M.A.,
Human Resource Development

SYLLABUS

FROM THE ACADEMIC YEAR
2023 - 2024

TAMIL NADU STATE COUNCIL FOR HIGHER EDUCATION

CHENNAI – 600 005.

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Master of Arts in Human Resource Development
Program Regulations and Syllabus

For those who joined in 2023 – 2024 onwards

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Introduction

Human resource is an integral part of any organization be it business , government or non government .Human resource management is considered to be a source of competitive and imitating unlike other sources used in framing organizations. The main aim of HRD is to develop a variety of competencies like knowledge, attitude .skill and technical areas, behavioral and human relation and conceptual ideas to perform various task or functions required for the job.HRD is a non core function for many organizations but not lose its importance.The requirement of expert in the field of HR is needed for man power planning ,training ,performance appraisal ,compensation and compliance of welfare laws and maintenance of industrial relations.

Rani Anna Government College For Women, was established with the aim of providing quality education to under prevailaged girl students and economically backward areas in Tirunelveli District.It has been established in the year1970 and it has 15 UG Courses ,12 PG courses,4 M.Phil and few doctoral research centers.Around 4700 students are studying in this campus.

Programme : M.A Human Resource Development

Duration   :   PG – Two Years

Programme Outcomes (Pos)

PO1: Problem Solving Skill
 Apply knowledge of Management theories and Human Resource practices to solve business problems through research in Global context.

PO2: Decision Making Skill
 Foster analytical and critical thinking abilities for data-based decision-making. Management graduates to acquire in-depth knowledge of business management and Entrepreneurship embedded with ethics and a sense of social commitment and to strive towards personal victory and value creation to the society.

PO3: Ethical Value

Ability to incorporate quality, ethical and legal value-based perspectives to all organizational activities.

PO4: Communication Skill
Ability to develop communication, managerial and interpersonal skills.

PO5: Individual and Team Leadership Skill
 Capability to lead themselves and the team to achieve organizational goals.

PO6: Employability Skill
 Inculcate contemporary business practices to enhance employability skills in the competitive environment.

PO7: Entrepreneurial Skill
 Equip with skills and competencies to become an entrepreneur.

PO8: Contribution to Society
  Succeed in career endeavors and contribute significantly to society

PO 9 Multicultural competence
  Possess knowledge of the values and beliefs of multiple cultures and   a global perspective.

PO 10: Moral and ethical awareness/reasoning
 Ability to embrace moral/ethical values in conducting one's life.

Programme Specific Outcomes (PSOs)

PSO1 – Placement
To prepare the students who will demonstrate respectful engagement with others' ideas, behaviors, beliefs and apply diverse frames of reference to decisions and actions. Providing opportunities for the students to gain practical exposure towards the work place and make them industry ready.

PSO 2 - Entrepreneur
To create effective entrepreneurs by enhancing their critical thinking, problem solving, decision making and leadership skill that will facilitate startups and high potential organizations.

PSO3 – Research and Development
       Design and implement HR systems and practices grounded in research that comply with employment laws, leading the organization towards growth and development. Provides verbal

reasoning ,data interpretation and communicative skill to solve the business problems and decision making.

PSO4 – Contribution to Business World

To produce employable, ethical and innovative professionals to sustain in the dynamic business world. Function effectively as a member ,leader individual or group in diverse environment.

PSO 5 – Contribution to the Society

To contribute to the development of the society by collaborating with stakeholders for mutual benefit. Ability to demonstrate technical competence in domestic and global area of business through the study of major disciplines within the fields   of business.

Template for P.G., Programmes

Semester–I	Credit	Hours	Semester-II	Credit	Hours	Semester-III	Credit	Hours	Semester–IV	Credit	Hours
Core-I	5	7	. Core-IV	5	6	Core-VII	5	6	Core-XI	5	6
Core-II	5	7	Core-V	5	6	Core-VIII	5	6	Core-XII	5	6
Core – III	4	6	Core – VI	4	6	Core – IX	5	6	Project with viva voce	7	10
Elective -I Discipline Centric	3	5	Elective – III Discipline Centric	3	4	Core – X	4	6	Elective - VI (Industry / Entrepreneurship) 20% Theory 80% Practical	3	4
Elective-II Generic:	3	5	Elective -IV Generic:	3	4	Elective - V Discipline Centric	3	3	Skill Enhancement course / Professional Competency Skill	2	4
			Skill Enhancement I	2	4	3.6 Skill Enhancement II	2	3	Extension Activity	1	
						3.7 Internship/ Industrial Activity	2	-			
	20	30		22	30		26	30		23	30
Total Credit Points -91											

Choice Based Credit System (CBCS), Learning Outcomes Based Curriculum Framework (LOCF) Guideline Based Credits and Hours Distribution System for all Post – Graduate Courses including Lab Hours

First Year – Semester – I

Part	List of Courses	Credits	No. of Hours
	Core – I	5	7
	Core – II	5	7
	Core – III	4	6
	Elective – I	3	5
	Elective – II	3	5
		20	**30**

Semester-II

Part	List of Courses	Credits	No. of Hours
	Core – IV	5	6
	Core – V	5	6
	Core – VI	4	6
	Elective – III	3	4
	Elective – IV	3	4
	Skill Enhancement Course [SEC] - I	2	4
		22	**30**

Second Year – Semester – III

Part	List of Courses	Credits	No. of Hours
	Core – VII	5	6
	Core – VIII	5	6
	Core – IX	5	6
	Core (Industry Module) – X	4	6
	Elective – V	3	3
	Skill Enhancement Course – II	2	3
	Internship / Industrial Activity [Credits]	2	-
		26	**30**

Semester-IV

Part	List of Courses	Credits	No. of Hours
	Core – XI	5	6
	Core – XII	5	6
	Project with VIVA VOCE	7	10
	Elective – VI (Industry Entrepreneurship)	3	4
	Skill Enhancement Course – III / Professional Competency Skill	2	4
	Extension Activity	1	-
		23	**30**

Total 91 Credits for PG Courses

METHODS OF EVALUATION		
Internal Evaluation	Continuous Internal Assessment Test	**25 Marks**
	Assignments / Snap Test / Quiz	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	**75 Marks**
Total		**100 Marks**
METHODS OF ASSESSMENT		
Remembering (K1)	• Thelowestlevelofquestionsrequirestudentstorecallinformation fromthecoursecontent • Knowledgequestionsusuallyrequirestudentstoidentifyinformat ioninthetextbook.	
Understanding (K2)	• Understandingoffactsandideasbycomprehendingorganizing ,comparing,translating,interpolatingandinterpretingintheiro wnwords. • Thequestionsgobeyondsimplerecallandrequirestudentstoco mbinedatatogether	
Application (K3)	• Studentshavetosolveproblemsbyusing/applyingaconceptlea rnedintheclassroom. • Studentsmust usetheir knowledgetodetermineaexactresponse.	
Analyze (K4)	• Analyzingthequestionisonethatasksthestudentstobreakdow nsomethingintoitscomponentparts. • Analyzingrequiresstudentstoidentifyreasonscausesormotive sandreachconclusionsorgeneralizations.	
Evaluate (K5)	• Evaluationrequiresanindividualtomakejudgmentonsomethin g. • Questionstobeaskedtojudgethevalueofanidea,acharacter,awo rkofart,orasolutiontoaproblem. • Studentsareengagedindecision-makingandproblem–solving. • Evaluationquestionsdonothavesinglerightanswers.	
Create (K6)	• Thequestionsofthiscategorychallengestudentstogetengagedi ncreativeandoriginalthinking. • Developingoriginalideasandproblemsolvingskills	

