulars of Evaluation

2 Reviews (Internal & External)	-40 Marks (2 x 20)
20) Evaluation of the Field Exposure – I Report (Internal & External)	-40 Marks (2 x 20)
20) Viva Voce Examination (Internal & External)	-20 Marks (2 x 10)

Total **-100 Marks**

Credits **- 2 for Field Exposure – I Report**

5 INDUSTRIAL RELATIONS AND COLLECTIVE BARGAINING

Examination Duration: 3
Hours CIA/Sessional Marks

Course Objectives:

:
25ESE/Annual Marks:75

- To make the students aware of Industrial Relations and Trade union in India.
- To make the students to be familiar with Labour policy and Industrial dispute Act and Trade union Act.
- To appear and pass SET, NET Examinations.

UNIT-I: Industrial Relations

Definition of IR Concepts-Industrial disputes: meaning & causes-Importance of good labour management relations-Industrial Dispute Act 1947-Disputes settlement machineries-Awards and settlements-Strike and lockout-Lay-off and retrenchment -Present day industrial worker: A comparison with his predecessor-Directive principles of State policy - creating and adopting labour policy-Role of ILO in industrial relations.

UNIT- II: Trade Unions in India

History and growth of trade Union-purpose and functions-Trade Unions and Economic Developments-Pitfalls and Suggestions to improve-Indian Trade Union Act, 1926.

UNIT-III: Collective Bargaining (CB)

Meaning Nature, Types, Process and Importance of CB- prerequisites issues Involved- Status of Collective Bargaining in India-Suggestions to improve Collective Bargaining- Negotiations-Types of Negotiations-Negotiations skills, Problem solving attitude- Exit policy, Voluntary retirements and Golden Handshake-Impact of Globalization on CB.

UNIT-IV: Discipline and Grievance Handling

Mechanism for resolution of Industrial Disputes-Discipline - Causes of Indiscipline - Maintenance of discipline. -Domestic enquiry - concept and practice - Principles of Natural Justice - Some important industrial pronouncements - Principles of Hot stove rule- Grievance handling-Constitution of Grievance committee-Meaning of Grievance- Sources of grievance, benefits, redressal machinery-Industrial Establishment (Standing Orders) Act, 1946.

UNIT-V: Workers' Participation in Management

Concept - practices in India works committees, Joint management councils- Employee Directors on board of Nationalized Banks-The voluntary scheme of worker's participation followed-Quality Circles (QC)-QC Practices in Germany, Yugoslavia, U.K- Suggestions for Improvement of QC.

UNIT–VI:Negotiations

Introduction–Non-negotiable issues–Approaches to Negotiations Behaviour in Negotiations– Seven Step Negotiating Process.

Sessional Assessment

- | | |
|-----------------|------------|
| a) 2 Tests | : 15 Marks |
| b) 1 Assignment | : 5 Marks |
| c) 1 Seminar | : 5 Marks |

Total Marks : 25 Marks

Books for Study

- Rajendra Pal and Korlahalli, J.S. (2010) Essentials of Business Communication, Sultan Chand & Sons, New Delhi.
- Japoor, N.D. (2009), Elements of Industrial Law, Sultan Chand & Sons, New Delhi.
- Kumar, N. and Mittal, R. (2001) Office Management, Anmol Publications Pvt. Ltd. New Delhi.

Books for Reference

- Bhatia, S.K., Constructive Industrial Relations and Labour Laws. Deep and Deep. New Delhi, 2003.
- Mamoria, C.B., Industrial Labour and Industrial Relations in India, Kitab Mahal, 2001.
- Mamoria, C.B., Mamoria and Gankar, Dynamics of Industrial Relations, Bombay : Himalaya Publishing, 2001.
- Manoppa, A., Industrial relations, TMH, 1999, New Delhi.
- Yoder, Dale and others, Personnel Management and Industrial Relations, New Delhi, Prentice Hall, 1999.
- Dr. T. Vijaya Kumar (2014), Labour and Industrial Relations Law, Atlantic Publishers
- Dr. Dipak Kumar Bhattacharyya (2013), Industrial Management, Vikas Publishing House
- Rajendra K. Sharma, Industrial Labour in India, Atlantic Publishers
- Srivastava S.C. (2008) Industrial Relations and Labour Laws, Vikas Publishing House.
- Davar R.S. (2008), Personnel Management and Industrial Relations, Vikas Publishing House.
- Kavita Krishnamurthi (2012), Industrial Relations, Emerging issues in Globalised World, Global Vision Publishing House.

Course outcome

At the end of the course students understand the

2. Need of relationships in industries,
3. Cope up with industrial problems and appropriate methods of solving the problems,
4. Negotiation and collective bargaining skills,
5. Impact of globalization on collective bargaining,
6. Work for the benefit of both management and workers in balanced manner
7. Practices of workers participation in various countries,
8. The laws related to maintaining industrial relations.

MANAGERIALECONOMICS

Examination Duration : 3
HoursCIA/Sessional Marks:
25ESE/AnnualMarks:75

CourseObjective:

To integrate the basic concepts of economics with the tools of mathematics and statistics in order to analyze and make optimal business decisions.

UNIT-I Basic concept of Managerial Economics

Meaning and scope of managerial economics- fundamental concepts- scarcity, marginalism, opportunity cost- discounting- risk and uncertainty- profits--optimisation.

UNIT-II Demand and Supply concepts

Demand types and decisions- Demand concepts- Laws of Demand- demand analysis - demand elasticities and demand estimates and demand forecasting. Supply analysis- determinants of supply—elasticity of supply and its uses for managerial decision making.

UNIT-III Input and output Functions

Input and output decisions - Law of variable proportion - ISO quant's- optimal product mix- cost and revenue functions- Break Even Point (BEP) and its applications.

UNIT- IV Pricing

Price and output decisions - market environment - price and output determination - pricing under perfect and imperfect competition, Monopoly, Duopoly, Monopolistic competition, Oligopoly. - Pricing strategies and tactics. -

UNIT-V Recent and Indian Economic Policies

The new economic policy of 1991- Liberalization, Globalization and Privatization- GATT, WTO-IMF-Intellectual property- Recent trends in Industrial policy and Foreign Exchange Management in India, Demonetization-effect and consequences of GST.. Recent and Indian Economic policies: Bitcoin-Cryptocurrency.

UNIT-VI-EMERGING TRENDS

Emerging Industrial Scenario- Trends at National and International Level, Recent Budgets and its impact at various levels.

Sessional Assessment

- a) 2 Tests : 15 Marks
- b) 1 Assignment : 5 Marks
- c) 1 Seminar : 5 Marks

Total Marks : 25 Marks

Materials for Reading

- ✓ Managerial Economics - Economic Tool for Today's Decision Makers: Paul G. Keat, Philip K. Y. Young and Sreejata Banerjee, Pearson Education, 6th Ed., 2013.
- ✓ Hirshleifer, J., and J. Riley. "The Analytics of Uncertainty and Information—An Expository Survey." *Journal of Economic Literature*, 57(4) (December 1979), pp. 1375–1421.
- ✓ Hope, S. *Applied Microeconomics*. New York: John Wiley & Sons, 1999. Knight, F. *H. Risk, Uncertainty, and Profit*. Boston: Houghton Mifflin, 1921.
- ✓ Kunreuther, H. "Limited Knowledge and Insurance Protection." *Public Policy*, 24(2) (Spring 1976), pp. 227–261.
- ✓ Pauly, M. "The Economics of Moral Hazard." *American Economic Review*, 58(1968), pp. 531–537. Schotter, A. *Free Market Economics: A Critical Appraisal*. (New York: St. Martin's Press, 1985).
- ✓ Silberberg, E. *The Structure of Economics: A Mathematical Analysis*, 2nd ed. New York: McGraw-Hill, 1990.
- ✓ Simon, H. "Theories of Decision-Making in Economics and Behavioral Science." *American Economic Review*, 49 (1959), pp. 253–283. Varian, H. *Microeconomic Analysis*, 2nd ed. New York: W. W. Norton, 1984.

Materials for References

- ✓ Dutt and Sundaram, *Indian Economy*, New Delhi: Sultan Chand Co., 2004.
- ✓ Habib-Ur-Rehman, *Managerial Economics*, New Delhi: Himalaya Publishing House, 1988.
- ✓ Varshney and Maheswari, *Managerial Economics*, New Delhi: Chapman, 1999.
- ✓ Webb, S. C., *Managerial Economics*, Houghton Mifflin, 1976.
- ✓ Akerlof, G. "The Market for Lemons: Qualitative Uncertainty and the Market Mechanism." *Quarterly Journal of Economics*, 84(1970), pp. 488–500. Baumol,
- ✓ W. J. *Economic Theory and Operations Analysis*, 4th ed. Englewood Cliffs, NJ: Prentice Hall, 1977.
- ✓ Bierman, H. S., and L. Fernandez. *Game Theory with Economic Applications*, 2nd ed. New York: Addison-Wesley, 1998. Brigham,
- ✓ E. F., L. C. Gapenski, and M. C. Erhardt. *Financial Management: Theory and Practice*, 9th ed. New York: Dryden Press, 1998.
- ✓ Davis, O., and A. Whinston. "Externalities, Welfare, and the Theory of Games." *Journal of Political Economy*, 70 (June 1962), pp. 241–262.
- ✓ Dreze, J. "Axiomatic Theories of Choice, Cardinal Utility and Subjective Utility: A Review." In P. Diamond and M. Rothschild, eds., *Uncertainty in Economics*. New York: Academic Press, 1978, pp. 37–57.
- ✓ Friedman, L. *Microeconomic Policy Analysis*. New York: McGraw-Hill, 1984.
- ✓ Friedman, M., and L. Savage. "The Utility Analysis of Choices Involving Risk." *Journal of Political Economy*, 56 (August 1948), pp. 279–304.
- ✓ Greene, W. H. *Econometric Analysis*, 3rd ed. Upper Saddle River, NJ:

PrenticeHall,1997.

- ✓ C.M.Dubey, Manish Singh (2014), Text Book for Management Economics, KunalBooks.
- ✓ Christopher R. Thomas, S. Charles Maurice (2020), Managerial Economics Foundation of Business Analytics and Strategy, Mc Graw Hill Education (India) Edition.
- ✓ I.C.Dhingra, Nitin Dhingra (2013), Sultan Chand & Sons (P) Ltd.
- ✓ Sadananda Prusty, (2010) Managerial Economics, PHI Learning Private Limited.
- ✓ Jhingan M.L., Stephen J.K. (2016), Managerial Economics, Vrindha Publication (P)LTD.

Course Outcome:

The students, upon completion, will be

1. Able to understand and apply the basic concepts of scarcity, marginalism, opportunity cost - discounting - risk and uncertainty - profits in management
2. Able to make demand decisions and analyse the demand well
3. Able to know change of demand in various situations
4. Able to forecast future demand by considering existing situations
5. Make appropriate input and output decisions.
6. Able to apply ISO quant options in making decisions
7. Optimal product mix can be done
8. Apply cost and revenue functions - Break Even Point for optimum profit for the business.
9. Able to understand the role of International Organizations like IMF, IBRD and WTO and their economical influences.
10. Able to apply the Industrial policies in the work environment.

HUMAN RESOURCE DEVELOPMENT

Examination Duration:	3 Hours	CI
A/Sessional Marks	25	
ESE/Annual Marks	75	

Course Objectives:

- To make students aware of the concepts, techniques and practices of human resource development.
- To explain the students about contribution of HRD in an organization and enable the student to develop an ability to decide learning and training needs
- To make students capable of applying the principles and techniques as professionals for developing human resources in an organization
- To make the students to understand the need of competency mapping framework of HRD, role of HRD in career planning and development, organizational learning process.

UNIT-I-Introduction to Human Resource Development

Concept; Relationship between human resource management and human resource development; HRD mechanisms, processes and outcomes, Roles, competencies and challenges of HRD and HRD professionals.

UNIT-II- HRD Process and interventions

HRD Process: Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating effectiveness of HRD Programs; HRD audit; Mentoring for employee development: Role of mentoring in development, understanding the role and responsibilities of mentor, mentee, implementing the mentoring process, mentoring relationship, Employee counseling, Employee coaching, competency mapping.

UNIT-III-Training Modules:

Meaning, steps, types-(Coaching, Apprenticeship, Job -Rotation, Self-improvement)- Off-the -job training: meaning, modules, types-(Job Instruction, Lecture, Group Discussion, Conference, Role Playing, Case Studies,- Vestibule/Simulated, Programmed learning, Computer based training)- Advantages and limitations- Developing effective training Programmes- Designing an HRD Programme.

UNIT-IV- HRD Activities at various context

Employee development activities- Approaches to employee development, leadership development, action learning, assessment and development centres; Intellectual capital and HRD; HRD mechanisms for workers; Role of trade unions; Industrial relations and HRD; Influence of motivation on development activities. National Context of HRD: National vocational education and training – Ministry of HRD: structure, role and functions - Adult education – National education policy.

UNIT–V-EthicalIssuesand DilemmasinHRD

Privacy in the workplace – electronic monitoring – employee drug use and testing – alcohol abuse atwork – employee theftand honesty testing – whistle-blowing and freespeech in the workplace – women and minorities at work –equal employment opportunity –sexual harassment – balancing work and life – Future challenges of ethics in HRD – Recenttrends.

UNIT–VI- HRDinOrganizations

Selected cases covering HRD practices in government organisations, manufacturingand service industries and MNCs; International experiences of human resource development.Opportunities,Challenges,andRecentTrendsinHRD.

SessionalAssessment

- | | |
|----------------|----------|
| a) 2Tests | :15Marks |
| b) 1Assignment | : 5Marks |
| c) 1Seminar | : 5Marks |

TotalMarks :25Marks

MaterialsReading

- ✓ Curtis,B.,Hefley,W.E.,Miller,S.A.,Thepeoplecapabilitymaturitymodel:Guidelines for improving workforce, Pearson Education.Department of Commerce,University of Delhi 22 Kaplan, R.S., and Norton, D.P. 1992, The Balanced Scorecard:Measures thatdriveperformance,HarvardBusinessReview.
- ✓ DavidMankin(2009).HumanResourceDevelopment,OxfordUniversityPress:Delhi.
- ✓ DavidMcGuire,KennethMølbjergJørgensen,(2011),HumanResourcesDevelopmenttheory&practice,sagepublications.
- ✓ Deke T, (2013),Human Resources Developmentin Currency of the Future, VistaInternationalPublishingHouse.
- ✓ Dr. F. A. GURKOO, (2011), Human Resources Development in Universities, alfapublications
- ✓ Dr.Janakiram.B(2010),TrainingandDevelopment,BiztantraPublications.
- ✓ Dr. K.Gupta, Dr. Tej Singh, (2005) , Human Resources Development in FinancialSector,RBSAPublishers.
- ✓ Haldar,U.K.,Humanresourcedevelopment,OxfordUniversityPressIndia.
- ✓ HiranmiyRoy(2016),HumanDevelopmentTradeandEnergyContexts,SerialsPublication sPvt.Ltd.
- ✓ JohnP.Wilson(2005).HumanResourceDevelopment.KoganPage.
- ✓ Mankin,D., Humanresourcedevelopment, OxfordUniversityPressIndia.
- ✓ MurthyS.K. (2011),Trainingfor Development, AnmolPublicationsPVT.LTD.
- ✓ Nadler,L., Corporatehumanresourcesdevelopment, VanNostrandReinhold
- ✓ RandyL.DeSimone,JonM.Werner(2017),HumanResourceDevelopment,CengageLearning.