M.A (Human Resource Development)

COURSEOF STUDY AND SCHEME OF EXAMINATIONS

First Semester

Course Content		Subject	Duration(Hours)	No.ofCredits	Internl	External	Total
1.1	Core-I	Essentials of Management	7	5	25	75	100
1.2	Core-II	Organizational Behavior	7	5	25	75	100
1.3	Core-III	Fundamentals of HRD	6	4	25	75	100
1.4	Elective-I	1. Human resource Economics 2. Competency Mapping	5	3	25	75	100
1.5	Elective-II	1. Stress Management 2. Human Resource Planning	5	3	25	75	100

Second Semester

Course Content		Subject	Duration(Hours)	No.ofCredits	Internl	External	Total
2.1	Core-IV	Business Ethics and Corporate Social Responsibility	6	5	25	75	100
2.2	Core-V	Quantitative Methods	6	5	25	75	100
2.3	Core-VI	Labour Legislation	6	4	25	75	100
2.4	Elective-III	1. Performance Management 2. Knowledge Management	4	3	25	75	100
2.5	Elective-IV	1. Human Resource Motivation 2. Emotional Intelligence	4	3	25	75	100
	Skill Enhancement	Managerial Skill Development	4	2			9

Third Semester

Course Content		Subject	Duration(Hours)	No.ofCredits	Internl	External	Total
3.1	Core-VII	Organizational Culture and Development	6	5	25	75	100
3.2	Core-VIII	Talent Management	6	5	25	75	100
3.3	Core-IX	Research Methodology	6	5	25	75	100
3.4	Core-X	Counseling Skills	6	4	25	75	100
3.5	Elective-V	1. Industrial Relations 2. Human Resource Compensation	3	3	25	75	100
3.6	Skill Enhancement-II	Human Resource Information System	3	2			
3.7	Internship	Industrial Activity		2			

Forth Semester

Course Content		Subject	Duration(Hours)	No.ofCredits	Internl	External	Total
4.1	Core-XI	Strategic Human Resource Development	6	5	25	75	100
4.2	Core-XII	International HR Practices	6	5	25	75	100
4.3	Project Viva voce	Project with Viva Voce	10	7	25	75	100
4.4	Elective-VI (Industry Entrepreneurship)20% Thory,80% Practical	HR Management in Service Industries	4	3	25	75	100
4.5	Skill Enhancement Course /Professional Competency Skill	Management Information System	4	2			10
4.6	Extension Activity		4	1			

Semester-I
Essentials of Management   -Core -Paper -I

L	T	P	C
7	-	-	5

Course Objectives
1. To help the students gain understanding of the functions and responsibilities of managers.
2. To provide them tools and techniques to be used in planning, its steps and strategic process   in the organization.
3. To enable them to analyze and understand the environment of the organization.
4. Analyze the various roles of management such as, staffing, directing and controlling.
5. To help the students to develop cognizance of the importance of communication , its barriers, leadership and   approaches .understanding the nature of organizational Change, organizational **development** and use of IT in management .

ESSENTIALS OF MANAGEMENT

Preample ; Studying mananagement gives the students all the skills they need to deal with employees in a professional and organized manner. Completing this course it will help them to learn a range of essential skills such as self discipline and organization which they will also be able to use when they managing others in future.

UNIT-I
Nature and functions of Management – Administration vs Management - Skills and levels of managers – Characteristics of a Manager - Different approaches to management – systems approach – Management Environment – Internationalization of management

UNIT II
Planning – Nature – Importance – Types – Steps in planning process – MBO – Strategic planning process – TOWS matrix – Business portfolio matrix

UNIT III
Decision making process – Models of decision making - Formal / Informal organization – Organizational structure – organizing process – Departmentalization – Authority delegation – Decentralization – Coordination – Line / Staff relations – Staffing procedure – Training and development – Performance appraisal

UNIT IV
Direction and Communication – Processes and Barriers – Leadership – Characteristics of a leader – Approaches to leadership – Motivation concepts – Theories of motivation – Committee – Team – Group decision making - System and process of controlling – Control techniques

UNIT V
Organizational change and Development – Strategies for efficient OC and OD – Productivity – Operations management - Use of IT in management functions   11

Course Outcomes
CO-1 Understand the concepts related to business.

CO-2 Demonstrate the roles , skills and functions of management.

CO-3 Analyze effective application of PPM knowledge to diagnose and solve organization develop optimal managerial decisions.

CO-4 Understand the complexities associated with management of human resources in the integrate the learning in handling these complexities.

CO-5 Analyze the management of budgets and resources transparently, accountability and sustainability.

Reference:

1. Harold Koontz, Heinz Weihrich, Essentials of Management, McGraw Hill
2. J S Chandan, Management: concepts and cases, Vikas Publishing House, Pvt. Ltd.
3. Stoner, Freeman and Gilbert, Management, Pearson Education
4. Tripathi, Reddy, Principles of Management, Tata McGraw Hill
5. Fredrick Hillier, Mark Hillier, Management, Tata McGraw Hill

Methods of Ealuation

Internal Evaluation	Continue intrnal Assessment Test	25 Marks
	Assignents	
	Seminar	
	Attendance and class participation	
External Evaluation	End Semester Examination	75 Mrks
	Total	**100 Marks**

Methods of Assessment

Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

Course Code & Title : Essentials of Management															
CO/PO	PO							PSO							
	1	2	3	4	5	6	7	1	2	3	4	5	6	7	8
CO -1	2	0	2	3	1	3	2	2	1	1	0	0	1	3	3
CO -2	3	2	2	2	3	3	2	1	2	2	3	0	2	3	2
CO -3	2	3	2	1	2	1	3	3	3	0	1	1	2	1	0
CO -4	2	0	1	1	1	0	3	2	2	1	1	3	2	2	1
CO -5	0	3	2	1	0	1	2	1	0	2	2	0	1	2	1

Strongly Correlated- (3)
Moderately Correlated –(2)
Weakly Correlated - (1)
No Correlation   -   (0)

Organizational Behavior   -Core-Paper -II

L	T	P	C
7	-	-	5

Course Objectives
1. To help the students to develop cognize of the importance of human behavior.
2. To enable students to describe how people behave under different condition
     and   understand why people behave as they do.
3. To provide the students to analyze specific strategic human resources demands
        for future action.
4. To enable students to synthesize related information and evaluate options for
      the most logical and optional solution such they could be able to predict and
     control human behavior and improve results.
5. To enable the students to understand organizational chage and development.

ORGANIZATIONAL BEHAVIOR
Preample :Studying Organizational behavior help the studends to understand both group and individual performance and activity with an organization.It is the systematic study and application of knowledge about how individuals and groups act within the Organization where they work in future oppertunity.
UNIT I
Organizational Behavior (OB) –Definition-nature and scope-contributing disciplines-challenges and opportunities-OB models-Global scenario
UNIT II
Individual level concepts – Learning - Perception - Values – Attitudes – Personality –Motivation
UNIT III
Group Dynamics-formation of groups - decision making; Team effectiveness - Team building; Dynamics of power and politics
UNIT IV:
Leadership – theories - styles - contemporary issues; Interpersonal communication-Transactional Analysis - Conflict Management
UNIT V
13
Organizational Dynamics – Organizational Culture – Organizational Change – Organisation Development (OD) interventions and Case studies related to concepts and application of OB
Course Outcome:
  CO-1   Demonstrate the applicability of the concept of organization behavior to understand

the behavior of the people in the organization.