- ✓ Rao, T.V., Future of HRD, Macmillan Publishers India.
- ✓ Rao, T.V., HRD Score Card 2500: Based on HRD audit, Response Books, SAGE Publications. Rao, T.V., Human Resource Development: Making the HRD Missionary Business-Driven, Pearson Education.
- ✓ Rolf P. Lynton, Udai Pareek (2011), Training for Development, Sage Publications.
- ✓ Rosemary Harison (2000). Employee Development. University Press: Hyderabad.
- ✓ Santosh Gupta, Sachin Gupta (2005), Human Resource Development Concepts and Practices, Deep & Deep Publications Pvt Ltd.
- ✓ Sharma F.L., Samota S.D. (2017), Extension Training and Management, Agrotech Publishing Academy.
- ✓ TV Rao (2012), Human Resources Development Experiences Interventions Strategies, Sage Publications.
- ✓ Tapomoy Deb (2011), Training and Development Concepts and Applications, Ane Books Pvt. Ltd.
- ✓ Werner and De Simone (2006). Human Resource Development. Thomson Press, Network.
- ✓ Werner J.M., De Simone, R.L., Human Resource Development, South Western. **Mate**

References

- ✓ Haldar, U.K., Human Resource Development, Oxford University Press India.
- ✓ Harrison, R., Employee Development, London: Institute of Personnel and Development.
- ✓ Mabey, C. and Salaman, G., Strategic Human Resource Management, Oxford: Blackwell.
- ✓ Mankin, D., Human Resource Development, Oxford University Press India.
- ✓ Nadler, L., Corporate human resources development, Van Nostrand Reinhold.
- ✓ Rao, T.V., Future of HRD, Macmillan Publishers India.
- ✓ Rao, T.V., HRD Score Card 2500: Based on HRD audit, Response Books, SAGE Publications. Rao, T.V., Human Resource Development: Making the HRD Missionary Business-Driven, Pearson Education
- ✓ Rolf P. Lynton and Udai Pareek (2011) Training for Development, Sage Publications.
- ✓ Rothwell, W.J. and Kanas, H.C., Strategic Human Resource Development, Englewood Cliffs, NJ: Prentice Hall.
- ✓ Stewart, J. and McGoldrick, J. (Eds.), Human Resource Development: Perspectives, Strategies, and Practice, London: Financial Times/Pitman Publishing.
- ✓ Stewart, J. and Tansley, C., Training in the Knowledge based Economy, London: Chartered Institute of Personnel and Development.
- ✓ Thomson, R. and Mabey, C., Developing Human Resources, London: Butterworth-Heinemann Werner J. M., De Simone, R.L., Human Resource Development, South Western

Journals

- International Journal of Human Resource Development and Management, 2017 onwards (Research India Publication, Delhi)
- Indian Journal of Human Resource Development & Management, 2017 onwards (GBS Publishers & Distributors (I), New Delhi)
- Human Resource Development (HRD) Review – International, Journal 2017 onwards (Sage Publications, New Delhi)
- Indian Journal of Human Development, 2017 onwards (SAGE Publications, New Delhi).

Course Outcomes:

The Students would:

1. Apply the Fundamental elements of HRD.
2. Make use of computers in Developmental aspects.
3. Apply the methods of Developing Human resources.
4. Make Designing of Training.
5. Conduct the various trainings in an Organization.
6. Enable to frame their Job description and instructions well.

TRAINING AND DEVELOPMENT

Examination Duration:	3 Hours
CI A/Sessional Marks	25
ESE/Annual Marks	75

Course**Objectives: Make the****Students**

1. To study the fundamentals of Training
2. To understand the need, analysis and methods of training in HRM.
3. To study the training for executive development.

UNIT-I- Introduction

Orientation and Socialization-Training: Meaning, purpose/objectives, Types Distinguished from development-Fundamental elements: The individual & Job environment-Process/steps-Training and responsiveness-Training and learning-Training costs and benefits-Application of computers in training.

UNIT-II- Training Needs Analysis

Task analysis-Performance analysis-Needs assessment-Training needs in a changing environment-Setting Objectives/targets-Strategies and techniques for effective training-Evaluation of training-Evaluation approaches-Evaluation instruments, reporting, myths-Training the trainer.

UNIT- III- Training Methods

On-the job training: meaning, steps, types-(Coaching, Apprenticeship, Job - Rotation, Self-improvement)-Off-the -job training: meaning, types-(Job Instruction, Lecture, Group Discussion, Conference, Role Playing, Case Studies,- Vestibule/Simulated, Programmed learning, Computer based training)-Advantages and limitations-Developing effective training Programmes-Designing an HRD Programme.

UNIT-IV- Management/ Executive Development

Meaning/nature and purpose-Designing an effective supervisor T&D Programme -On-the-job Programmes: Coaching and Counseling, transition to new jobs -Self-improvement, Job rotation, junior boards, action learning -: Case study, management games, seminars, University related programs, in-house development centres.

UNIT-V- The Global Context

The changing nature of management development-The responsive manager & Global job rotation-Executive development in global companies-Application of executive development strategies in a small company-Training for international business: Global /oversees training programs-Training in important areas: -Culture, values diversity, customer service, teamwork and empowerment-Moving beyond training: Performance consulting.

UNIT–VI-The Value of Training and Development

The Strategic Value of Training and Development -
Linking Training and Development to the HRM Process -
Opportunities, Challenges, and Recent Trends in Training and Development.

Sessional Assessment

- d) 2 Tests : 15 Marks
e) 1 Assignment : 5 Marks
f) 1 Seminar : 5 Marks

Total Marks : 25 Marks

Materials Reading

- ✓ Tapomoy Deb, Training and Development Concepts and Applications, Anebooks, India, 2008
- ✓ Kanan Bhardwaj, Training Module on Personality Development, ALP books, New Delhi, 2009
- ✓ SK. Murthy, Training for Development, Anmol Publications Pvt, Ltd 2011.
- ✓ B. Janakinam, Training and Development, Biztantra, New Delhi, 2010.
- ✓ S. Nakkiran & R. Karunakaran, Handbook on Training and Development, Deep & Deep, Publications 2011.
- ✓ Rolf P. Lynton Udai Pareek, Training for Development, Virek Mehra for SAGE Publication India Pvt. Ltd, New Delhi 2011.
- ✓ Tapomoy Deb, Training & Development, Anebook Pvt. Ltd 4821, Bhawan 1st floor, 24, Ansari Road, New Delhi 2006.
- ✓ Murthy S.K. (2011), Training for Development, Anmol Publications PVT. LTD.
- ✓ Tapomoy Deb (2011), Training and Development Concepts and Applications, AneBooks Pvt. Ltd.
- ✓ Sharma F.L., Samota S.D. (2017), Extension Training and Management, Agrotech Publishing Academy.
- ✓ Rolf P. Lynton, Udai Pareek (2011), Training for Development, Sage Publications.
- ✓ Dr. Janakiram. B (2010), Training and Development, Biztantra Publications.

Materials for Reference

- McGrath (2011) Training for Life and Leadership in Industry, PHI, New Delhi.
- <https://www.managementstudyguide.com/training-and-development.htm>
- <http://strategichrinc.com/training-analysis/>
- Rolf P. Lynton and Udai Pareek (2011) Training for Development, Sage publications.

Course Outcomes:

The Students would:

1. Make use of computers in Training.
2. Apply the different methods of Training.
3. Make Designing of Training.
4. Realise the value of training and development.

COMPENSATIONMANAGEMENT

ExaminationDuration:3
 HoursIA/SessionalMarks25
 ESE/AnnualMarks 75

CourseObjectives:

1. Prepare the students to know the various types of wage and salary levels.
2. Enhance student's sensitivity of various theories on compensation.
3. Impart the students the principles of wage fixation, Fringe benefits, calculation of Dearness allowances.

UNIT–I-BasicConcepts

Wage and salary: Concept, meaning, purpose and structure-Types of wages: Minimum wage, fair wage, living wage, statutory minimum wage and need based minimum wage-Problems in wage and salary administration-Principles to be followed in wage fixation- Authorized deductions in wage and conditions regarding imposition of fines on employees- Wages survey.

UNIT– II-TheoriesofWages

Ricardo's Subsistence Theory of wages (Iron Law of Wages), Adam Smith's Wage Fund Theory, Surplus Value Theory of Karl Marx, Residual Claimant Theory, Purchasing Power Theory, Elliot Jacques Theory of Wages- Wages Policy-- Concept, importance, ILO on wage policy-National wage policy in India.

UNIT– III-Methods ofWageFixation

Computation of wage & salary structure-Wage differentials-Linkage of wages with productivity-Consumer price index numbers- Dearness allowance and fringe benefits- Executive remuneration and perks-Labour cost-control of labour cost.

UNIT– IV-MachineriesofWageFixation

Machineries of wage fixation- Competency Based Compensation -Wage boards- Pay commissions-Role of conciliation, adjudication and arbitration in wage fixation- Collective agreements and productivity agreements-Profit sharing and bonus -Landmark judgments of the Supreme Court in wage area.-

UNIT– V-IncentiveSystems

Compensation Strategy-Incentive payment plans: Rowan, Halsey, Taylor, Gantt, Emerson, Scanlon etc., Profit Sharing, details of the schemes, merits and demerits-Why incentives fail? - Productivity oriented incentive schemes with example. Premium and group bonus schemes- Principles and procedure to make incentive schemes effective.- ESOP((Employee Stock Ownership Plans) schemes.

UNIT– VI-Psychologicalframeworkon Compensation

A Psychological Framework-The Motivational Role of Pay and Rewards- Content Perspectives- Opportunities, Challenges, and Recent Trends in Compensation.

Sessional Assessment

- a) 2 Tests : 15 Marks
b) 1 Assignment : 5 Marks
c) 1 Seminar : 5 Marks

Total Marks : 25 Marks

Materials for Reading and Reference

- ✓ Gupta. A., 2000, Wage & Salary Administration in India, New Delhi, Anmol Publications Private Limited.
- ✓ Jain S.P. & Narang. K.L., 1995, Cost Accounting, Sulthan Chand.
- ✓ Prasad. N.K., 1990, Principles & Practice of Accounting.
- ✓ Sharma. A.M., 1999, Understanding wages system, Bombay, Himalaya publishers, R.S..
- ✓ Barry Gerhart, Sara L. Rynes (2012), Compensation Theory Evidence and Strategic Implications, Sage Publications.
- ✓ Syed Mohammad Hasan (2011), Human Resource Management in Corporate Sector, Alfa Publications.
- ✓ S. Mohan, R. Elangovan (2011), Human Resource Management Text and Cases, Regal Publications.
- ✓ Prof. P.K. Gupta (2010), Human Resource Management, Dreamtech Press.
- ✓ Cynthia D. Fisher, Lyle F. Schvenfeldt, James B. Shaw (2009), Human Resource Management, Biztantra.
- ✓ Syed Mohammad Hasan (2011), Human Resource Management in Corporate Sector, Alfa Publications

Course Outcome

After the completion of the course students learned:

1. Problems of Wage and Salary fixation
2. Various theories and policies of wage and salary
3. Computation of salary and wages
4. Various authorities of wage and salary fixation
5. Various benefits of employee
6. Various judgment on wage and salary
7. Various plans on incentives
8. The different wages at international level apply the various techniques to solve the wage problem.

EMOTIONAL INTELLIGENCE AND MANAGERIAL EFFECTIVENESS

Examination Duration: 3
HoursCIA/Sessional Marks:
25ESE/AnnualMarks75

Course Objectives

1. To know the meaning, role of emotions, and emotional intelligence.
2. To study the private and public victory.
3. To understand the continuous renewal of managerial functions. UN

IT-I-Emotion

Emotions-Meaning, Definition, Identifying, using, understanding, models and Managing, Functions of brain and emotions, Transformation, Role of emotions, emotion and attitude-. Increase your emotional knowledge of yourself, Recognise 'negative' and 'positive' emotions EI and its importance in Life and workplace

UNIT-II-Emotional Intelligence

Emotional Intelligence- Meaning, Definition, importance- Emotional Competencies of Self-awareness, Self-Regulation, Motivation, Empathy and Interpersonal Skills, Techniques to manage your emotions in challenging situations- Adoptability and Stress Management and Emotional Intelligence at workplace.

UNIT-III-Private Victory

Be proactive- Personal vision, Social mirror, Stimulus-Response, Proactive language Circle of influence- **Begin with end in mind-** The power of creation, Be a creator, Personal mission statement, Principle centered person, **Put first things first-** Four generation of time management, Quadrant I, II, III and IV- Short term and long term goals.

UNIT-IV-Public Victory

Think Win/Win- Six paradigm of human interaction- **Seek first to understand then to be understood-** Empathetic listening, **Synergize-** Synergy in classroom, business synergy.

UNIT-V- Continuous Renewal

Sharpen the saw- Four dimensions of renewal, balance in renewal synergy, renewal upward spiral- **Case Discussions and Exercises.**

UNIT-VI- Emotions and Attitudes:

Role of Emotions- Role of Attitude on Behaviour- Rational Emotive Therapy (RET)

Sessional Assessment

- | | |
|-----------------|------------|
| a) 2 Tests | : 15 Marks |
| b) 1 Assignment | : 5 Marks |
| c) 1 Seminar | : 5 Marks |

Total Marks : 25 Marks

Materials for Readings

- ✓ Fred Luthans, 1985, Organizational Behaviour, McGraw Hill publishers.
- ✓ Mascia Hugies, Hendry L. Thompson and James Bradford Terrell, 2009, Handbook for Developing Emotional and social Intelligence, Best Practices, case studies and strategies, Pfeiffer, A Wiley Imprint. (Edited)
- ✓ Mathis Jackson Human, 'Resource Management', Thomson Southwestern, 2005.
- ✓ Stephen Covey R., The 7 Habits of Highly Effective People, 2013, (Tamil) Manjul Publishing House Pvt. Ltd.
- ✓ Stephen Covey R., The 7 Habits of Highly Effective People, 2013, (English) Published by Simon & Schuster.
- ✓ "The 7 Habits of Highly Effective People" author, Stephen Covey, dies".
- ✓ Covey, S.R. (1989). Organizing change: Upward Spiral. Free Press.
- ✓ Gandel, Stephen (August 9, 2011). "The 7 Habits of Highly Effective People (1989), by Stephen R. Covey in The 25 Most Influential Business Management Books".
- ✓ 8th Habit from effectiveness to greatness, Free Press; Reprint edition, 2005
- ✓ 8th Habit from effectiveness to greatness, Simon & Schuster; Export edition (2007)
- ✓ Boyatzis, E. R. (1982). The Competent Manager: A Model for Effective Performance: John Wiley and Sons Inc.
- ✓ Dr. Mohanadasan, T.,
Dr. P.N. Harikumar (2016), Emotional Intelligence and Managerial Skills, Abhijeet Publications

Materials for Reference and E.resource

1. <http://www.free-management-ebooks.com/dldebk-pdf/fme-understanding-emotional-intelligence.pdf>
2. <http://www.free-management-ebooks.com/dldebk-pdf/fme-developing-emotional-intelligence.pdf>
3. <http://www.ftms.edu.my/images/Document/MOD00946%20-%20Organisational%20transformatoin%20practice/Goleman%20BOOK%20The%20Emotionally%20Intelligent%20Workplace.PDF>

Course Outcome

Students be able to understand upon the completion of the course

1. Basics of emotions
2. Basics of intelligence
3. Be proactive
4. The power creations and personal mission.
5. The short-term and long term goals.
6. The human interactions, Empathetic listening and synergize.
7. Rational Emotive Therapy and Adoptability according to the situations.