CO-2 Demonstrate the applicability of analyzing the complexities associated with management of individual behavior in the organization.

CO-3 Analyze the complexities associated with management of the group behavior in the organization.

CO-4 Demonstrate how the organization behavior can integrate in understanding the motivation, behind of the people in the organization.

CO-5 Demonstrate the concept organizational change and development and various interventions

References:

1. Stephen P. Robbins - Organizational Behavior, Prentice Hall of India.

2. Fred Luthans - Organizational Behavior, McGraw Hill.

3. Udai Pareek - Understanding Organizational Behaviour, Oxford University Press

4. Arun Kumar & Meenakshi N - Organizational Behavior, Vikas Publishing

Methods of Ealuation

Internal Evaluation	Continue intrnal Assessment Test	25 Marks
	Assignents	
	Seminar	
	Attendance and class participation	
External Evaluation	End Semester Examination	75 Mrks
	Total	**100 Marks**

Methods of Assessment

Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

Mapping

CO/PO	Organizational Behavior														
	PO							PSO							
	1	2	3	4	5	6	7	1	2	3	4	5	6	7	8

CO -1	3	0	1	0	2	1	1	1	1	2	1	0	1	2	0
CO -2	1	0	2	1	2	3	3	2	2	2	1	2	1	1	0
CO -3	1	2	2	1	2	3	3	2	1	2	3	1	0	1	1
CO -4	1	1	3	3	2	2	2	2	1	2	1	0	1	2	1
CO-5	1	2	2	1	2	3	3	2	1	2	1	0	1	2	1

Strongly Correlated- (3)
Moderately Correlated –(2)
Weakly Correlated - (1)
No Correlation   -   (0)

Fundamentals of Human Resource Development –Core-Paper-III

L	T	P	C
6	-	-	4

Course Objectives:
1. To develop the understanding of the concept of human resource development.
2. Demonstrate an understanding of key terms theories and practices within the field of HRD.
3. competence in development and problem solving provides innovative solutions to   problems in the fields of HRD.
4. Demonstrate an understanding the process, implementation of HRD and its evaluating process.
5. To develop the students to gain knowledge about competency mapping and recent technologies emerging trends in HRD.

FUNDAMENTALS OF HUMAN RESOURCE DEVELOPMENT

Preample : The study of fundamendals of human resource development makes them to improve the skill of collaboration and coordination of team work. It develops the nature of trust and respect among the employees. It also impart values ,falicitate better human resource planning and control.

UNIT I
Introduction to Human Resource Development: Concept; Relationship between human resource management and human resource development; HRD mechanisms, processes and outcomes; HRD matrix; HRD interventions; Roles and competencies of HRD professionals; Challenges in HRD

UNIT II
HRD Process: Assessing need for HRD; Designing and developing effective HRD programs;

Implementing HRD programs; Evaluating effectiveness of HRD Programs; HRD audit; HRD culture and climate.

UNIT III

HRD Activities: 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.

UNIT IV

HRD Applications and Trends: Coaching and mentoring; Career management and development; Employee counselling; Competency mapping; PCMM, Balanced Score Card, Appreciative inquiry; Integrating HRD with technology, Employer branding and other emerging trends.

UNIT V

HRD in Organizations: Selected cases covering HRD practices in government organisations, manufacturing and service industries and MNCs; International experiences of human resource development.

References:

1. Werner J. M., DeSimone, R.L., Human resource development, South Western.
2. Nadler, L., Corporate human resources development, Van Nostrand Reinhold.
3. Mankin, D., Human resource development, Oxford University Press India.
4. Haldar, U. K., Human resource development, Oxford University Press India.
5. Rao, T.V., Future of HRD, Macmillan Publishers India

Course Outcomes

CO-1 Demonstrate the applicability of the concept mechanism, HRD interventions and role of HR and their challenges.

CO-2 Analyse the complexities in the process, design and develop effective evaluation.

CO-3 The students understand rules to build an organization excelling in people, processes, products, and profits.

CO-4 It makes the students more competent and develop skills and knowledge.

CO-5 Demonstrate the applicability of HR practices in various organization at National and Inter National level.

Methods of Ealuation

Internal Evaluation	Continue intrnal Assessment Test	25 Marks
	Assignents	
	Seminar	
	Attendance and class participation	
External Evaluation	End Semester Examination	75 Mrks
	Total	**100 Marks**

Methods of Assessment

Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

Mapping

CO/PO	1. **Course Code & Title :** Fundamentals of Human Resource Development														
	PO							PSO							
	1	**2**	**3**	**4**	**5**	**6**	**7**	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**
CO -1	3	2	2	3	1	3	3	3	2	2	3	1	3	2	2
CO -2	2	2	3	2	3	2	2	3	2	3	2	1	1	3	2
CO -3	2	2	3	3	2	1	2	2	3	2	2	1	3	2	2
CO -4	3	3	2	3	3	2	3	3	2	2	3	3	1	2	3
CO -5	2	2	1	3	3	2	3	2	3	2	2	2	3	2	3

Strongly Correlated- (3)
Moderately Correlated –(2)
Weakly Correlated -   (1)
No Correlation   -   (0)

Human Resource Economics -Elective-I

L	T	P	C
5	-	-	3

Course Objectives
1. The objective of this programme is to produce skilled and competent students in   human resource related issues.
2. The students will be able to follow the dynamic changes of both the national and   global labour market.
3. Students will be exposed to the development in economy especially knowledge   base economy.
4. To create unable and motivated workforce and ensure its effective utilization to accomplish various organizational goal.
5. Development effective co-ordination and communication with in the organization. Embrace wider societal and ethical development.

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HUMAN RESOURCE ECONOMICS
Preample : The study of Human resources economics makes the students to understand the

significance , economic development of the country and contributing to productivity . They also able to know the importance of labor force and other forms of manpower for the proper utilization of production and potential of the country .It is done through education, training .

UNIT I
Understanding the "Economics" of "Human Resources"— Human Capital Theory - The Demand for Human Resources— Short-run and Long-run Demand—Elasticities of Demand for Human Resources—The Supply of Human Resources—Basic Model of Work-Leisure Decision— Becker's Model of Allocation of Time.

UNIT II
Wage Determination and the Allocation of Human Resources- Labour Market policies- Wage Structure and Wage Differentials—The Job Search Model: Internal and External.

UNIT III
Economic Issues in Compensation—Alternative Pay schemes and labor efficiency—Agency Problem—Pay for Performance and other contemporary issues

UNIT IV
Human Resource Participation Rate: Issues and Trends—Hours of Work: Emerging Trends in Mobility, Migration and Efficiency—Contemporary issues in labor mobility and employment trends in India—Basic Issues in Labour Market Discrimination.

UNIT V
Economic Perspectives and Trends in Trade Unionism —Model of the Bargaining Process and Economic Implications—Economic Impact of Unions.