COUNSELING AND GUIDANCE

Examination Duration	: 3
Hours CIA/Sessional Marks	25
ESE/Annual Marks	75

Course Objectives:

1. To teach the background, theories and goals of counselling.
2. To make the students to study the approaches, relationship and counselling in other settings.
3. To give input to enhance the professional preparation and Training for counselling. **UNIT**

-I-Emergence and Growth of Guidance and Counseling

Concept of counseling-Types of Counseling, Factors contributing to the emergence of Counseling-Moral and philosophical issues-Economic changes and challenges-Social theories-Important periods in the development of counseling-The potential of man.-Career Guidance.

UNIT II-Developmental Tasks, A Few Theories, and Counseling Goals

Development of the profession: stages, tasks-Adolescence-Erickson's theory of psychological development-Socio-cultural factors-Problems in the Indian educational context-Expectations of different individuals-Counseling goals-Characteristics and Functions of a Counsellor.

UNIT-III- Approaches to Counseling

The directive or authoritarian approach (psychoanalytic)-Relevance of psychoanalysis to counseling-Humanistic approach-Roger's self-theory-Development of self-concept-Eclectic approach-The counseling process.

UNIT-IV-Counseling Interview and Counseling in different settings

Counselee - counselor relationship - Interviewing techniques in counseling-Structuring the counseling relationship-Transference and Counter Transference-Counseling in different settings: Group, Educational, Vocational, Family-Organizational Counseling.

UNIT-V-Professional Preparation and Training for Counseling

Academic preparation-Practical skills-Referral-Ethical standards-Legal considerations Selection and training of counselors-Modern trends in counseling-The status of the guidance and counseling movement in India.

UNIT-VI-Dynamics of Adjustment and Coping

Categories of stressors, Factors predisposing an individual to stress; Coping strategies, Psychological treatment of serious maladjustment, A model of self-adjustment, Mental Health: Characteristics, Need, Importance, Status of mental health in India.

Sessional Assessment

- | | |
|-----------------|------------|
| a) 2 Tests | : 15 Marks |
| b) 1 Assignment | : 5 Marks |
| c) 1 Seminar | : 5 Marks |

Total Marks : 25 Marks

Materials for Reading

- ✓ Antony D. John, 1994, Dynamics of Counseling, Nagercoil, Anugraha Publications.
- ✓ Eggert A. Max, 1999, Perfect Counselling, UK, Random House Business Books.
- ✓ Fuster, J.M., 1964, Psychological Counseling in India, London, Macmillan and Co.,.
- ✓ Lindon Jennie and Lindon Lance, 2000, Mastering Counseling Skills, London.
- ✓ Narayana Rao, 2003, Counseling and Guidance, New Delhi, Tata McGraw-Hill.
- ✓ Patterson, C.H., 1966, Theories of Counseling and Psychotherapy, New York, Harper & Row.
- ✓ Prasantham, B.J., 1987, Therapeutic Counseling, Vellore, Christian Counseling Centre.
- ✓ Rimm C. David & Masters C. John, 1974, Behaviour Therapy, New York, Academic Press.
- ✓ Ram Nath Sharma, Rachana Sharma (2013), Guidance and Counselling in India, Atlantic Publishers.

Course Outcome

Upon the completion of the course the students would

1. Understand the factors influencing Counseling and Guidance
2. Know the various theories of counselling
3. Present trends in counseling
4. Understand various techniques of counseling
5. Know various Interview techniques
6. Provide Counselling in different settings.

FIELD EXPOSURE–II**Particulars of Evaluation**

2) Review of Report –40 Marks (2 x 20)

2) Evaluation of the Field Exposure –II Report –40 Marks (2 x 20)

2) Viva Voce Examination –20 Marks (2 x 10)

Total –100 Marks

Credits – 2 for Field Exposure–II Report

**PERSONALITY AND SOFT SKILLS DEVELOPMENT
(NON-MAJOR ELECTIVE FOR OTHER DEPARTMENTAL STUDENTS)**

Examination Duration: 3
Hours CIA/Sessional
Marks:
25ESE/Annual Marks 75

Course Objectives:

- To make the students aware of personality and soft skills development
- To make the students be familiar with SWOT analysis and CV preparation.

UNIT-I–Foundations of Personality Development

Foundations of Personality Development - Definition, Structure, Scope and Types of Personality; Knowing Self – Johari window, SWOT Analysis & Scope, Self-Esteem and Self-Knowledge.

UNIT-II-Interpersonal Relationships

Interpersonal Relationships – Introduction to Interpersonal Relationships & Social Psychology, Types of Relationships and Locations of Persons in Relationships – Human Behaviour and Relationship: Evolution and Human Relationship and Satisfaction and Commitment.

UNIT–III-Communication Skills

Communication Skills – Definition – Types of Communication and its Relevance to Different Situations – Active Listening and Oral Communication Skills.-Resume writing, Nonverbal communication, Numerical ability, Test of reasoning-assertion, reasoning and logical deduction

UNIT–IV-Soft Skills

Soft Skills–Effective Public Speaking Skills–Presentation Skills–CV Preparation – Problems in Facing Interview–Interview Techniques-

Preparation and Grooming. UNIT–V: Group Dynamics

Group – meaning and definition – types of Groups, characteristics of a Group – participating in Group discussions – Effective participation in Group discussion. Conflict management.

UNIT–VI: Stress

Stress and Coping with Stress -Introduction to Perception, Attitude towards Life, Assertiveness, Achievement Motivation -Techniques for Managing Stress and Time-positivism.

Sessional Assessment

- | | |
|-----------------|------------|
| a) 2 Tests | : 15 Marks |
| b) 1 Assignment | : 5 Marks |
| c) 1 Seminar | : 5 Marks |

Total Marks : 25 Marks

Books for Study

- Lawrence A. Pervin (1975) "Personality: Theory, Assessment, and Research" (2nd Edition), John Wiley & Sons, Toronto.
- Northouse, G. Peter (2000) "Leadership: Theory and Practice", Sage, Thousand Oaks.
- Stephan G. Walter and Cookie White Stephan (2001) "Improving Intergroup Relations" Sage, Thousand Oaks.
- Stephan R. Covey (2002) "Seven Habits of Highly Effective People", Franklin Covey, Illinois.
- Rajendra Pal and Korlahalli, J.S. (2010), "Essentials of Business Communication", Sultan Chand & Sons, New Delhi.

Books for Reference

- Agrawal Rita (2001) "Stress in Life and at Work" Sage, New Delhi.
- Cattell, R.B. (1965) "The Scientific Analysis of Personality" Penguin, Baltimore.
- Don Hellriegel, John W. Slocum, Richard W. Woodman (1995) "Organizational Behavior" 7th Edition, West Publishing Company, New York.
- Dawn R. Shaffer (1993) "Developmental Psychology" 3rd Edition, Brooks/Cole Publishing Company, California.
- Harris Thomas (1983) "I am O.K. You are O.K.", Penguin.
- Hillgard, R.E., Atkinson, C.R., and Atkinson, L.R. (1975) "Introduction to Psychology" (6th edition) Oxford & IBH Publishing, New Delhi.
- Wayne Weiten (1992) "Psychology" Brooks/Cole Publishing Company, California.

Course Outcome

Students familiar with

1. Personality and behaviours
2. Effective interpersonal relationship in work environment
3. Situational communication
4. Various kinds of interview techniques
5. Stress and Coping with Stress

PUBLIC SPEAKING (Value Added Course)

Examination Duration : 3
Hours
CIA/Sessional Marks:
25
ESE/Annual Marks:75

Course Objectives:

Make the students

1. To understand and demonstrate speaking processes through invention, organization, drafting, revision, editing, and presentation.
2. To understand the importance of specifying audience and purpose and to select appropriate communication choices.
3. To understand and appropriately apply modes of delivery in oral communication.

Unit-I-Introduction Speech

Welcome to Public Speaking-Objectives, Outline, and Introduction-Benefits of Public Speaking -Models of Communication-Elements of the Communication Process-Types of Speeches and Speaking Occasions-Speaking Competencies-Conclusion, Review Questions, and Activities

UNIT-II-Informative Speech

Objectives, Outline, and Introduction-Functions of Informative Speeches-Role of Speaker -Types of Informative Speeches -Developing Informative Speeches-Conclusion, Review Questions, and Activities

Unit-III-Persuasive Speech

Objectives, Outline, and Introduction-What is Persuasive Speaking?-Functions of Persuasive Speeches-Types of Persuasive Speeches-Choosing a Persuasive Speech Topic-Approaching Audiences-Persuasive Strategies-Organizing Persuasive Messages -Conclusion and Module Activities

Unit-IV-Sensory Aid Speech:

This speech that utilizes visual-Effective -Visual Aids -Types of Visual Aids -Design Principles-Implementation -Visual Aid Tips- Audio, or other non-verbal tools-Objectives, Outline, and Introduction, Approaches to Audience Analysis, Categories of Audience Analysis

Unit-V-Special Occasion Speech:

A 2 minute speech modeled after something that you may be asked to give in real life. Wedding toast, a graduation speech, a keynote, an introduction, etc. practice language selection and audience adaptation in a less formal environment.

Unit-VI-Effective Public Speaking

Objectives, Outline, and Introduction-Approaches to Audience Analysis-Categories of Audience Analysis Speech Communication Process-Listening effectively-Objectives, Outline, and Introduction-Hearing Versus Listening- The Value of Listening-Three A's of Active Listening-Barrier to Effective Listening-

StrategiestoEnhanceListening-Feedback

toSpeakers-EffectiveListening--AnalysetheAudience-PsychologyofAudience-
DemographicAudience-SituationalAudience-AdaptingtotheAudience-Organizingaspeech.

BooksforReading

1. DaleCarnagey(AKADaleCarnegie)andJ.BergEsenwein(2005)“TheArtofPublicSpeaking”
–ebook
2. StandUp,SpeakOut-ThePracticeandEthicsofPublicSpeaking.pdf–ebook-
<http://www.saylor.org/books>
3. Scottberkun(2010)ConfessionsofPublic speaker publishedO”REILLY,Cambridge-e-book
4. DaleCarnegie(1981)HowToWinFriends AndInfluencePeople–e-book.
5. ClellaIllesJaffe(2018),PublicSpeakingConceptsandSkillsforaDiverseSociety,CengageLear-
ningIndia PrivateLimited
6. SanjayKumar,PushpaLata(2015),CommunicationSkills,OxfordUniversityPress**Mate**

rialsforReference:E Resources

1. <https://www.mindtools.com/CommSkill/PublicSpeaking.htm>
2. <http://gtu.ge/Agro-Lib/successful-public-speaking.pdf>
3. <http://library.ikhzasag.edu.mn/ebooks/Communication%20Skills.pdf>
4. <https://2012books.lardbucket.org/pdfs/public-speaking-practice-and-ethics.pdf>
5. <http://www.office.xerox.com/latest/XOGFL-45U.pdf>
6. <http://promeng.eu/downloads/training-materials/ebooks/soft-skills/effective-communication-skills.pdf>

CourseOutcome:

At theendofthecoursestudentsmust beableto:

1. Applyprinciplesofcommunication
2. Demonstratecompetenceinavarietyofcommunicationsituations
3. Applycriticalthinkingskillstospeechmessageevaluation
4. Explaininformationliteracyandselectinformationappropriatelyforspeaking
5. Knowthe varietiesofspeech
6. KnowtheCommunicationProcess
7. KnowthePsychologicalspeech
8. KnowtheOrganizationofa speech.

RESEARCH METHODOLOGY

Examination Duration: 3
HoursCIA/Sessional
Marks:
25ESE/AnnualMarks:75

Course Objectives:

1. To learn meanings, problems, variables, hypothesis of research and research in management functions.
2. To study the research types, designs, types of data, scaling and sampling techniques.
3. To understand data coding, classification and tabulation, statistical tools for analysis and report writing.

UNIT–I-Basic Concepts

Research: Meanings, nature, scope, objectives Types & qualities of a researcher, Research Problem: Meaning, Defining, Selection, Sources, Statement Review of literature-Need, Objectives, Sources, Functions and Formulation, variables and hypothesis- Meaning, nature, types, sources, Pilot study- Concepts, problems in formulation- Research in managerial functional areas.

UNIT–II-Research Design & Data Collection

Research Design: meaning, problem, types (exploratory, descriptive, experimental, and diagnostic), Data collection: Primary methods- Observation, Interviews schedule- essentials, procedure, organization, advantages- Questionnaire: types, formulations, problems, advantages and disadvantages- Interview: objectives, types, advantages, limitations- Survey: meaning, advantages, disadvantages, Secondary sources- Books, documents (published, unpublished).

UNIT–III-Scaling and Sampling Techniques

Scaling techniques: Nominal, Ordinal, Ratio and Interval, Reliability and Validity - weightage, Likert type scales- meaning, importance, difficulties, Sampling techniques- meaning, need, advantage, disadvantage, types- probability (simple random, stratified, systematic, cluster) non- probability: quota, convenience, judgment, Purposive. Size of sample: sampling and non-sampling errors.

UNIT–IV-Data Presentation

Statistics in Social Research: Meaning, scope, characteristics, importance, uses. - Coding, Classification and tabulation- Meaning, objectives, needs, types, calculating frequency of class intervals- Diagrammatic & Graphic presentations, significance of diagrams and graphs, types (bar-charts, pie-diagrams), uses and limitations.

UNIT–V- Data Analysis and Report Writing

Measure of central tendency: mean, median, mode- Measure of dispersions: qualities, and std. deviations- Test of significance- Parametric, Non Parametric, Correlation, Rank Correlation and Factor Analysis- Orientation to Multi Variate Analysis- Different Software and its application- An Exposure to Report writing.

UNIT–VI-StatisticalApplications

DataEditor-Viewer-Multidimensionalpivottables-High-resolutionGraphics-Databaseaccess-Datatransformation-OnlineHelp-CommandLanguage.

SessionalAssessment

- | | |
|----------------|----------|
| a) 2Tests | :15Marks |
| b) 1Assignment | : 5Marks |
| c) 1Seminar | : 5Marks |

TotalMarks :25Marks

Materials forReading

- ✓ Kothari.C.R.,(2004)ResearchMethodology,MethodsandTechniques,NewAgeInternational (P)Limited,Publishers,NewDelhi
- ✓ YogeshKumarSing(2006)FundamentalofResearchMethodologyandStatisticsNewAgeInternational(P)Limited,Publishers,NewDelhi
- ✓ BernardC.BeinsandMaureenA.McCarthy(2012)ResearchMethodsandStatistics,PearsonEducation,Inc,Boston.
- ✓ Panneerselvam.R(2012)Research Methodology,PHILearningPrivateLimited,NewDelhi
- ✓ AlanBryman(2012) SocialResearchMethodsFourthEdition,OxfordUniversityPress
- ✓ SajveenRaoA(2009),DeepakTyasi,ResearchMethodologywithSPSS,ShreeNiwasPublications,E300,2ndFloor,VaishaliNagarJaipur-302021.
- ✓ Aharsingh,(2010)Researchmethodology,MohitPublications,NewDelhi.
- ✓ Jha.D.K.(2011) ResearchMethodologyinBusinessManagement,CyberTechPublications,NewDelhi.
- ✓ Arya P.P & Yesh Pal (2011), Research Methodology Management Theory, Deep & DeepPublications,Pvt,Ltd.NewDelhi.
- ✓ GargK.K(2010) ResearchMethodologyOmegaPublications,NewDelhi.
- ✓ SharmaN.K,(2010)ResearchMethodology,KSKPublicationsandDistributors.
- ✓ Dr.RajeshM.Deshmukh,(2016),ResearchMethodologyinManagement,ChandralokPrakashan.
- ✓ Meghraj Kapurderiya, (2014), research Methodology in Social Science, R. P.Publications.
- ✓ JaiNarainSharma(2011),ResearchMethodologyTheDisciplineAndItsDimensions,Deep&DeepPublicationsPvtLtd.
- ✓ AttarSingh(2010),ResearchMethodology,MohitPublications.
- ✓ Dr. Y.K.Singh,Dr.R.B.Bajpai(2010),ResearchMethodologyTechniquesandTrends,APHPublishingCorporation.
- ✓ Dr. Y.K.Singh,Dr.R.B.Bajpai(2010),ResearchMethodologyDataPresentation,APHPublishingCorporation.
- ✓ DeepakChawla,NeenaSondhi(2011),ResearchMethodologyConceptsandCases,VikasPublishingHousePvtLtd.
- ✓ SureshChandra,MohitKr.Sharma,(2013),ResearchMethodology,NarosaPublishingHousePvt.Ltd.
- ✓ Dr.AnilTandon,(2010),researchMethodologyMethodsandTechniques,AnmolPublicationsPvt.Ltd.

- ✓ Dr. Alok Kumar Kashyap, (2011), Research Methodology Tools and Techniques, AncientPublishingHouse.
- ✓ Dr.Sharma.N. k,(2010),ResearchMethodology,

KSKPublishersandDistributors.**MaterialsforReference**

1. Kothari,C.R.:ResearchMethodology-Methodsand Techniques-WileyEastern,New Delhi.
2. WillamEmory,C: BusinessResearchMethods-Ontario,IrwinDorseyLimited.
3. RepalRoss:Research-AnIntroduction-BanesandNobelBooks.
4. Gopal, M.H.:AnintroductiontoResearchProcedureinSocialSciences-AsianPublishingHouse.
5. Amarchand,D:ResearchMethodsInCommerce,EmeraldPublishers,Chennai

E.Resources:

- http://www.sociology.kpi.ua/wp-content/uploads/2014/06/Ranjit_Kumar
- Research_Methodology_A_Step-by-Step_G.pdf
- <http://www.modares.ac.ir/uploads/Agr.Oth.Lib.17.pdf>
- https://edisciplinas.usp.br/pluginfile.php/2317618/mod_resource/content/1/BLOCO%202_Research%20Methods%20The%20Basics.pdf
- <http://web.ftvs.cuni.cz/hendl/metodologie/introduction-to-research-methods.pdf>
- http://shodhganga.inflibnet.ac.in/bitstream/10603/3727/12/12_chapter%202.pdf

CourseOutcome

Uponcompletionofthiscourse thestudents

1. Understandthetheaningandresearchproblems
2. UnderstandtheVariousmethodsofresearch
3. UnderstandtheVariousmethodsofdatacollection
4. Understandthescalingandsamplingsofresearch
5. ApplyvariousstatisticaltoolsTechniquesofdataAnalysis
6. Beabletowritereport.

LABOURLAWS

Examination Duration: 3
HoursCIA/Sessional
Marks :
25ESE/AnnualMarks:75

CourseObjectives:

- To makethe studentsawareofvariousActsrelatedtosafetyandWelfareofLabours
- TomakethestudentstobefamiliarwithBonusActandWagesAct,EmploymentAct.
- To make the students the policy, recent Acts and amendments of Labour Welfare ActsofCentralandStateGovernments.

UNIT–I:BasicConcepts

Definition-importance-Evolution-LegalProvisionrelatingtoWages-WorkingConditions-LabourWelfare-IndustrialRelations-SocialSecurity.

UNIT–II: SafetyandWelfare

Definition, Scope, Important provisions and Case laws related to The Factories Act,1948-The Trade Unions Act, 1926 -The Payment of Wages Act, 1936 - The Minimum WagesAct,1948-TheIndustrialDisputesAct,1947-TheWorkmen’sCompensationAct,1923.

UNIT–III: SocialSecurity andLiability

Definition, Scope, Important provisions and Case laws related to The Payment ofGratuity Act, 1972 -The Payment of Bonus Act, 1965-The Employee’s Provident Fund &Misc.Act,1952-TheEmployeesStateInsuranceAct,1948,Fatalaccidentact1855.

UNIT–IV: PaymentofWagesandBonus

Definition,Scope,ImportantprovisionsandCaselawsrelatedtoTheIndustrialEmployment (StandingOrders)Act,1946-TheApprenticesAct,1961-TheEqualRemunerationAct,1976-TheMaternityBenefitAct,1961.

UNIT–V:ProtectiveLegislation

Definition, Scope, Important provisions and Case laws related to Contract LabourRegulations and Abolition Act, 1970-The Child Labour Prevention and Regulation Act, 1986Rights to Information act 2005, Tamil Nadu Catering Establishment act 1958, Tamil NaduShops and Establishment Act 1947. Application of Labour Laws in Special Economic Zones-Issues-Challengesandstrategies.

Unit –VI:Women RelatedActs

The Indian Penal Code, 1860, The Criminal Law Amendment Act, 2013, SpecialMarriageAct,1954, ProhibitionofChildMarriageAct2006.- WomenRelatedActssexualharassmentAct,Maternitybenefitsact1961.

Sessional Assessment

- a) 2 Tests : 15 Marks
b) 1 Assignment : 5 Marks
c) 1 Seminar : 5 Marks

Total Marks : 25 Marks

Books for Study

- Avasthi Maheswari, Public Administration in India, Agra, Lakshmi Narain Agarwal, 1999.
- Elements of Industrial Law – N.D. Kapoor (2009 Reprint) – Sultan Chand & Sons, Educational Publishers, New Delhi.
- Kapoor, N.D., Hand Book of Industrial Law, Sultan Chand, New Delhi, 2003
- Puri, S.K., Labour & Industrial Law, Alahabad Law Agency, Alagabad, 2003.
- Subramanian, V & S. Vaithianathan, Factory Laws applicable in Tamil Nadu (5 Vol), Madras Book Agency, 2001.

References

- Dynamics of Industrial Relations – Dr. C.B. Mamoria, Dr. Satish Mamoria & Gnanapragasam, C Indian Administration (Tamil) Arivu Chudaram, 2000
- Hoshiar Singh, Indian Administration, New Delhi, Kitab Mahal, 1997.
- Industrial Organisation – Anirdyasen – Oxford Publications
- M.P. Sharma & B.L. Sadana, Public Administration, Theory & Practice, New Delhi; Kitab Mahal, 2001.
- Personnel Management & Industrial Relations – Tripatho – Sultan Chand
- Personnel Management – Edwin B. Flippo – Tata McGraw Hill.
- S.V. Gankar – Himalaya Publishing House.
- Shriram Maheswari, Indian Administration, New Delhi, Orient Longman, 1993.
- Shrivastava, Industrial Relations & Labour Laws, Vikas, 2002
- Vincent Arputham, A. Labour and Industrial Relations, Southern Publishers, Kanyakumari, Tamilnadu.
- Vidya Bhushan & Vishnoo Bhagavan, Indian Administration, New Delhi, S. Chand & Company Ltd., 2000.
- Vincent Arputham, A., “Labour and Industrial Laws” Southern Publishers, Poottety Post, Karungal-629157, Kanyakumari Dist, Tamil Nadu.
- Padhi P.K., Industrial Laws, PHI, 2008.
- Kapoor N. D., Elements of Mercantile Law, Sultan Chand, 2008.
- Tax Mann, Labour Laws, 2008.
- Sinha D.R.N., Indu Balasinha & Semma Priyadarshini Shekar, Industrial Relation, Trade unions and Labour Legislation, 2004.
- Dr. T. Vijaya Kumar (2014), Labour and Industrial Relations Law, Atlantic Publishers
- Srivastava S.C. (2008) Industrial Relations and Labour Laws, Vikas Publishing House
- Kapoor N.D. (2010), Elements of Industrial Law, Sultan Chand and Sons

Course Outcome

At the end of the Course students be able to

1. Advise the legal provisions related to wages
2. Maintain industrial relations in the work environment
3. Work for the benefit of both employees and management
4. To develop the Working conditions with safety and security
5. Apply the legal provisions in the organization.
6. Meet the challenges by working with strategies

PERFORMANCEMANAGEMENT

Examination Duration : 3
HoursCIA/Sessional Marks:
25ESE/AnnualMarks75

CourseObjective:

Make the students understand vital contribution of performance for continuous improvement to employees.

UNIT-I-IntroductiontoPerformanceManagement

Performance: meaning, factors and work standards Performance Management: scope, purpose, process Definition of Employees under Various Acts – Main Characteristics – Employees' Performance – Advantages of Higher Employees' Performance Management and Performance Appraisal – Principles of Performance Management Plan

UNIT-II-PerformanceManagementProcess

Introductions – Steps in Performance Management Process – Characteristics of Performance Management Process – Roles of Supervisors, Employees and Reviewers – Meaning and Definitions of Productivity – Labour Productivity Measurement – Objectives of Productivity Measurement – Productivity Measurement Issues – Factors Affecting Performance/Productivity – Production and Productivity.

UNIT-III-PerformanceAppraisal

Introduction – Importance and Uses of Performance appraisal – Definition of Performance Appraisal – Approach to Performance Appraisal – Performance Appraisal Process – Methods of Performance Appraisal – Graphic Rating Scale – Alternative Rating Method – Paired Comparison Method – Forced Distribution Method – Critical Incident Method – Narrative / Descriptive Method – Behaviorally Anchored Rating Scale – 360 degrees appraisal – Balanced Score Card.

UNIT-IV-PerformanceAssessment

Introduction – Potential appraisal – Assessment Centre Meaning – Definition of Assessment Centre – Elements of an Assessment Centre – Importance of Assessment Centre as a Development Centre – Planning For Assessment Centre – Job Analysis – Communication to Participants – Performance Assessment – Performance Review – Assessor's Training – Techniques used in Assessment Centers.

UNIT-V-PerformanceDevelopment

Career Definition – Classification of career. Career Management – Career planning – Scope of Organisational career planning – Advantages of career planning – Career planning and Development process. Appraisal Interview – Performance related skill training – Integrating performance and development – Counseling toward effective performance – Potential appraisal and succession planning – How to handle a defensive employee? – How to criticize an employee? – How to issue a written warning?

UNIT–VI- Recent trends

Recent trends in Performance Management cycle–Data and Machine Learning–Employees value and Transparency in their employers - Increase Engagement and Reduce Turnover.

Sessional Assessment

- | | |
|-----------------|------------|
| a) 2 Tests | : 15 Marks |
| b) 1 Assignment | : 5 Marks |
| c) 1 Seminar | : 5 Marks |

Total Marks : 25 Marks

Materials for Reading

- ✓ Ram Kumar Balyan, et al, (2011), Performance Management (Text and cases) Himalaya Publishing House Pvt. Ltd., Ramdoot Dr. Bhalerao Marg, Givgaon, Mumbai–400004.
- ✓ Peter.F.Drucker, (2006), People and Performance. Elsevier, a division of Reed Elsevier India Pvt. Ltd. Shri Pratap Udyog, 274, Captain Gant, Srinivaspuri, New Delhi–110065.
- ✓ Rao, T. V. (2017). Performance Management: Toward Organizational Excellence. New Delhi: Sage Publishers.
- ✓ Chadha, P. (2008). Performance Management. New Delhi: Macmillan India Ltd.
- ✓ Suri, G. K. (2008). Performance Measurement and Management. New Delhi: Excel Publications.
- ✓ Robert, L. C. (2011). Performance Management Concepts Skills and Exercises, New York: M. E. Sharpe Publications.
- ✓ Rao, N. S., (2017). Compensation System and Performance Management. New Delhi: Himalaya Publishing House.
- ✓ K. Aswathappa (2010), Human Resource Management Text and Cases, Tata McGraw Hill Education Private Limited.
- ✓ Cynthia D. Fisher, Lyle F. Schoenfeldt, James B. Shaw (2009), Human Resource Management, Biztantra.
- ✓ Biswanath Ghosh (2010), Human Resources Development and Management, Vikas Publishing House Pvt Ltd.
- ✓ C. B. Gupta (2009), Human Resource Management, Sultan & Sons Educational Publishers.
- ✓ Syed Mohammad Hasan (2011), Human Resource Management in Corporate Sector, Alfa Publications.
- ✓ S. Mohan, R. Elangovan (2011), Human Resource Management Text and Cases, Regal Publications.

Materials for References

- ✓ Cardy, R. Performance Management, Prentice Hall of India Private Limited, New Delhi, 2004.
- ✓ Dessler, Garry, Human Resource Management, Prentice-Hall of India, Private Limited New Delhi, 1999, 7th edition.

- ✓ Hannagan, Time Management: Concepts and Practices, Macmillan India Limited, Delhi, 1997.
- ✓ Hederson, Richard J.: Performance Appraisal Prentice Hall, New Jersey 1984
- ✓ Neale, Francis. Handbook of Performance Management, Jaico Publishing House, Mumbai 2002.
- ✓ Pattanayak, B. Human Resource Management, Prentice Hall of India Private Limited, New Delhi, 2005.
- ✓ Rao, V.S.P. and Narayana, P.S. Principles and Practice of Management, Konark Publishers Private Limited, Delhi 1987 (1997 reprint).
- ✓ Thompson, L.R. Constructive Appraisals, American Management Association, New York 1999.