References:

1. C. R. Mcconnell, S. L. Brue and D. A. Machpherson, Contemporary Labor Economics, McGraw-Hill.

2. P. Cahuc and A Zylberberg, Labor Economics, PHI Learning.

3. T. N. Bhogaliwal;. Economics of Labour and Social Welfare, Sahitya Bhawan.

4. K. N. Vaid, Labour Welfare in India, Sri Ram Centre for Industrial Relations.

5. J.E. King, Labour Economics, Macmillan

 Course Outcomes:
   1. CO-1   Students will demonstrate strong conceptual knowledge of behavior of working of the economy as a whole.
2. **CO-2**   To enable the students to describe the role of Trade Union and bargaining process.
3. **CO-3**   To provide the students to analyse wage structure, its differentials and Human Resource allocation.
4. **CO-4**   To help the students to understand compensation system and performance based contemporary issues.
5. **CO-5**   To help the students to analyse labour mobility, migration and efficiency.

Methods of Ealuation

Internal Evaluation	Continue intrnal Assessment Test	25 Marks
	Assignents	
	Seminar	

	Attendance and class participation	
External Evaluation	End Semester Examination	75 Mrks
	Total	**100 Marks**

Methods of Assessment

Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

	5.Course Code & Title : **Human Resource Economics**													
CO/PO	PO							PSO						
	1	2	3	4	5	6	7	1	2	3	4	5	6	7	8
CO -1	2	0	2	2	1	2	1	1	0	1	2	0	2	2	2
CO -2	0	1	2	0	1	1	3	1	2	0	1	1	1	2	0
CO -3	1	2	1	1	2	0	2	1	2	1	2	1	2	2	1
CO -4	2	2	1	0	2	2	2	1	1	2	1	1	2	2	1
CO -5	2	1	2	0	1	2	1	2	2	1	2	3	2	1	2

6. Strongly Correlated- (3)
7. Moderately Correlated –(2)
8. Weakly Correlated - (1)
9. No Correlation - (0)

Competency Mapping

L	T	P	C
5	-	-	3

Course objectives

1. To help the stdents to explain the basic concept ,usage and classification of competency at various level.
2. To makes the students to understand the process of competency.
3. To enable the students to understand various methods of competency mapping.
4. To provide the students to analyse requirements ,skills and training given to the empolyees

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5. To enable thw students to know theconcept of self awareness,self management anfd relationship management

COMPETENCY MAPPING

Unit I:
Competency – Concept, Meaning, Types/Classification and usage of competencies at entry and mid-
career level. Competency Mapping – Meaning, purpose and Benefits,

Unit II:
Process of Competency Mapping – Identifying competency requirement for various sectors of employment / various jobs IT, ITeS, Insurance, Banking and other Financial Service, Entertainment, Health Service, Private Education and Training,

Unit III:
Defining competency requirements - skills, tasks, activities and technologies, Competency mapping at different levels. Training and Development: Need for training, performance appraisal and standards.

Unit IV:
Methods of Competency Mapping – Assessment Centre, Critical Incident Techniques, Questionnaire method, Psychometric tests, etc.

Unit V:
Competency Models – Steps in Developing a valid competency model – Goleman's emotional intelligence model – Aspects of emotional intelligence – Self-awareness – Social awareness – Self management – Relationship management.

References:
1. McClelland , David Competence at Work, Spencer and Spencer,1993.
2. Shermon, Ganesh. Competency based HRM. 1st edition , Tata McGraw Hill.
3. Sanghi, Seema. The Handbook of Competency Mapping: Understanding, Designing andImplementing Competency Models in Organizations, 2nd edition, Sage Publications Pvt. Ltd 2007
4. RadhaR.Sharma, 2004, 360 Degree Feedback, Competency Mapping and Assessment Centres for Personal and Business Development, Tata McGraw-Hill Publishing Company Limited, New Delhi

Course outcomes

1. CO-1   Explain the basic concept ,usage and classification of competency at various level.
2. CO-2   Understand the process of competency.
3. CO-3   Demonstrate various methods of competency mapping.
4. CO-4   Analyse requirements ,skills and training given to the empolyees.

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5. CO-5 Know theconcept of self awareness,self management anfd relationship management

6. Methods of Ealuation
7.

Internal Evaluation	Continue intrnal Assessment Test	25 Marks
	Assignents	
	Seminar	
	Attendance and class participation	
External Evaluation	End Semester Examination	75 Mrks
	Total	**100 Marks**

Methods of Assessment

Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

	Course Code & Title : **Competency Mapping**													
CO/PO	PO						PSO							
	1	2	3	4	5	6	1	2	3	4	5	6	7	8
CO -1	3	2	2	2	2	3	2	2	2	3	2	2	2	3
CO -2	2	3	2	3	2	2	3	2	3	2	2	2	2	2
CO -3	3	2	3	2	2	3	2	3	2	3	3	3	2	2
CO -4	2	3	2	3	2	3	2	2	2	3	2	3	2	3
CO -5	23	3	2	2	2	3	3	2	2	2	3	2	3	2

Strongly Correlated- (3)
Moderately Correlated –(2)
Weakly Correlated - (1)
No Correlation   -   (0)

Stress Management -Elective -II

L	T	P	C
5	-	-	3

Course Objectives:

1. To make the students understand and learn various relaxation methods to reduce muscle tension related to stress.
2. Learn cognitive techniques to increase accurate appraisal of stressons.
3. To expose the students to basic feature of stress and methods of relaxation.
4. To make the students to describe time management and its influence on stress.
5. To make the students to understand the approaches to reduce tension.

ELECTIVE
STRESS MANAGEMENT

Preample: Understanding stress in an important part of stress management. It gives oppertunity to take a step back and reset. It helps the studends mind and body adapt , without it the body might always be on high alert. It help the students to idendify chronic stress can leads to a series health problems.

UNIT I
Concept of Stress, Origin, Basic concepts of the theory of H. Selye - Stressors, Basic Stress-reactions, Distress. Principles of Adaptation: From Darwin up to modern military psychology

UNIT II
Stress and psychological disorders: Causes of Stress, Impact of Stress on Thinking, Feeling and Behaviour. Sleep disorders, Eating disorders, Emotional disorders

UNIT III
Practical skills of stress management: General features of dealing with stress. Stress management in NLP, Stress-patterns, discovering, breaking, transformation, Reframing of habitual stress-reactions.

UNIT IV
Time management as a technical basis of stress – management, Stress and time (in time / not in time: early or late).

UNIT V
Extreme approaches to Stress Management: military techniques of self-control, Regulation of sleeping regime, Muscular tension reduction, Emotional tension reduction.

References:
1. Anita Singh, Stress Management, Global India Publications Pvt. Limited

2. Paul M. Lehrer, Robert L. Woolfolk, and Wesley E. Sime, Principles and Practices of Stress Management, *New York: Guilford Press*

3. Seaward B.L. *Managing Stress: Principles and Strategies for Health and Wellbeing,* Jones and Bartlett Publishers.

4. Simmons M., Daw W. *Stress, Anxiety, Depression: a Practical Workbook,* Winslow Press.

5. Steinmetz J. *Managing Stress Before it Manages You,* Bull Publishing.

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Course Outcomes:

1. **CO-1** After competing, the course the students could be to understand principles of stress management.

2. **CO-2** To analyse the proactive responses to stressful situation.
3. **CO-3** They also able to cope up with stress and manage stress through diet,sleep and other factors
4. **CO-4** To understand the basic features of time management and its impact on stress.
5. **CO-5** Analyse the methods of reducing stress.