Course Outcome:

The students would

1. Recognize the performance and management of performance in the Organization.
2. Analyse the Importance of Employees in PM,
3. Develop higher level of performance in the Workplace.
4. Understand the factors for production and productivity process of performance.
5. Appraise the performance and assess the performance Improvement over a period
6. Understand and apply the Graphic Rating Scale-Alternative Rating Method- Paired Comparison Method.
7. Handle defensive employees.

22HRM3CC15-(Core Course) CREDITS: 5 TALENT MANAGEMENT

Examination Duration : 3
HoursCIA/Sessional Marks:
25ESE/AnnualMarks75

Course Objective:

- Explain to acquire and retain talent.
- Explain the interplay between various aspects of talent acquisition, retention and development of talent.

UNIT–I-Introduction to Talent Management

Introduction, Meaning & Objectives, Role of Talent Management, Key Processes of Talent Management, Talent vs. knowledge and skills, Source of Talent, Consequences of Failure in Managing Talent, elements of talent friendly organizations Some suggestive tools for Managing Talent.

UNIT–II- Talent Planning & Development

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

UNIT-III: Talent Management System

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

UNIT–IV- Talent Acquisition

Job analysis-Method of collecting information, developing questionnaires, interviews, developing job description & job specification. Developing HR planning process, Talent acquisition management solutions; Preparing recruitment plan, E-recruitment, Choosing the types of interviews, Return on Talent.

UNIT–V- Elements of Talent Management:

The element of Talent Management- The sourcing strategy- Attraction and retention policies and programs – Talent Audit – Role Development – Talent relationship management – Talent management for excellence, and Leadership development.

UNIT–VI– Employee Talent Retention:

Comprehensive approach to Retaining employees, Managing Voluntary Turnover, dealing with Job Withdrawal, Strategic Compensation plan for Talent Engagement, Integrated Rewards, Sustainable Talent Management, Talent Management Issues and challenges.

Sessional Assessment

- | | |
|-----------------|------------|
| a) 2 Tests | : 15 Marks |
| b) 1 Assignment | : 5 Marks |
| c) 1 Seminar | : 5 Marks |

Total Marks : 25 Marks

Materials for Reading

- ✓ Berger, Lance A and Dorothy Berger (Eds.), (2014) The Talent Management Handbook, Tata Mc Graw Hill, New Delhi. (Unit 1, 3, 4 & 5 - Chapter 1, 2, 4, 6, 8,)
- ✓ Chowdhary, Subir, (2014) The Talent Era, Financial Times/Prentice Hall International (Unit 1, 2, 3, & 5 - Chapter 7, 12, 31, 33)
- ✓ Dr. Ganesh T. Patil, Dr. Deepti Bhargava (2013), Talent Management, Chandralok Prakashan Publications.
- ✓ Larry Israelite (2010), Talent Management Strategies for Success from Six Leading Companies, Cengage Learning.

Materials for Reference and E-Resources

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

Course Outcome

Upon completion of this course the student be able to:

1. Apply talent management practices in the competitive business environment.
2. Re-state talent planning process according to the situational demands
3. Apply their talents appropriately in the arising circumstances
4. Analyze the organizational talents to meet the challenging demands
5. Evaluate the right talents of the employees and reinforce them with rewards

ORGANIZATIONAL DEVELOPMENT

Examination Duration : 3
HoursCIA/Sessional Marks:
25ESE/AnnualMarks75

Course Objectives

1. To learn concept, scope, historical perspectives of Organizational Development (OD)
2. To study the operation, Interventions, Implementation and Assessment components of OD.
3. To know the key Concepts and issues of OD.

UNIT-I- Introduction

Concept, Characteristics, Scope -Historical Perspective Underlying Assumptions and Values. Theories of organizations Nature of organizational theory -classical theories-features of Bureaucracy - administrative theory and Scientific management - Neo-classical theories-the human relations movement-modern theory.

UNIT-II- Operational Components

Diagnostic Component-Action Component-Process Maintenance Component
Action Research and OD.

UNIT-III- OD Interventions

Team Interventions-Inter - group Interventions-Personal, Interpersonal and group process interventions-Comprehensive Interventions. Interventions designed at Individuals, Dyads/Triads, Team and Groups, Inter-group Relations, Total organization, Washboard Model.

UNIT-IV- Implementation and Assessment

Structural Interventions-Implementation -conditions for failure and success in OD efforts -Assessment of OD and change in organizational performance-The impact of OD-Mechanistic and Organic systems and the Contingency Approach.

UNIT- V- Some Key Considerations and Issues in OD

Issues in Consultant-Client relationships-The Future of OD- Some Indian Experiences in OD.

UNIT- VI- Organisational change

Why Organization Change, Need for change, Factors causing change- Environmental, Technological, Legal, Political, Social, & Cultural factors of change, Models & techniques involved in change management, Total Quality Management, Business Process Reengineering, Guidelines for Facilitating change.

Sessional Assessment

d) 2 Tests	: 15 Marks
e) 1 Assignment	: 5 Marks
f) 1 Seminar	: 5 Marks

Total Marks : 25 Marks

Materials for Reading

- ✓ French, Bell and Zawacki, Organization Development Theory, Practice and Research, Universal Book Stall, Third edition, 1991.
- ✓ Wendell L. French and Cecil H. Bell, Jr, Organization Development, PHI, Third, Fourth and Sixth Editions, 1989, 2000.
- ✓ Thomas G. Cummings, Christopher G. Worley (2019), Organizational Development & Change, Cengage Learning India Private Limited.

Materials for Reference

- Mee-Yan Cheung- Judge and Linda Holbeche. Organization Development: A Practitioner's Guide for OD and HR. London, UK: Kogan Page, 2011.
- Bushe GR, Marshak RJ. (2009). Revisioning organization development: Diagnostic and dialogic premises and patterns of practice.
- Journal of Applied Behavioral Sciences, 45, 348–368. McLean GN. (2005). Organization development. San Francisco, CA: Berrett-Koehler. Rothwell WJ, Stavros JM, Sullivan RL, Sullivan A. (2010).
- Practicing organization development: A guide for leading change (3rd ed.). San Francisco, CA: Wiley. Van Nistelrooij A, Sminia H. (2010).
- Organization development: What's actually happening? Journal of Change Management, 10, 407–420.
- David A. Hofmann and Michael Frese (eds.). Errors in Organizations. New York, NY: Routledge, 2011.

Course Outcome

Upon completion of this course the students should be able to:

1. Understand the basics of organization
2. Understand the maintenance of factions.
3. Understand the Interventions.
4. Understand the Interpersonal relationship of employees.
5. Understand the organizational development.
6. Understand the future of an organization
7. Understand the organizational changes.

WELFARE AND SAFETY

Examination Duration	: 3
Hours CIA/Sessional Marks	25
ESE/Annual Marks	75

OBJECTIVES:

- To make the students to understand the meaning, definition of concepts of welfare, safety and social security
- To make the students to be familiar with occupational safety and health and environment management

UNIT-I: Introduction to Welfare

Concept of Social Welfare; Labour Welfare: Concept, Scope and Philosophy of Labour Welfare; Principles of Labour Welfare; Role of Welfare in Commitment and Structuring of Labour Force; Indian Constitution and Labour Welfare. Agencies of Labour welfare and their roles.

UNIT-II: Safety

Safety- Definition, need, nature and principles. Organising for Safety, Health and Environment Organisation structure, functions and responsibilities, Safety Committee: Structure and functions.

UNIT-III: Social Security

Social Security Concept and Scope; Development of Social Security in India, Fundamental Principles. Concept of Social Protection - Income Security - Social Insurance - Social Assistance. Current policies and programmes for welfare of unorganised sector workers in India. Social Security- Concept, scope, Objective, need and types of social security, Social security measures in India.

UNIT-IV: Workers Participation in Management

Workers Participation in Management - Definition, meaning and objective and Forms of WPM, Causes and failure of WPM, Making worker participation effective, WPM in India.

UNIT-V: Monitoring for Safety, Health & Environment

Occupational Safety- Incident, accident, injury, dangerous, occurrences, unsafe actions, unsafe conditions, hazards, error, oversight, mistakes etc. Health and Environment Management System, Bureau of Indian Standards on Safety and Health, ILO and EPA Standards.

Unit-VI: Classification of Labour Legislations

Regulative Labour Legislation – Protective – Wage – Related – Social Security – Welfare and Miscellaneous Labour Legislations.

Sessional Assessment

- | | |
|-----------------|------------|
| a) 2 Tests | : 15 Marks |
| b) 1 Assignment | : 5 Marks |
| c) 1 Seminar | : 5 Marks |

Total Marks : 25 Marks

Books for Study

- Kapoor N. D., Elements of Mercantile Law, Sultan Chand, 2008.
- Taxmann, Labour Laws, 2008.

Books for References

- Vincent Arputhom, A., "Labour and Industrial Laws" Southern Publishers, Pottery Post, Karungal-629157, Kanyakumari Dist, Tamil Nadu.
- Padhi P. K., Industrial Laws, PHI, 2008.
- Sinha D. R. N., Indu Balasinha & Semma Priyadarshini Shekar, Industrial Relation, Trade unions and Labour Legislation, 2004.
- Srivastava S. C. (2008) Industrial Relations and Labour Laws, Vikas Publishing House.

Course outcome

Students able to understand

1. Meaning and types of Welfare measures for Employees
2. Various agencies of welfare measures
3. The safety and responsibilities
4. Various social securities in India
5. The Occupational safety and various standards of safety.

CORPORATE SOCIAL RESPONSIBILITY

Examination Duration: 3
HoursCIA/Sessional Marks:
25ESE/AnnualMarks75

Course Objectives:

1. To understand the conceptual framework, approaches, Role of Corporate Social Responsibility (CSR).
2. To know the Law, policy, national and international guidelines of CSR
3. To study the sociological concepts, Feature of Indian Society of CSR.

UNIT-I-Corporate Social Responsibility (CSR)

Conceptual Framework of CSR – Approaches to Corporate Social Responsibility (CSR)- Obstructionist Approach – Defensive Approach – Accommodative Approach – Proactive Approach – Benefits of Corporate Social Responsibility (CSR) – Monitoring CSR
– Stakeholder’s Audit – Safety Audit- Environmental Audit – Outcomes of CSR — Legal Responsibility – Ethical Responsibility – Economic Responsibility – Discretionary Responsibility – Corporate Social Responsibility to Stakeholders - Responsibility to Itself - Responsibility to Shareholders - Responsibility to Employees - Responsibility to Customers
- Responsibility to State - Responsibility to Community at Large.

UNIT-II-CSR: Law, Policy and Guidelines

Introduction – Development of CSR in India CSR Provision in Companies Act, 2013
– Clause 135 of the Companies Act, 2013 – CSR Committee – CSR Policy – Eligible CSR Spend- CSR and Sustainability – CSR and Sustainability Guidelines for CPSEs – CSR of Small and Medium Enterprises.

UNIT-III- International Context of CSR and Sustainability

The UN Guiding Principles on Business and Human Rights – The OECD CSR Policy Tools – Accountability’s A A 1000 Series of Standards – SA 8000 Standard: Social Accountability – UN Millennium Development Goals - The LBG Model – OECD Guidelines for Multinational Enterprise – ILO’s Tripartite Declaration of Principles on Multinational Enterprises and Social Policy – UN Global Compact Principles

UNIT-IV- Basic Sociological Concepts and Business Ethics

Society, community, association, institution, culture - Social groups: meaning, formation of groups, types, primary and secondary - Social Stratification - Social processes and social institutions - Social Change. Business Ethics - Meaning Sources, Need, Theories.

UNIT- V- Features of Indian Society

Rural, tribal and urban societies - Social Analysis - Indian Constitution: Salient features, fundamental rights, duties - Weaker Sections - Distributive justice in India -

Modernsociety:Characteristicfeatures.

UNIT–VI- CurrentTrendinCSR

Review current trends and opportunities in CSR.CSR as a Strategic Business tool forSustainabledevelopment.Reviewofsuccessfulcorporateinitiatives&challengesofCSR.CaseS tudiesofMajorCSRInitiatives.

SessionalAssessment

- a) 2Tests :15Marks
- b) 1Assignment : 5Marks
- c) 1Seminar : 5Marks

TotalMarks :25Marks

BooksforStudy

- ✓ Rodrigues, M.V. (2015), Business Ethics and Corporate Social Responsibility ConceptPublishing Company Pvt. Ltd., A/ 15-16 Commercial Block, Mohan Garden, NewDelhi–110059.
- ✓ Dr.HarishKumar(2011),CorporateSocialResponsibility,AitbsPublishers.
- ✓ ChinmoyRoy,AshishK.Chaudhari(2016),CorporateSocialResponsibilityGovernanceand OrganizationalBehaviour,DominantPublishers.

BooksforReferences

- ✓ Bajaj,P.S.andAgrawal,Raj.2004.*BusinessEthics– AnIndianPerspective*.NewDelhi:Biztantra.
- ✓ Fritzsche.1997.*BusinessEthics- AGlobalandManagerialPerspective*.NewYork:McGraw-Hill,
- ✓ Harmer,LarneTone.1987. *TheEthicsofManagement*.NewDelhi: UniversalBooks.
- ✓ Khosla,R.K.2000.Rural&UrbanDevelopmentinIndia,IndianPublishers
- ✓ Rao,Shankar.200.*Sociology*.NewDelhi: S.Chand &Co.
- ✓ VenkataReddy,1988,RuralDevelopmentinIndia,Poverty&Development,HimalayaPubl ishingHouse,NewDelhi.

CourseOutcome:

Uponcompletionofthiscoursethe studentshould be ableto understand:

1. TheResponsibilitiesofEmployees
2. CorporatesocialresponsibilitiesundercompaniesAct
3. Policiesforcorporatesocialresponsibilities
4. VariousGuidelinesforcorporatesocialresponsibility

4 HUMAN RESOURCE INFORMATION SYSTEMS

Examination Duration: 3
HoursCIA/Sessional Marks:
25ESE/Annual Marks75

Course Objectives:

1. To create awareness about upcoming managers and different types of information systems.
2. To familiarize about modern project management, Capital accounting, performance appraisals.
3. To understand various Management Information Systems operating

in an organization. **UNIT-II Introduction to Information Systems**

Establishing the framework – Business models – Information System Architecture – Evolution of Information Systems - System Development - Modern Information System – System development Life Cycle – Structured Methodologies – Designing Computer based methods, procedures, control- Designing structured programs.

UNIT-II Project Management

Modern project management – Organization strategy – project selection – Defining the project – managing risk – Leadership – Overview of International projects.

UNIT-III Human Capital Accounting:

Measuring human resource strength - Skills and company measurement- Matching Project requirements- Measuring Cost- Human Capital Accounting - Accounting Flexi-hours- Flexi office employment compensation accounting.

UNIT-IV Systems:

Systems for Leave accounting, Payroll, LTC, Incentives, Welfare measures, Career growth monitoring, Performance appraisals & statutory requirements.

UNIT-V Changes:

Changing world of HR, Integration of HR systems, Paperless Office, Outsourcing of HR.

UNIT-VI Security and HRIS

Security, Size & Style of Organizations & HRIS - Security of Data and Operations of HRIS Modules - Common Problems during IT Adoption Efforts and Processes to Overcome - Orientation & Training Modules for HR & other Functionaries – Detailed Analytical Framework - Opportunities for combination of HRM & ITES Personnel - HRIS & Employee Legislation - An Integrated View of HRIS.

Sessional Assessment

- a) 2 Tests : 15 Marks
- b) 1 Assignment : 5 Marks
- c) 1 Seminar : 5 Marks

Total Marks : 25 Marks

Materials for Reading and References

- ✓ Kenneth C. Laudon and Jane Price Laudon, "Management Information Systems – Managing the Digital Firm", Pearson Education, Asia, 2002. (Unit I).
- ✓ Clifford F. Gray and Erik W. Larson, "Project Management – The Managerial Process", McGraw Hill International Edition, 2006.
- ✓ Michael J. Kavanagh, Mohan Thite (2009) Human Resource Information Systems: Basics, Applications, and Future Directions, SAGE.
- ✓ Syed Mohammad Hasan (2011), Human Resource Management in Corporate Sector, Alfa Publications.
- ✓ S. Mohan, R. Elangovan (2011), Human Resource Management Text and Cases, Regal Publications.

Materials for Reference - Resources

1. <http://www.freebookcentre.net/business-books-download/Human-Resource-Information-Systems.htm>
2. http://www.pondiuni.edu.in/storage/dde/downloads/hrmiv_hris.pdf
3. https://ofti.org/wp-content/uploads/2012/07/46907_hrim_risks_and_controls_2011-1.pdf
4. <https://www.ihris.org/toolkit-new/wp-content/uploads/2014/05/Deliverable1a.pdf>
5. <https://openaccess.leidenuniv.nl/bitstream/handle/1887/22381/ASC-075287668-3030-01.pdf>
6. https://www.unece.org/fileadmin/DAM/stats/publications/HRMT_w_cover_resized.pdf

Course Outcome:

Upon completion of this course the student be able to understand:

1. Various business models
2. The Modern Project Management
3. The International Projects
4. Human Resource Strength and skills measurement
5. Employees flexi hours and compensation accounting
6. Leave accounting
7. Human Resource system, e-governance and outsourcing

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CREDITS:3

IN-PLANT TRAINING(2-3WEEKS)

ParticularsofEvaluation

2Reviews ofReport –40 Marks (2 x
20)Evaluation of the In-Plant Training Report–40 Marks (2 x
20)Viva-VoceExamination –20Marks(2 x10)

Total –100Marks

Credits – 3forIn-Plant TrainingReport

**ENTREPRENEURSHIP DEVELOPMENT
(NON MAJOR ELECTIVE FOR OTHER DEPARTMENT STUDENTS)**

Examination Duration : 3
Hours CIA/Sessional
Marks :
25 ESE/Annual Marks: 75

Course**objectives****students**

1. To learn Concepts, innovation and skill development of Entrepreneurship.
2. To know the practice of Managing
a Small Business, Business plan, Financial Planning and Control
3. To understand about creation of new venture.

UNIT I-Introduction to Entrepreneurship

Concepts, Nature, importance and functions of Entrepreneur, Entrepreneurship, Entrepreneurship development and Enterprise, classification of entrepreneurs- Characteristic of entrepreneur- Entrepreneur vs. professional manager- Agri-Entrepreneurship- agri-entrepreneurship fields- challenges in agri-Entrepreneurship.

UNIT II- Innovation and Skill Development

Innovation in Business- Types of Innovation – Creating and Identifying Opportunities for Innovation – the Technological Innovation Processes -Entrepreneurship and environment- Policies governs entrepreneurs, entrepreneurial development programmes - Institutions for entrepreneurship development. Entrepreneurship Skill and Entrepreneurship Development Institutions, Programmes and Schemes in India, Problems and Prospects of entrepreneurship.

UNIT III- Family and Women Entrepreneurship

Family Business Importance, Types, History- Women Empowerment – Women and Globalization- Economic, social and personal motivations for female entrepreneurs- challenges facing women entrepreneurs- Policy framework supporting women entrepreneurs in India- famous Indian women entrepreneurs Institutions for Women Entrepreneurial Development.

UNIT IV- Business Plan Preparation

Business plan- Creating and starting the venture, Project - identification, formulation, project report - project appraisal - project planning - social and financial analysis of Project and project financing.

UNIT V- Creation the New Venture and Funding Agency

New Venture Creation: Identifying Opportunities for New Venture Creation: Environment- Generation of New Ideas for Products and Services. Creating, Shaping, Recognition, Seizing and Screening of Opportunities- Marketing Methods – Pricing Policy and Distribution Channels. Funding agency: Central level and State level Institutions,

SIDBI,NABARD,IDBISIDCO,DIC.

UNITVI-ProjectReport

Introduction-IdeaSelection-SelectionoftheProduct/Service-AspectsofaProject
-Phases of a Project - Project Report - Contents of a Project Report - Proforma of a
SuggestedProjectReportforamanufacturingOrganization.

SessionalAssessment

- | | |
|----------------|----------|
| a) 2Tests | :15Marks |
| b) 1Assignment | : 5Marks |
| c) 1Seminar | : 5Marks |

TotalMarks :25Marks

MaterialsforReadingsand References

- ✓ Arun Mitra, A Text Book of Women Entrepreneurship, 2017, Astha Publishers andDistributors.
- ✓ Balakrishnan, G., Financing Small Industries in India (1950-1952) Bombay,AsiaPublishingHouse(1961).
- ✓ D.M.Mankar, Y.B. Shambharkar and P.P. Wankhade (Edited), EntrepreneurshipdevelopmentandManagement,2013,AgrotechPublishingAcademy,Udaipur.
- ✓ JaynalUd-dinAhmedandKhundrakpamDevanandaSingh,EntrepreneurshipDevelopment – Issues and Perspectives, 2015, New Century Publicatons, New Delhi,India.
- ✓ K.L. Danghi, S.S. Sisodia, Pravesh SinghChauhan, yohita Ranawat, A Text Book ofEntrepreneurshipDevelopment,2014,AgrotechpublishingAcademy,Udaipur.
- ✓ M.V. Deshpande,Entrepreneurship of small scale industries,1982, Deep and DeepPublications,NewDelhi
- ✓ MonicaLossandF.L.Bascunan,Entrepreneurshipdevelopment,2015,GlobalAcademicPublishersandDistributors,NewDelhi.
- ✓ PeterF. Drucker:Innovationanddevelopment;2006,HarperBusiness;Reprintedition
- ✓ Rameshwari Pandya,Skill DevelopmentandEntrepreneurshipDevelopmentinIndia,2016,NewCenturyPublicatons, NewDelhi,India.
- ✓ VasantaDesai,Dynamicsofentrepreneurialdevelopmentandmanagement,2013,HimalayaPublishingHouse,Mumbai,India.
- ✓ VasantaDesai,Entrepreneurialdevelopment,2017,HimalayaPublishingHouse,Mumbai,India.
- ✓ S.L.Gupta,ArunMittal(2011),EntrepreneurshipDevelopment,InternationalBookHouse.
- ✓ SandeepSharma(2009),EncyclopediaofEntrepreneurshipManagement,AnmolPublicationsPvtLtd.
- ✓ G. S. Sudha(2009), FundamentalsofEntrepreneurship,RameshBookDepot.
- ✓ MonicaLoss,F.L.Bascunan(2015),EntrepreneurshipDevelopment,GlobalAcademicPublishers&Distributors.
- ✓ PrabhatKumarPani(2014),EntrepreneurshipDevelopmentTrainingandPractice,S.K.BookAgency.
- ✓ D.M.Mankar,Y.B.Shambharkar,P.P.Wankhade(2013),EntrepreneurshipDevelopmentandManagement,AgrotechPublishingAcademy.

Materials for References–E-resources

1. <http://www.eiilmuniversity.co.in/downloads/Entrepreneurship-Development.pdf>
2. http://www.apo-tokyo.org/00e-books/IS-26_SMEs/IS-26_SMEs.pdf
3. https://www.tutorialspoint.com/entrepreneurship_development/entrepreneurship_development_tutorial.pdf
4. http://entreprenorskapsforum.se/wp-content/uploads/2013/03/WP_02.pdf
5. http://www.ilo.org/wcmsp5/groups/public/---ed_emp/---emp_ent/ifp_seed/documents/publication/wcms_175471.pdf

Course Outcome

Upon completion of the course the students know:

1. The Importance of entrepreneurship
2. Innovation in business
3. The knowledge on Supporting agencies for business
4. Various schemes for self-employment in India
5. Women empowerment, Policy frameworks supporting for women entrepreneurs
6. Business plan and project planning
7. New venture creation, Marketing methods and
8. Preparation of Project Reports.

5 KNOWLEDGE MANAGEMENT (KM)

Examination Duration:	3 Hours	CI
A/Sessional Marks		25
ESE/Annual Marks		75

Course

Objectives

Make the Students

- To understand the value of knowledge management in organizations.
- To analyse KM architecture by the way of creating and converting Knowledge.

UNIT– I-Introduction to KM

Meaning and Concept of KM Knowledge-Knowledge continuum-Knowledge society-Knowledge access and Knowledge Mapping-The foundations of knowledge management - Data, information, knowledge, wisdom- KM-Intellectual capital and KM-KM advantages Key Challenges for KM, Ethics for Knowledge Management. Knowledge Management Cycle.

UNIT–II-KM Architecture

Knowledge Capture and Codification-Tacit and Explicit Knowledge-Technical and Cognitive dimensions-Knowledge creation: The Ontological and Epistemological modes-Knowledge conversion: Knowledge Management Models -The four modes S,E,C,I Model-Knowledge Spiral.

UNIT– III-Planning For Strategic KM

Defining strategy-Development of strategic KM-Knowledge leadership-These seven strategic levers-Creating successful knowledge strategies-KM in practice.

UNIT–IV-Culture of Learning and Knowledge Sharing

Building the Organization culture-Different human behaviour, Organizational context: Structure, roles, and processes of KS -Guidance for knowledge sharing-Knowledge sharing skills-Knowledge Markets.

UNIT–V-Importance of KM to Organizations

A knowledgeable competent organization-Knowledge functions in organizations-KM Process in organizations-Conditions for organizational knowledge creation-Five Phase Model of organizational knowledge-Challenges in creating organizational knowledge-Promoting KM for organizational effectiveness.

UNIT–VI-Recent Trends

Recent developments in KM -Information Communication Technology tools-IT governance-Knowledge management in manufacturing and services sectors.

Sessional Assessment

- a) 2 Tests : 15 Marks
b) 1 Assignment : 5 Marks
c) 1 Seminar : 5 Marks

Total Marks : 25 Marks

Materials for Reading

- ✓ Ian Watson (2002). *Applying Knowledge Management: Techniques for Building Corporate Memories*. Morgan Kaufmann. ISBN: 1558607609.
- ✓ Madanmohan Rao (2004). *Knowledge Management Tools and Techniques: Practitioners and Experts Evaluate KMS Solutions*. Butterworth-Heinemann. ISBN: 0750678186.
- ✓ Amrit Tiwana (2002). *The Knowledge Management Toolkit: Orchestrating IT, Strategy, and Knowledge Platforms* (2nd Edition). Prentice Hall. ISBN: 013009224X.
- ✓ Stuart Barnes (ed) (2002). *Knowledge Management Systems Theory and Practice*. Thomson Learning.

Materials for References

- ✓ R.C. Agarwal, *Knowledge Management*, ABD Publishers, Jaipur 2009.
- ✓ Y. Prusak, *Knowledge Management in Business Sector*, Arise Publishers and Distributors, New Delhi 2010.
- ✓ Shdda Debowski, *Knowledge Management*, Wiley India 2007.
- ✓ Swarup K. Goyal, *Knowledge Management*, Adhyayan Publishers & Distributors, 2010.
- ✓ B. Rathan Reddy, *Knowledge Management (Total Business Development)*, Mrs. Meena Pandey for Humalay Publishing House Pvt. Ltd Ramdoot Bhalaro Margo, Gigaon Mumbai 400004, 2009.
- ✓ Madanmohan Rao (edited), *Knowledge Management Tools and Techniques- Practitioners and Experts Evaluate KM solutions*, 2006, Elsevier, a division of Reed Elsevier India Private Limited, New Delhi.
- ✓ Davenport, Thomas H. & Prusak, Laurence (2000). *Working Knowledge: How Organizations Manage What They Know*. Boston, MA: Harvard Business School Press.
- ✓ Elias M. Awad, Hassan M. Ghaziri (2004). *Knowledge Management*. Prentice Hall. ISBN: 0-13-034820-1.
- ✓ Sudhir Warier (2013), *Knowledge Management*, Vikas Publishing House Pvt Ltd.
- ✓ Y. Prusak (2010), *Knowledge Management In Business Sector*, Arise Publishers & Distributors.
- ✓ Swarup K. Goyal (2010), *Knowledge Management*, Adhyayan Publishers & Distributors.
- ✓ Madanmohan Rao (2005), *Knowledge Management Tools and Techniques*, Elsevier.
- ✓ Sanjeev Dhawan (2013), *Knowledge Management*, Ritu Publications.
- ✓ R.C. Agrawal (2009), *Knowledge Management Tools and Techniques*, AND Publishers.
- ✓ DR. S. K. Sharma (2011), *Knowledge Management*, Bhasker Publications.
- ✓ Monawwer Eqbal, Simmi Khurana (2012), *Knowledge Management Issues and Challenges*, World Education.

- ✓ Dr.B.RathanReddy(2009),
KnowledgeManagement(ToolforBusinessDevelopment),HimalayaPublishingHouse.

- ✓ Daryl Morey, Mark Maybury and Bhavani Thuraisingham (2009), Knowledge Management Classic and Contemporary Works, University Press (India) Private Limited.
- ✓ Shelda Debowski (2007), Knowledge Management, John Wiley & Sons.

Course Outcome:

The students were able to

1. Able to prepare knowledge mapping for resource utilization
2. Able to treat knowledge as assets
3. Able to apply tacit and explicit knowledge for business development
4. Competent for the development of current knowledge deficit in the business area
5. Efficient to understand the critical human behaviours and plan for sharing knowledge.

TOTALQUALITYMANAGEMENT

Examination Duration : 3
HoursCIA/Sessional
Marks:
25ESE/AnnualMarks:75

CourseObjectives

- To makethe studentsunderstandtheimportanceofTotalQualityManagementinanOrganization.
- To MakethestudentstoimproveQualityofManagement.