Methods of Ealuation

Internal Evaluation	Continue intrnal Assessment Test	25 Marks
	Assignents	
	Seminar	
	Attendance and class participation	
External Evaluation	End Semester Examination	75 Mrks
	Total	**100 Marks**

Methods of Assessment

Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

Mapping

Course Code & Title : Stress Management														
CO/PO	PO							PSO						
	1	2	3	4	5	6	7	1	2	3	4	5	6	7	8
CO -1	2	1	2	2	3	2	2	1	2	2	3	1	2	2	2
CO -2	2	0	3	2	1	2	1	2	2	3	2	2	1	2	2
CO -3	1	3	0	1	2	1	3	3	1	2	0	2	3	3	0
CO -4	3	1	1	2	2	1	2	1	3	2	1	3	3	2	2
CO -5	1	2	3	2	2	3	3	2	2	2	3	1	0	1	2

Strongly Correlated - (3)
Moderately Correlated - (2)
Weakly Correlated - (1)
No Correlation - (0)

Human Resource Planning -Elective II

L	T	P	C
5	-	-	3

Course Objectives:
1. To make the students understand the future needs of human resources, ensure full and effective utilization of existing human resources.
2. To provide knowledge about necessary manpower availability and requirement.
3.   To make the students to understand HR requirements and various methods in job   designing.
4.   To analyse the strategic options, restricting, out souring and Globalizations effects.
5.   To develop the knowledge of relating resource planning with organisational planning.

ELECTIVE
HUMAN RESOURCE PLANNING

Preample :The study of Human resource planning (HRP) will provide enough Knowledge for the continuous process of systematic planning ahead to achieve optimum use of an organization's most valuable asset quality employees. It also gives oppertunity to realise the reality of Human resources planning that ensures the best fit between employees and jobs while avoiding manpower shortages or surpluses.

UNIT I

Concept and importance of Human Resource Planning - Process of Human Resource Planning - Need for Human Resource Planning - HR Forecasting Techniques – Factors influencing Successful Human Resource Planning.

UNIT II

Assessing Human Resource requirements - Human resource forecasting - Work load analysis - Job analysis - Job description – Job specifications - Job design - Job characteristic approach to job design.

UNIT III

Succession Management - Importance of Succession Management - Evolution of Succession Management - Succession Management Process - Employee Competencies, Training & Development - Career Planning.

UNIT IV

Strategic Options and their HRP Implications - Organizational Downsizing & Restructuring - Globalization of Operations - Mergers & Acquisitions – Outsourcing. 24

UNIT V

Human Resource Planning Evaluation - Importance of Evaluation - Criteria & Techniques of Evaluation - Cost-Benefit Assessments - Audits, Utility Analysis & Impact Studies.

References:

1. Belcourt, M. and K. McBey: Strategic Human Resource Planning, Thompson Nelson.

2. Aswathappa, K., Human Resource Management-Text and Cases, Tata McGraw Hill.

3. D. K. Bhattacharyya, Human Resource Planning, Excel Books India.

4. James. W. Walkner, Human Resource Planning, McGraw – Hill.

5. John Bramham, Human Resource Planning, McGraw – Hill.

Course Outcomes:
CO-1 After understanding this course the students could be able to understand the system of hiring, training, appraisal and compensation.
CO-2 It also improve the concept of utilization by connecting the right employee with right position.
CO-3 It helps them to improve the productivity and leads to a knolwedge work force.
CO-4 Demonstrate the applicability of succession management its process and employee competences.
CO-5 The students analyse various methods of followed evaluation in the organisation.

Methods of Ealuation

Internal Evaluation	Continue intrnal Assessment Test	25 Marks
	Assignents	
	Seminar	
	Attendance and class participation	
External Evaluation	End Semester Examination	75 Mrks
	Total	**100 Marks**

Methods of Assessment

Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

Mapping

CO/PO	PO							PSO							
	1. Course Code & Title : Human Resource Planning														
	1	2	3	4	5	6	7	1	2	3	4	5	6	7	8
CO -1	2	1	2	2	3	2	2	1	1	2	3	2	2	2	2

CO -2	2	0	1	2	3	3	2	2	2	3	2	2	1	2	2
CO -3	1	3	0	1	2	1	3	3	2	2	0	2	3	3	0
CO -4	3	1	1	2	1	2	2	1	3	2	1	3	3	2	2
CO -5	1	2	3	2	2	3	3	2	2	2	3	1	0	1	2

Strongly Correlated- (3)
Moderately Correlated –(2)
Weakly Correlated - (1)
No Correlation   -   (0)

Semester-II
Business Ethics and Corporate Social Responsibility-Core-Paper-IV

L	T	P	C
6	-	-	5

Course Objectives:

1. To develop various Concepts on business, ethics and changing concept ,forces inducing   social responsibilities
2. To make the students to understand ethical aspects of individual in the organization.
3. To make the students to understand consumerism, its role in business.
4. To develop various corporate social responsibilities and practice in their professional life.
5. To imbibe the ethical issues in corporate governance and to adhere to the ethical codes.

BUSINESS ETHICS AND CORPORATE SOCIAL RESPONSIBILITY
Preample: After completing the course the students know the basic concepts,Phiplosophy on Corporate Social Responsibility which stresses the need for firms to behave as good corporate citizens, not merely obeying the law but conducting their production and marketing activities in a manner which avoids causing environmental pollution or exhausting finite world resources.

UNIT I
Ethics – Definition, Relevance to Business - Historical Perspective of Ethics – Philosophical Foundation of Ethics in Business and management - Changing concepts and objectives of Business, Forces inducing Social Responsibility, Social responsibilities of Business Organization.

UNIT II
Ethics and Decision Making - Ethical Aspects Corporate Policy - Moral Relationship between Individual and Organization - Conflict between personal values and organizational goals - Corporate culture - Corporate Governance in India.

UNIT III
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Consumerism and Ethics - Consumer Rights, Exploitation of consumers, Consumer Protection and Consumerism in India - Ethics in Advertising - Ethics and HRM - Ethics and Marketing - Ethics in Finance and Accounting - Ethical implications of Technology - Ethics and Information Technology.

UNIT IV

Corporate Social Responsibility (CSR) - Philanthropy - Conventional and Strategic - Environmental issues - Social issues - Labour and related issues - Ethical and Governance issues.

UNIT V

Social responsibility of business stakeholders (owners, employees, consumers, and community) - response of Indian firms towards CSR - Cost-benefit analysis of corporate social responsibility and good corporate citizenship.

References:
1. Sarkar, C. R., Social Responsibility of Business Enterprises, New Century Publication.
2. Velasquez, Business Ethics - Concepts and Cases, Prentice Hall.
3. Baxi, C. V. and Prasad, Ajit, Corporate Social Responsibility, Excel Books.
4. Sherlekar, S. A., Ethics in Management, Himalaya Publishing House.
5. **Blowfield, Michael, and Alan Murray, Corporate Responsibility, Oxford University Press.**

6. **Course Outcomes:**
7. **CO-1** Students will able to analyze the business ethics and changing concept ,forces   inducing social responsibilities. .

CO-2 The students will be able to analyze the ethics in decision making, corporate

   governance.

CO-3 The students will be to analyze various ethical codes in HRM ,marketing and implication of technology.

CO-4 Students will be able to analyze the environmental issues and labour related issues business ethics.

CO-5 The students understand the theories and its practice in Indian firms .