UNIT– I– Introduction toTotalQualityManagement(TQM)

TQM-Meaning, definition, fundamental elements, benefits, Total Quality Control - meaning,factorsresponsibleforQuality–TQMawareness,challengesforquality-Dimensionsofproductandservice quality-CostofQuality.

UNIT– II-TQMThinkersand Thoughts

W. Edwards Deming - PDCA, 14 points, deadly diseases and sins, Joseph M. Juran - Spiral of progress, trilogy, 10 steps six stages methodology, Philip B Crosby- Four absolutes,sixCs,14 steps,GenichiTaguchi-Quality imperatives,ShigeoShivgo-Zero QC.

UNIT-III-ModelsofTQM

Fuji Xerox model, Norman Rickad model, Eicher group model, basic frame movemodel,OperationalModel,Diamondmodel,umbrellamodel,Kano'sbasicsofTQM,Westing housemodel,Itohmodel,PeratechModel,Kehe'sintegratedmodel,EightcomponentsmodelandB uildingblockmodelandDhruvModel.

UNIT- IV–StatisticalProcessControlToolsandTechniques

Problemsolving:stages,approaches,methodologies,process-Kaizen:features,practice, problem solving 5's, 4 M's -Flow Chart, Cause and Effect Diagram, Check Sheet,ScatterDiagram,ParetoChart,Histogram,Control-Chart,QualityCircles,SixSigma,Benchmarking,Brainstorming,Business-ProcessReengineering,ParasuramanServiceQualityModel.

UNIT-V- Implementing TQM

Customer Satisfaction- Customer Focus – customer's perception on quality, customerretention
QualityAudit,QualityAwards,ISO9000,2000,14000,employeeinvolvement,motivation,empow erment,recognitionandreward.

UNIT– VI-Case Studies

Case Studies on Changing Company Culture; Competitive Strategy, Secrets to TQM in modern companies.

Sessional Assessment

- a) 2 Tests : 15 Marks
b) 1 Assignment : 5 Marks
c) 1 Seminar : 5 Marks

Total Marks : 25 Marks

Materials for Reading

- ✓ Dale H. Besterfield et al., Total Quality Management, Third edition, Pearson Education (First Indian Reprints 2004).
- ✓ Dr. Edwards Deming (2000). Out of the Crisis. MIT Press, Centre for Advanced Engineering Study.
- ✓ Mikel Harry and Richard Schroeder (2000). Six Sigma The Breakthrough Management Strategy Revolutionizing The World's Top Corporation.
- ✓ Subburaj Ramasamy, 2015, Total Quality Management, McGraw Hill India Private Development, New Delhi.
- ✓ Dale H. Besterfield, Carol Besterfield- Michna, Mary Besterfield- Sacre, Glen H. Besterfield, Hemant Urdhwaresh, Rashmi Urdhwaresh (2017), Total Quality Management, Pearson India Education Services (India) Pvt. Ltd.
- ✓ Subburaj Ramasamy (2006), Total Quality Management, Tata McGraw-Hill Publishing Company Ltd.
- ✓ K. Sreeja Sukumar, S. Santhish Kumar (2014), Total Quality Management In Education, Abhijeet Publications.

Materials for References

- ✓ Dale, Barrie, Total Quality and Human Resources: an executive Guide. Oxford, Blackwell, 1993.
- ✓ Marlin Total Quality Management in Human Service Organization, New Delhi, Sage Publications, 1997.
- ✓ Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, First Edition 2002.
- ✓ Poornima M. Charantimath, 2011, Total Quality Management, Pearson.

Websites

- http://ibsams.com/e_library/Total%20Quality.pdf
- <https://www.wiley.com>
- <http://www.mescenter.ru/>
- http://164.100.133.129:81/econtent/Uploads/Total_Quality_Management.pdf

Course Outcome:

The Students be

1. Able to implement Total quality in their business environment
2. Able to improve Existing Quality models for overall business development.
3. Understand and implement Quality improvement techniques according to the situations.
4. Able to develop new TQM models for business.

5INFORMATIONTECHNOLOGYFORMANAGERS

Examination Duration: 3
 HoursCIA/Sessional Marks:
 25ESE/AnnualMarks75

CourseObjectives:**Make the students**

- To understand and analyze, and suggest various types of information technology.
- To integrate business with IT to get positive impact on their business world
- To identify the issues and suggestion for IT management.

UNIT I-Basics of Computer & Internet:

Desktop computers, Structure of a computer, Input and output devices, memory and storage devices, different ports and its uses, Different type of printers. Software: OS, Windows OS, Application software. Networking, LAN and WAN connections, network, Internet, Hypertext. Internet Services and its Providers.

UNIT II- Windows XP

Windows concepts, Features, Windows Structure, Desktop, Taskbar, Start Menu, My Computer, Recycle Bin, Windows Accessories- Calculator, Notepad, Paint, Wordpad, Windows Explorer, Entertainment, Installation of Hardware & Software, Using Scanner and System Tools.

UNIT III- Word- Document Processing- and Excel- Analysis

Word - Features, Creating, Saving and Opening Documents in Word, Toolbars, Ruler, Menus, Keyboard Shortcut, Editing, Previewing, Printing, & Formatting a Document, Advanced Features of Word, Find & Replace, Mail Merge, Handling Graphics, Tables & Charts. Excel- Worksheet basics, creating worksheet, entering into worksheet, Toolbars and Menus, Working with single and multiple workbook, working with formulae- formatting of worksheet.

UNIT IV- Power Point- Presentation

Creating slide show with animations- Auto layout, insert a new slide, applying design template, changing slide layout, reordering and hiding slides, slideshow, Adding notes, Video and Audio, Formatting text, Replace fonts, Linespacing, WordArt, Backgrounds, Slidemaster, Header and footer, Slidenumbers, Date, time, chart and tables.

UNIT V- Internet and e-governance

Internet- Intranet- Extranet tools: e-mail: e-mail address, attaching files, opening attachments, managing e-mail account, Webmail, Uploading and downloading files. computer virus and anti virus software. e-governance, need of e-governance, e-administration, e-services, Mobile government, Law and policies, IT Act, and e-filing of Information. e-governance implementations.

UNIT VI-Current Development

Client-Server-Cloud computing-Mobile applications and Users interface-frameworks-ways of doing internet business- IT for Innovation – Issues and suggestions in IT usage-successful stories on IT for managers.

Sessional Assessment

- | | |
|-----------------|------------|
| a) 2 Tests | : 15 Marks |
| b) 1 Assignment | : 5 Marks |
| c) 1 Seminar | : 5 Marks |

Total Marks : 25 Marks

Materials for Reading

- Business Systems Development, by Tudor Dorothy and Tudor Ian (1997), NCCEducationServicesLimited ISBN1-90234-305-0.
- Human Communication and Information Systems, by Stuart Harris (1988), NCCEducationServicesLimited, 1998 ISBN1-90234-300-X.
- Using Information Technology. A Practical Introduction to Computers and Communications. (3rd ed) by Williams, Sawyer & Hutchinson (1999), Irwin/McGraw-Hill Companies ISBN0-07-115867-7.
- C.S.R. Prabhu (2012), E-mail Governance Concepts And Case Studies, PHI Learning Private Limited.

Materials for References

- ✓ Susan H Cooperman, Professional Office Procedure, 2016, Printice Hall.
- ✓ James A Senn, 2014, Information Technology: Principles , Practices and Opportunities, Printice Hall.
- ✓ Patsy Fulton-Calkins, Thomson Learning, 2017, Technology And Procedures for Administrative Professionals, Printice Hall.
- ✓ G. David Garson, 2015, Public Information Technology and E-Governance: Managing the Virtual State, Printice Hall.

Websites

- www.talentsmart.org
- www.cheathouse.com
- <http://www.indiaclass.com>
- <http://www.ddegjust.ac.in/>
- <http://www.bdu.ac.in/centers/uic/downloads/e-learning/IT-for-Managers-I.pdf>

Course Outcome

The students will be able to

1. Know the operation of computer
2. Understand the basic Components of Computer
3. Know the Various software's available for managers.
4. Understand the use of the Internet services in management

5. Know the Usage of Windows for management
6. Know the Usage of MS words, MS –Excel and MS PowerPoint
7. Be able to implement E-Governance
8. Be able to operate computer programmes in organizations
9. Understand the various IT tools for handling computer viruses and hackings.

4 ENTREPRENEURSHIP DEVELOPMENT

Examination Duration : 3
Hours CIA/Sessional
Marks :
25 ESE/Annual Marks: 75

Course**objectives****students**

1. To learn Concepts, innovation and skill development of Entrepreneurship.
2. To Understand the Management of Small Business, Business plan, Financial Planning and Control.
3. To know creation of new venture.

UNIT I-Introduction to Entrepreneurship

Concepts, Nature, importance and functions of Entrepreneur, Entrepreneurship, Entrepreneurship development and Enterprise, classifications of entrepreneurs- Characteristics of entrepreneur- Entrepreneur vs. professional manager- Agri-Entrepreneurship- agri-entrepreneurship fields- challenges in agri-Entrepreneurship.

UNIT II- Innovation and Skill Development

Innovation in Business- Types of Innovation – Creating and Identifying Opportunities for Innovation – the Technological Innovation Processes -Entrepreneurship and environment- Policies governs entrepreneurs, entrepreneurial development programmes - Institutions for entrepreneurship development. Entrepreneurship Skill and Entrepreneurship Development Institutions, Programmes and Schemes in India, Problems and Prospects of entrepreneurship.

UNIT III- Family and Women Entrepreneurship

Family Business Importance, Types, History- Women Empowerment – Women and Globalization- Economic, social and personal motivations for female entrepreneurs- challenges facing women entrepreneurs- Policy framework supporting women entrepreneurs in India- famous Indian women entrepreneurs Institutions for Women Entrepreneurial Development.

UNIT IV- Business Plan Preparation

Business plan- Creating and starting the venture, Project - identification, formulation, project report - project appraisal - project planning - social and financial analysis of Project and project financing.

UNIT V- Creation the New Venture and Funding Agency

New Venture Creation: Identifying Opportunities for New Venture Creation: Environment – Generation of New Ideas for Products and Services. Creating, Shaping, Recognition, Seizing and Screening of Opportunities- Marketing Methods – Pricing Policy and Distribution Channels. Funding agency: Central level and State level Institutions, SIDBI, NABARD, IDBI, SIDCO, DIC.

UNITVI-ProjectReport

Introduction-IdeaSelection-SelectionoftheProduct/Service-AspectsofaProject
-Phases of a Project - Project Report - Contents of a Project Report - Proforma of a
SuggestedProjectReportforamanufacturingOrganization.

SessionalAssessment

d) 2Tests	:15Marks
e) 1Assignment	: 5Marks
f) 1Seminar	: 5Marks

TotalMarks :25Marks

Materials forReading

- ✓ Arun Mitra, A Text Book of Women Entrepreneurship, 2017, Astha Publishers andDistributors.
- ✓ Balakrishnan, G., Financing Small Industries in India (1950-1952) Bombay,AsiaPublishingHouse(1961).
- ✓ D.M.Mankar, Y.B. Shambharkar and P.P. Wankhade (Edited), EntrepreneurshipdevelopmentandManagement,2013,AgrotechPublishingAcademy,Udaipur.
- ✓ JaynalUd-dinAhmedandKhundrakpamDevanandaSingh,EntrepreneurshipDevelopment – Issues and Perspectives, 2015, New Century Publicatons, New Delhi,India.
- ✓ K.L. Danghi, S.S. Sisodia, Pravesh SinghChauhan, yohita Ranawat, A Text Book ofEntrepreneurshipDevelopment,2014,AgrotechpublishingAcademy,Udaipur.
- ✓ M.V. Deshpande,Entrepreneurship of small scale industries,1982, Deep and DeepPublications,NewDelhi.
- ✓ MonicaLossandF.L.Bascunan,Entrepreneurshipdevelopment,2015,GlobalAcademicPublishersandDistributors,NewDelhi.
- ✓ PeterF. Drucker:Innovationanddevelopment;2006,HarperBusiness;Reprintedition
- ✓ Rameshwari Pandya,Skill DevelopmentandEntrepreneurshipDevelopmentinIndia,2016,NewCenturyPublicatons, NewDelhi,India.
- ✓ VasantaDesai,Dynamicsofentrepreneurialdevelopmentandmanagement,2013,HimalayaPublishingHouse,Mumbai,India.
- ✓ VasantaDesai,Entrepreneurialdevelopment,2017,HimalayaPublishingHouse,Mumbai,India.
- ✓ S.L.Gupta,ArunMittal(2011),EntrepreneurshipDevelopment,InternationalBookHouse.
- ✓ SandeepSharma(2009),EncyclopediaofEntrepreneurshipManagement,AnmolPublicationsPvtLtd.
- ✓ G. S. Sudha(2009), FundamentalsofEntrepreneurship,RameshBookDepot.
- ✓ MonicaLoss,F.L.Bascunan(2015),EntrepreneurshipDevelopment,GlobalAcademicPublishers&Distributors.
- ✓ PrabhatKumarPani(2014),EntrepreneurshipDevelopmentTrainingandPractice,S.K.BookAgency.
- ✓ D.M.Mankar,Y.B.Shambharkar,P.P.Wankhade(2013),EntrepreneurshipDevelopmentandManagement,AgrotechPublishingAcademy

Materials forReferences

1. <http://www.eiilmuniversity.co.in/downloads/Entrepreneurship-Development.pdf>
2. http://www.apo-tokyo.org/00e-books/IS-26_SMEs/IS-26_SMEs.pdf
3. https://www.tutorialspoint.com/entrepreneurship_development/entrepreneurship_development_tutorial.pdf
4. http://entreprenorskapsforum.se/wp-content/uploads/2013/03/WP_02.pdf
5. http://www.ilo.org/wcmsp5/groups/public/---ed_emp/---emp_ent/---ifp_seed/documents/publication/wcms_175471.pdf

CourseOutcome:

Upon completion of this course the student understand:

1. Nature and Importance of entrepreneur
2. The Innovation in business
3. The knowledge about Supporting agencies for business
4. Various schemes for self employment in India
5. Business plan and project planning
6. New venture creation, and Marketing methods and
7. Preparing a Project Report.

4 NATURAL RESOURCE MANAGEMENT (NRM)

Examination Duration : 3 Hours

CIA/Sessional Marks :

25ESE/Annual Marks 75

Course Objectives:

1. To introduce students the concept of natural resources and its importance to ecology.
2. To familiarise resources with the relation between resources and livelihoods.
3. To make the students to understand the management of sustainable natural resources.

UNIT-I-Introduction to Natural Resource Bases

Concept of resource, classification of natural resources. Factors influencing resource availability, distribution and uses. Interrelationships among different types of natural resources. Ecological, social and economic dimension of resource management, Concern on Natural resources.