Methods of Ealuation

Internal Evaluation	Continue intrnal Assessment Test	25 Marks
	Assignents	
	Seminar	
	Attendance and class participation	
External Evaluation	End Semester Examination	75 Mrks
	Total	**100 Marks**

Methods of Assessment

Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

CO/PO	Course Code & Title : Business Ethics and Corporate Social Responsibility														
	PO							PSO							
	1	2	3	4	5	6	7	1	2	3	4	5	6	7	8
CO -1	2	2	3	2	1	2	3	2	3	1	2	3	2	3	2
CO -2	0	1	1	2	2	3	2	1	2	2	1	2	2	0	1
CO -3	1	2	3	2	2	1	0	2	2	3	2	2	1	1	3
CO -4	2	3	2	1	2	2	1	2	1	3	2	2	3	2	1
CO -5	2	3	1	2	1	2	2	2	1	2	3	2	2	2	3

Strongly Correlated- (3)
Moderately Correlated –(2)
Weakly Correlated - (1)
No Correlation   -   (0)

Quantitative Methods-Core-Paper-V

L	T	P	C
6	-	-	5

Course Objectives:
1. To develop the students ability to explain the numerical and quantitative issues \
    in   business.
2. To enable the use of statistical, graphical and algebraic techniques whatever relevant.
3. To have a proper understanding of statistical applications in Probability and
    arithmetic   and geometric mean .
4. Students will demonstrate about dispersion, correlation and regression.
5. The students analyze   the types of index numbers and time series.

QUANTITATIVE METHODS

Preample: : The purpose of the Quantitative methods generate knowledge and create understanding about social world. It also emphasize objective measurements and the statistical, mathematical, or numerical analysis of data collected through polls, questionnaires, and surveys, or by manipulating pre-existing statistical data using computational techniques.

UNIT I
Set theory – Coalitions - Venn Diagrams – relations - Domain – Co-domain. Functions – Linear and nonlinear – Maxima and minima. Business Applications of Matrix.

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UNIT II
Statistics - Meaning, scope, characteristics and Limitations. Statistical enquiry - Census and sample survey. Data - Primary and secondary. Data collection - Scale – Types & Characteristics (Nominal to Ratio scale) – classification - tabulation (Univariate & Bi-variate). Frequency

Distribution – Graphical representation (Bar Charts – Pie Diagram – Line graphs).

UNIT III
Probability – addition and multiplication – baye's theorem. Probability distribution – Theoretical probability distributions – Binomial, Poison and normal - Characteristics. Measures of Central tendency-Arithmetic mean, median, mode, harmonic mean and Geometric Mean-Weighted Arithmetic Mean.

UNIT IV
Measures of dispersion – Range – Moments - Standard deviation - Co-efficient of variation-Skewness and Kurtosis. Correlation and Regression - Rank correlation. Introduction to Hypothesis Formation and Testing.

UNIT V
Arithmetic and Geometric Progression. Index number – Types of index numbers. Time series - Trend (Secular, cyclical, seasonal and random) – use of time series in business and forecasting.

References:
1. Richard I. Levin & David S. Rubin, Statistics for Management, Tata Mc Graw Hill
2. SP Gupta, Statistical Methods
3. R.P. Hooda, Statistics for Business and Economics
4. Elhanse, Statistics.
5. Gupta, SP and Gupta MP, Business Statistics.

Course Outcomes:
CO-1 Students will be able to demonstrate the numerical and quantitative issues in business
CO-2 Students will be able to evaluate the of statistical, graphical and algebraic techniques whatever relevant .
CO-3 Students understand of statistical applications in Probability and arithmetic and geometric mean .
.
CO-4 Students will be able to apply knowledge of dispersion, correlation and regression in business.
CO-5 Students will be able to analyze the types of index numbers and time series.

Methods of Ealuation

Internal Evaluation	Continue intrnal Assessment Test	25 Marks
	Assignents	
	Seminar	
	Attendance and class participation	
External Evaluation	End Semester Examination	75 Mrks
	Total	**100 Marks**

Methods of Assessment

Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

Mapping

CO/PO	Course Code & Title : **Quantitative Methods**													
	PO							PSO						
	1	2	3	4	5	6	7	1	2	3	4	5	6	7	8
CO -1	2	2	3	2	1	2	1	1	2	3	2	2	1	1	2
CO -2	1	2	2	0	2	3	2	2	2	1	3	2	3	2	2
CO -3	2	2	1	2	2	3	2	3	2	0	2	1	2	1	1
CO -4	1	2	2	2	2	1	2	2	0	1	2	2	3	3	2
CO -5	2	3	0	1	2	1	3	2	3	1	0	2	2	1	2

Strongly Correlated- (3)
Moderately Correlated –(2)
Weakly Correlated - (1)
No Correlation   -   (0)

Labour Legislation   -Core-paper-VI

L	T	P	C
6	-	-	4

Course Objectives
1.   Makes them to understand the development and the judicial setup of labour laws.
2. To learn important features of wefare and wage ,bouns given to the employees by an employer.
3. To learn the laws relating to industrial relations ,gratuity,employee's insurance and provident fund.
4. To understand the laws related to working conditions in different settings and industrial disputs.
5. To   understand the laws relating to social security,equal remunaration ,condition of contract labour's and other benifits .

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LABOUR LEGISLATIONS

Preample: The course provides kowledge on laws seek to cause of social justice, todistribute wealth,protect workers from exploitation . they also understand multiple and equalisation of work oppertunities and help them to become able assit the business growth.

UNIT I
Factories Act, 1948. The Workmen's Compensation Act, 1923.
UNIT II
Payment of Wages Act, 1936. Minimum Wages Act, 1948. Payment of Bonus Act, 1965.
UNIT III
Payment of Gratuity Act, 1972. Employees State Insurance Act, 1948. Employees Provident Fund and Miscellaneous Provisions Act, 1952.
UNIT IV
Industrial Disputes Act, 1947. Industrial Employment (Standing Orders) Act, 1946. Trade Union Act 1926. Shops and Establishment Act, 1947.
UNIT V
Equal remuneration Act, 1976. Contract Labour (Regulation and Abolition) Act, 1976. Maternity Benefits Act, 1961.

<u>**References:**</u>

1. N.D. Kapoor, Industrial Law, Sultan Chand & Sons, New Delhi.

2. P.L. Malik, Industrial Law, Eastern Book Company Lucknow. (*Relevant Bare Acts*).

3. S.K. Puri, Labour Law.

4. S.N. Misra, Labour and Industrial Laws.

Course Outcomes
CO-1   The stusends will know the development and the judicial setup of labour laws.
CO-2   The studens understand the important features , integrate the knowledge of labour law in HR practice .
CO-3   Analyze and the employee welfare and laws relating to industrial relations ,gratuity,employee's insurance and provident fund.
CO-4   The students acquined knowlege on the labour welfare and the role of trade union understand the laws related to working conditions in different settings and industrial disputs.
CO-5   Analyze the various types of remunaretion system and the condition of contract labours and other benefits .
Methods of Ealuation

Internal Evaluation	Continue intrnal Assessment Test	25 Marks
	Assignents	
	Seminar	
	Attendance and class participation	
External Evaluation	End Semester Examination	75 Mrks
	Total	**100 Marks**

Methods of Assessment

Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

Mapping

CO/PO	Course Code & Title : Labour Legislation														
	PO							PSO							
	1	2	3	4	5	6	7	1	2	3	4	5	6	7	8
CO -1	2	2	3	2	3	1	3	2	3	2	2	2	3	2	3
CO -2	2	3	1	1	3	2	2	3	2	1	2	2	2	2	3
CO -3	3	2	2	2	3	2	3	2	3	2	3	2	2	1	2
CO -4	2	3	2	2	2	1	2	2	2	3	2	2	1	3	2
CO -5	3	3	2	2	3	2	2	3	3	2	2	2	2	3	2

Strongly Correlated- (3)
Moderately Correlated –(2)
Weakly Correlated -   (1)
No Correlation   -   (0)

<div align="center">

Performance Management- Elective

</div>

L	T	P	C
4	-	-	3

Course Objectives:
1. Demonstrate the ability to use right performance management system and its
        practice in Indian Organizations.
2. Contrast models and asses the performance with appropriate measures.
3. Illustrate ability to implement Performance Management System ,documentation
        and performance management audit there by.
4. Explore and apply innovative ways of talent management and ethical and legal
        issues in performance management.
5. Analyze critically the key factors and different aspects of performance and
        drive culture of excellence.

<div align="center">

PERFORMANCE MANAGEMENT

</div>

Preample: Studying of Performance managements a courage help them to know the what are
corporate management tool .It helps them to understand the techniques of tracking yhe
employees performance. Performance management's makes them to create an environment

where people can perform to the best of their abilities to produce the highest-quality work most efficiently and effectively.

UNIT I

Objectives of performance management system - Performance management and performance appraisal - Performance Management Process - Linkage of performance management system with other HR practices - Performance management practices in Indian organizations.

UNIT II

Implementing performance management system- Strategies and challenges - Characteristics of effective performance metrics - Role of HR professionals in performance management - Performance management as an aid to learning and employee empowerment - Performance management documentation - Performance management audit.

UNIT III

Performance planning - Performance measurement and evaluation - Performance management appraisal methods - Appraisal Communication - Counseling - Identifying potential for development - Linking pay with performance.

UNIT IV

Performance Management and Talent Management - Talent identification - Integration and retention - Building the talent pipeline - Ethical and legal issues in performance management.

UNIT V

Managing employee engagement - Key factors and different aspects of performance management - Using performance management processes to drive culture of excellence - Future directions in talent management practice and research.

References:
1. Armstrong, M. & Baron, A., Performance management and development, Jaico Publishing House.

2. Bhattacharyya, D.K., Performance management systems and strategies, Pearson Education.

3. Bagchi, S. N., Performance management, Cengage Learning India.

4. Rao, T.V., Performance management and appraisal systems: HR tools for global

    Competitiveness, Response Books: A division of Sage Publications
5. Robert B., Performance management, McGraw-Hill Education India.

Course Outcomes:
 CO-1 After completion of the course the students will be able to identify the
        elements and understand describe the performance management system.
CO-2 Identifying different types of rewards system, performance appraisal, documentation
        and performance management audit.
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CO-3 Analyzing performance through various measuring tools and developing an
        implementing performance consultation.
CO-4 Demonstrate the key factors for performance and future innovation talent management
            ethical and legal issues in performance management.

CO-5 Outline the the key factors and different aspects of performance and drive culture of excellence.

 Methods of Ealuation

Internal Evaluation	Continue intrnal Assessment Test	25 Marks
	Assignents	
	Seminar	
	Attendance and class participation	
External Evaluation	End Semester Examination	75 Mrks
	Total	**100 Marks**

Methods of Assessment

Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

Mapping	1. Course Code & Title : Performance Management
CO/PO	PO							PSO							
	1	2	3	4	5	6	7	1	2	3	4	5	6	7	8
CO -1	3	2	2	1	2	2	3	3	3	2	2	3	3	2	3
CO -2	2	3	2	3	2	2	3	3	3	2	3	3	3	2	2
CO -3	2	2	1	3	2	2	3	1	3	2	2	3	3	2	2
CO -4	3	1	1	2	2	3	2	3	2	2	2	3	1	2	3
CO -5	2	3	2	3	2	2	3	3	3	2	3	3	3	2	2

 Strongly Correlated- (3)
 Moderately Correlated –(2)
 Weakly Correlated - (1)
 No Correlation - (0)
Knowledge Management   Elective

L	T	P	C
4	-	-	3

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 Course Objectives

1. To equip the students with competence to manage themselves in organizations with a scientific out look towards knowledge management with strategic dimension.
2. To learn the architecture of the knowledge management system process and implementation model using with the balanced scored method.
3. Indentifying the various tools and techniques of knowledge management.
4. To makes the students to develop the mechanism using data mining.
5. To learn the measurement systems with knowledge audit and facilitate practices into globalized era.

KNOWLEDGE MANAGEMENT

Preample: It's primary goal is to improve efficiency and retain critical informetion within the company. It gives optopns to maximise and empower employees to improve their decision making ability. Knowledge management (KM) is the process of creating, sharing, using and managing the knowledge and information of an organization. It refers to a multidisciplinary approach to achieve organisational objectives by making the best use of knowledge.

UNIT I

Introduction : Overview of Knowledge Management: Data, Information and Knowledge; History of Knowledge Management, Importance of Knowledge Management, Information Management Vs Knowledge Management; Knowledge Management's Value Proposition, Users Vs Knowledge Workers, Role of Consultant in Knowledge Management.

UNIT II

Strategic Dimensions of KM: Knowledge Management Strategies, Strategic Drivers, Impact of Business Strategy on Knowledge Strategy, Porter's Five forces Model, Resource Strategy Model, Strategic Advantage, Knowledge Maps, Strategic Knowledge Resources, Balanced Scorecard and Knowledge Strategy.

UNIT III

Knowledge Management System: Knowledge Management Processes; Knowledge Management Systems: Types of Knowledge Systems, Knowledge Management Architecture, Knowledge Management System Implementation, Knowledge Discovery in Database; Knowledge Management Infrastructure; Knowledge Management System Life Cycle (KMSLC); Challenges and Barriers to Knowledge Management Systems, Drivers of Knowledge Management System.

UNIT IV

Tools & Techniques in KM: Knowledge Management Mechanisms & Technologies, Role of IT in KM, Knowledge Portals and Knowledge Management Tools, Communities and Collaborations, Intelligent Techniques in Building KMS, Data Mining in KM; Scope, Cost Efficiency and Reliability of Technologies to Support Knowledge work.

UNIT V

Measurement Systems for KM, Knowledge Audit, Knowledge Divestiture, IP Protection,KM Certifications; Practices of Knowledge Management in Modern Global Organizations.

REFERENCES

1. Elias M Awad, Hassan M Ghaziri, Knowledge Management, PHI

2. Fernandez A C. Knowledge Management, Pearson Education.

3. Anu Singh Lather, Anil K Saini and Sanjay Dhingra Ed., Knowledge Management, MacMillan.

4. Warier, Sudhir, Knowledge Management, Vikas Pub. House.

    KimizDalkir, Knowledge Management in Theory and Practice, PHI

Course Outcomes

CO-1 The students will be able to know the knowledge management with different strategic dimensions.

CO-2 To analyze the knowledge management system process and implementation model and KM architecture.

CO-3 To know the tools and techniques of knowledge management further development of the mechanisms.

CO-4 To design the KM with the measurement system and practice to the well.

CO-5 Demonstrate the applicability of measurement systems with knowledge and felicitate practices into globalized era.