UNIT-II-**Introduction to Livelihoods and Relation with Natural Resource Management (NRM)**

Concepts and scope of livelihood, livelihood framework analysis, indigenous communities and traditional livelihoods, forms of natural resources and dependencies of local people, natural resource crisis impacts on the livelihood of people, threats of traditional livelihood from globalization, urbanization, privatization, liberalization, climate change and its impacts. Aforestation and Social Forestry.

UNIT-III-LWF Resources

Land resources: Land as a resource. Dryland, land use classification, land degradation, man induced landslides, soil erosion. Water resources: Use and over-utilization of surface and groundwater, floods, drought, conflict over water, dams-benefits and problems. Food resources: World food problems, changes caused by agriculture and over-grazing, effects of modern agriculture, fertilizer-pesticide problems, water logging, salinity, case-studies.

UNIT-IV-FFO Resources

Forest resources: major forest types and their characteristics. Use and over-exploitation, deforestation, case studies. Timber extraction, mining, dams and their effects on forest and tribal people. Fish and other marine resources: Production, status, dependence on fish resource, unsustainable harvesting, issues and challenges for resource supply, new prospects.

UNIT-V-Experiential Learning

Sewage treatment plant/Vermi-composting unit/Home Gardening, Vegetation, Horticulture, floriculture, mushroom cultivation/Air Monitoring Laboratory/ Environment Pollution Control Board/ Rain Water Harvesting System/ Biogas Plant/ Green Building/ Solid Waste Management Plant/ hydro/thermal power plants/ Environmental Agencies or National Parks/Sanctuaries/Biosphere Reserves/Organic Farming Issues and Challenges, Programmes and Provisions of Government.

UNIT-VI-Sustainable NRM and Management of CIR

Sustainable NRM: Sustainable Agriculture, Water management, Sustainable energy, Sustainable livelihood, Organic Farming, Awareness programmes on NRM. Management of Common International Resources: Ocean, climate, International fisheries and management commissions and Antarctica.

Sessional Assessment

- d) 2 Tests : 15 Marks
e) 1 Assignment : 5 Marks
f) 1 Seminar : 5 Marks

Total Marks : 25 Marks

Materials for Reading

- ✓ Chiras, D.D., Reganold, J., & Owen, O.S. (2005). Managing water resources sustainably (Ch. 10) & Water pollution (Ch. 11) in natural resource conservation: Management for a sustainable future (9th ed.). New Delhi: Prentice-Hall. pp. 219-298.
- ✓ Chopra, K., Kadekodi, K. G., & Murthy, M. N. (1990). Participatory development: People and common property resource. New Delhi: Sage Publications.
- ✓ Global Change and Natural Resource Management, Vitousek, P.M. 1994.
- ✓ Heywood, V.H. & Watson, R.T. 1995. Global Biodiversity Assessment. Cambridge Univ. Press.
- ✓ Miller T.G. Jr. Environmental Science, Wadsworth Publishing Co. (TB)
- ✓ Mishra, G. P., & Bajpai, B. K. (2004). Community participation in natural resource management. Jaipur: Rawat Publications.
- ✓ Murthy, V. V. N. & Jha, M. K. (2009). Land and water management (5th ed.) New Delhi: Kalyani Publishers.
- ✓ Odum, E.P. 1971. Fundamentals of Ecology. W.B. Saunders Co. USA, 574p
- ✓ Pandey, B. W. (2005). Natural resource management. New Delhi: Mittal Publications.
- ✓ Rogers, Perter P., Boyd, John A., & Jalal, K.F. (2006). An introduction to sustainable development. New Delhi: Prentice Hall of India.
- ✓ Townsend C., Harper J, and Michael Begon. Essentials of Ecology, Blackwell Science.
- ✓ Vernooy, R. (2006). Social and gender analysis in natural resource management. New Delhi: Sage Publications.

Materials for References

- ✓ Agarwal, K.C., 2001, Environmental Biology, Nidhi Publication Ltd. Bikaner.
- ✓ Beyond global warming: Ecology and global change. Ecology 75, 1861-1876.
- ✓ Coastal Ecology & Management, Mann, K.H. 2000.
- ✓ Cunningham, W.P. Cooper, T.H. Gorhani, E & Hepworth, M.T. 2001,
- ✓ Ecology of Coastal Waters with Implications for Management (2nd Edition). Chap. 2-5, pp. 18-78 & Chap. 16, pp. 280-303.
- ✓ Environmental Encyclopedia, Jaico Publishing House.

- ✓ Francois Ramade 1984. Ecology of Natural Resources. John Wiley & Sons Ltd.
- ✓ Mallik, S. (2011).
Women, panchayats and natural resource management: The role of PRI in Nayagarh district of Orissa. Jaipur: Rawat Publications, 2008.
- ✓ World Bank. (2000). Natural resource management strategy: Eastern Europe and Central Asia, Washington DC: World Bank.

Course outcome

By the end of the course the student will be able to:

- 2 Recognize and examine concept of natural resources and its importance to Ecology.
2. Demonstrate knowledge of Natural Resource Management helps to balance the needs of people and the economy with protecting the ability of ecosystems to support soil, water, forests, wildlife, fish, recreation, and other resources.
- 3 Understand that Natural Resource Management (NRM) is an integrated and multidisciplinary approach combining Earth-Science, Life-Science, Environmental Science, Social Science and Management Science to manage and restore natural resources and ecosystems which is needed for being a human.
- 4 As Human Resource Managers be able to sustain Natural Resource Management and restore abiotic and biotic resources in their environment and can also acquire skills to address the NRM problems in their management area.

4 GLOBAL HUMAN RESOURCES MANAGEMENT (GHRM)

Examination Duration: 3
Hours CIA/Sessional Marks:
25 ESE/Annual Marks 75

Course

Objectives Make the

tudents

1. To know the Meaning and definition of GHRM
2. To study the International Recruitment, Role of Training and compensation.
3. To understand the repatriation process, Cultural dimensions

UNIT– I Introduction to IHRM

Emergence and Definition of IHRM-Domestic and International HRM: Differences and Moderating Variables-The Path to Global Organizational Status-Mode of Operation-Control Mechanisms-The seven Cs of IHRM – A Brief Outline. Development of IHRM. Difference between IHRM and Domestic HRM

UNIT–II International Recruitment

International Recruitment: Issues, Approaches and Criteria-International Staff Transfer-The Roles of Expatriates, Non-Expatriates and the Corporate HR Function-Factors Moderating Performance-Dual Career Couples-Gender Issue: Women Expatriates.

UNIT–III Developing Global Mindset

Cross cultural context and international assignees- Role of Training-Pre-departure Training Programmes-Staff Development Through International Assignments-Compensation: Objectives, Key Components, Approaches, Patterns in Complexity- Career Development, repatriate training, developing international staff and multinational teams, knowledge transfer in multinational companies.

UNIT–IV International Employment Process

The Repatriation Process-Individual Reactions to Re-entry-Multinational Responses-Designing a Repatriation Programme-HRM in the Host Country Context-Industrial Relations: Key Issues, Trade Unions, The global legal and regulatory context of MNE, The International framework of Ethics and Labour standards, Key issues in International Industrial Relations, Trade Unions and MNE's, Response of Trade Unions to MNE's, Regional Integration, The Issue of Social Dumping, Impact of Digital Economy.

UNIT–V–Cultural Dimensions

Performance Management-Cultural Dimensions, Hofstede's Classification-International Business Ethics and HRM-Ownership Issues-Research and Theoretical Development.

UNIT– VI-Global Business

An Overview of International Business: Introduction, Definition of International Business, Changing Environment of International Business, Globalization of Markets, Trends in Globalization, Effects and Benefits of Globalization.

Sessional Assessment

- a) 2 Tests : 15 Marks
b) 1 Assignment : 5 Marks
c) 1 Seminar : 5 Marks

Total Marks : 25 Marks

Materials for Reference and Eresource

1. <http://www.eiilmuniversity.co.in/downloads/IHRM.pdf>
2. <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.462.2060&rep=rep1&type=pdf>
3. https://otgo.tehran.ir/Portals/0/pdf/Armstrong's%20Handbook%20of%20Human%20Resource%20Management%20Practice_1.pdf
4. http://studenttheses.cbs.dk/bitstream/handle/10417/3068/kristine_svensden.pdf

Materials for Readings

- ✓ Hemant Wagdre. 2007. International Human Resource Management. Adhyeyan Publishers, New Delhi.
- ✓ Pat Joytand Bob Morton. 2004. Encyclopedia of HRD, Volume No. 6: The Global Manager – Creating the Seamless Organisation. Jaico Publishers, India.
- ✓ Peter J. Dowling and Demic E. Welch. 2004. International Human Resource Management. 4th Edition. Thomson Learning International.
- ✓ Richard Mead. 2005. International Management – Cross Cultural Dimensions, 3rd Edition. Blackwell Publishing.
- ✓ S. K. Bhatia. 2005. International Human Resource Management. Deepand Deep, New Delhi.
- ✓ Subir Chowdury. 2003. Organisation 21 C. Pearson Education.
- ✓ Harish Ku Kreja, International Human Resource Management, Sureadra Publications, 4561 /16 Ansari Road Dryagang, New Delhi 22009.
- ✓ Varsh S. Sukhadeve, International Human Resource Management, Chandralok Prakashan 132: Sivram Krite, Mayur Park, Basant Vihar Kanpure-21, 2015.
- ✓ Raymond, International Human Resource Management, TaMcGraw Hill Publishing Company Ltd, 2008
- ✓ G. R. Basolia, Human Resource Management, Shree Niwan Publications Jaipur, 2009.
- ✓ Deepa Garg, Human Resource Management, Mobit Publications, New Delhi 2009.
- ✓ Dr. Varsha S. Sukhadeve (2015), International Human Resource Management, Chandralok Prakashan.
- ✓ Peter J. Dowling, Mari in Festing, Allen D. Engle, Sr (2019), International Human Resource Management, Cengage Learning India Private Limited.

Course Outcome

Students will be able to understand the

1. HRM at International level
2. International status and mode of operation of HRM
3. International recruitment process
4. Gender issues at international level
5. Training for pre departure, international assignment and approaches
6. HRM in the Host country, Parent country and Third country
7. Cultural dimensions and business ethics
8. Global business and Changing Environment.

OFFICE MANAGEMENT

Examination Duration: 3
HoursCIA/Sessional Marks:
25ESE/AnnualMarks75

Course Objectives:

- To make the students know the concepts of office, office organization and office management
- To make the students be familiar with role of office managers in office organization
- To make the students be aware of records maintenance and filing procedure.

UNIT-I: Office–Nature, Functions and Importance

Office–
Meaning, Definition, Objectives, Importance, Characteristics, Common activities, Functions of Office Management–Functions of Office Manager qualities and role
– , -Scientific Management

UNIT- II :Office Organization

Office Organization - Meaning – Definition – Characteristics and Significations - Formal and Informal organization-Principles of Office organization–Types of Organization – Line – Functional – Matrix – Line and Staff – Committee Organization –Office Committees – Requisites for office committees - Forms of Organization structure –Ideal Organization- Departmentation – Basis- Organization charts – Types – Relation of Office with other departments–Accounts–Purchase–Sales–Production and HR Department – Departmentation of office services – Legal – Accounts – Personnel -Public Relations– Secretariat and General administration.

UNIT- III:Records Management and Filing

Records Management-Definition-Scope–What are Records–Significance of Records – Filing- Essentials of Good Filing System – Advantages of filing – Importance of filing- Centralized and Decentralized Filing –Types of filing-Modern Method of file, Modern filing devices–Office Forms and Office Report and Types of officer reports.

UNIT-IV:Office Services and Supervision

Office Correspondence–Features of good business Letters-Centralized Correspondence – Office Services – Typing – Mails Service – Inward and outward Mails –Office Registers – Communication –Process– Importance– Basic Principles and Types of Office Communication- Office Supervision-Work Measurement.

UNIT-V: Office Environment

Environment of an Office, Interior, Security of the Office, Office location – Factors responsible for location of office – Office lay out – Objectives – Principles – Importance –Open office – Working environment Factors – Lighting – Ventilation -Colour conditioning in office.

UNIT–VI: TPMApplication

Total Productive Maintenance (TPM)s and its Importance, Zero breakdown concepts, Zero Defects and TPM, maximizing equipment effectiveness, autonomous maintenance program, five pillars of TPM, TPM Small group activities.

Sessional Assessment

- a) 2 Tests : 15 Marks
- b) 1 Assignment : 5 Marks
- c) 1 Seminar : 5 Marks

Total Marks : 25 Marks

Books for Study

- Kumar, N. and Mittal, R., (2001) Office Management, Anmol Publications Pvt. Ltd., 4374, 4BA Ansari Road, Daryaganj, New Delhi–110 002. [Www.anmolbook.com](http://www.anmolbook.com).
- Kumar, N. and Mittal, R., (2002) Office Organisation, Anmol Publication Pvt. Ltd., New Delhi–110002. [Www.anmolbook.com](http://www.anmolbook.com).
- Puri, M.K., (2011), Functions of Office Management, ALP Books 7/33, Ansari Road, Daryaganj, New Delhi-110 002. [Www.books.delhi.com](http://www.books.delhi.com).
- Pillai, R.S.N. Bagavathi, (2003) Office Management, S. Chant 7 Company Pvt. Ltd., (An ISO 9001:2008 N Company), Ram Nagar, New Delhi–110055.

Books for References

- Kathiresan and Dr. Radha, Office Management, (2004) Prasanna Publishers & Distributors, Old. No. Krsihnanppa Street, (Narasimha Mahal), Triplicane, Chennai– 600 005.
- Arora, S. P. (2015) Office Management, Second Revised Edition, Vikas, Publishing House Pvt. Ltd., E-28, Sector-8, Noida- 201 301 (UP) India. Registered Office: 576, Masjid Road, Jangpura, New Delhi-110014.
- Introduction to TPM, 2013, Seiichi Nakajima, Productivity Press, Chennai.
- Gopalakrishnan, P., Banerji, A.K., 2011, Maintenance and Spare Parts Management, Prentice–Hall of India Pvt. Ltd.
- Arora S. P. (2015), Office Organisation and Management, Vikas Publishing House, Pvt Ltd

Course Outcome:

At the end of the course students will be able to understand

1. Management of office independently and scientifically
2. The functions of office
3. Scientific management
4. Safety and security procedures
5. Maintenance of records and filing system
6. Systems and process of communication and correspondence

PROJECTWORK/DISSERTATION**Objectives:**

Impart practical knowledge on Human Resource Management

subjectsParticularsofEvaluation

2)ReviewsoftheReport	-40 Marks (2 x
20)EvaluationoftheProjectReport	-40 Marks (2 x
20)VivaVoceExamination	-20Marks(2 x10)

Total **-100Marks**

Credits **- 5forProjectWork/DissertationReport**

CourseOutcome:

OncompletionoftheProjectworkthestudentsbeableto:

- Toobservesituationalvariables
- Reviewenvironmentalchanges
- Understandtherolesandresponsibilitiesoftheresearcher
- Understandthespecializedknowledge
- Compareandcontrasttherealityandtheory.