Methods of Ealuation

Internal Evaluation	Continue intrnal Assessment Test	25 Marks
	Assigments	
	Seminar	
	Attendance and class participation	
External Evaluation	End Semester Examination	75 Mrks
	Total	**100 Marks**

Methods of Assessment

Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

Mapping

	Course Code & Title : Knowledge Management													
CO/PO	PO							PSO						36
	1	2	3	4	5	6	7	1	2	3	4	5	6	7	8
CO -1	3	2	2	1	2	2	3	3	2	1	2	2	3	3	3
CO -2	3	2	2	3	3	2	3	3	1	2	2	1	2	3	2
CO -3	2	2	2	1	2	3	2	3	2	1	3	1	3	3	2

CO -4	3	2	1	1	2	2	2	2	2	1	2	0	3	2	2
CO -5	3	2	2	3	2	2	3	3	2	1	2	1	2	2	3

Strongly Correlated- (3)
Moderately Correlated –(2)
Weakly Correlated - (1)
No Correlation   -   (0)

Human Resource Motivation-Elective

L	T	P	C
4	-	-	3

Course Objectives:
1. To objective of this course to make the students understand the theoretical process and implementation of implementation of motivation by the managers.
2. It also makes them understand the approaches and theories of motivation, employees motivation, influence of motivation on development.
3. To develop knowledge on HRD mechanisms for motivation.
4. Through selected cases practical knowledge is imparted.
5. To make the students to understand and approaches the practices of motivation.

ELECTIVE

HUMAN RESOURCE MOTIVATION

Preample: Human resource Motivation course is one of the most important concepts in HRD.It opens the doors in this feild itself, managing people and client relations is important skill acquire from it. Motivation can be understood as the desire or drive that an individual has to get the work done.Managing human resource is about being successful because the company provides them oppertunity to use their talent to their best ability.

UNIT I

Motivation– Definition, Need for motivation, Nature and Sources of Motivation – Content Theories and Process, Implications for Managers—Employee Morale.

UNIT II

Theories of Motivation–Application of Motivation Theories–Management's assumptions about people- McGregor's Theory X and Theory Y; Chris Argyris Behaviour Patterns. Motivation - Maslow's Need Hierarchy, Herzberg's Two Factors Theory, Vroom's Expectancy Theory;

UNIT III

Approaches to employee motivation, action learning, assessment and development centres; Theory of Intrinsic Motivation by Ken Thomas

UNIT IV

Influence of motivation on development activities Work –Designing for creating motivating Jobs; OB Mod.   HRD mechanisms for motivation.

UNIT V

37

Selected cases covering Motivation practices in government organizations, manufacturing and service industries and MNCs. Motivation - Indian approach vis-à-vis American and Japanese approaches.

References:

1. Haldar, U. K., Human resource development, Oxford University Press India.

2. Rao, T.V., Future of HRD, Macmillan Publishers India.

3. Davis and Newstrom: Organizational Behaviour: Human Behaviour at Work, Tata McGraw-Hill.

4. Fred Luthans, Organizational Behavior McGraw-Hill Book Company.

5. Steers and Black: Organizational Behaviour, Harper Collins College Publishers.

6. S.P. Robbins, Organizational Behavior, Prentice Hall India Private Limited.

6. Course Outcomes:
CO-1   After completion of this course the students will be able to understand better about the theories process and implication of motivation on manager.
CO-2 It gives practical knowledge on influence of motivation on development, HRD mechanisms for motivation.
CO-3 The students gain knowledge through illustrated cases.
CO-4 Demonstrate the applicability of various theories about motivation.
CO-5 Demonstrate the applicability of motivation practices in MNC companies
. **Methods of Ealuation**

Internal Evaluation	Continue intrnal Assessment Test	25 Marks
	Assignents	
	Seminar	
	Attendance and class participation	
External Evaluation	End Semester Examination	75 Mrks
	Total	**100 Marks**

Methods of Assessment

Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

38

Mapping

1. Course Code & Title : Human Resource Motivation		
CO/PO	PO	PSO

	1	2	3	4	5	6	7	1	2	3	4	5	6	7	8
CO -1	3	2	2	3	2	3	2	3	3	1	2	3	3	2	2
CO -2	3	2	2	1	1	2	2	3	3	2	2	1	3	2	3
CO -3	3	2	1	1	3	3	1	3	2	3	2	2	3	3	3
CO -4	3	2	3	2	3	2	3	3	2	3	2	3	2	2	3
CO -5	3	2	2	3	2	1	3	2	3	3	2	2	1	3	2

Strongly Correlated- (3)
Moderately Correlated –(2)
Weakly Correlated -   (1)
No Correlation   -   (0)

Emotional Intelligence-Elective

L	T	P	C
4	-	-	3

 Course Objectives:
1. The students to understand the development of self awareness and self management of personal emotion.
2.   It also explored ways to advance personal intelligence, recognition of emotions in others, . responding to these emotions in order to inspire high performance.
3.   Understood the consequences of behavior ,application of theories and development of emotional intelligence through coaching.
4.   To makes the students to understand emotional skill ,art of influencing people, and way of anger management.
5.   The students explored different levels of Emotional Qualities and its influence on leadership.

EMOTIONAL INTELLIGENCE
Preample: The Emotional intelligence   skiis this useful skill to prevent making decision based on emotional biases.It helps them to identify and regulate one's emotions and understand the emotions the others. A high EQ helps you to build relationships, reduce team stress, defuse conflict and improve job satisfaction.It also realises the true potential needed by them to face the situation.
UNIT I
Emotional Intelligence: The Concept **-** Introduction: Evolution of Emotional Intelligence, Defining Emotional Intelligence, How EQ makes a difference in Life, What exactly is EQ, Are you Emotionally Intelligent, How do you acquire your EQ, How EQ helps in Professional Success.
UNIT II
Emotional Quotient and Intelligent Quotient **-** The relationship between EQ and IQ, Where do 39 emotions come from?, Consequences of Low and High EQ.
UNIT III
Can EQ be developed ? - Early life experiences, EQ develops with maturity, How Emotions can be unlearned? Gardner's seven intelligence model. Developing Emotional Intelligence through

coaching.

UNIT IV

Emotional Skills **-** Learn to recognize your emotions, Learn to empathize with others, How to develop high Self- Esteem, How to manage emotional upsets?, How to learn the art of influencing people, How to manage your anger?

UNIT V

Emotional Intelligence: The Empirical Evidence - Emotional Intelligence competencies, Do different professions require different levels of EQ?, Emotional Intelligence and Leadership Behaviour, Emotional Intelligence and Stress Management. Case Studies of successful persons and their emotional intelligence.

References:

1. Goleman, D., Working with Emotional Intelligence, Bloomsbury Publishing, London.

2. Goleman, D., Boyatzis, R., and McKee, A. Primal Leadership: Realizing the power of EI. Boston, Harvard Business School Press.

3. Stein, S.J. and Book, H., The EQ Edge. Emotional Intelligence and Your Success. Jossey-Bass

4. Peter Salovey; David J. Sluyter, Emotional Development and Emotional Intelligence: Educational Implications, Basic Books.

5. Adele B. Lynn , The EQ Difference: A Powerful Program for Putting Emotional Intelligence to Work, , AMACOM

Course Outcomes:

CO-1   After completion of this course the students be able to relate more effectively to their   colleagues and to others.

CO-2   Understand how to demonstrate empathy in a wide range of situations.

CO-3   Be aware how their emotions affect their behavior and performance.

CO-4   The students understand the theories and emotional development through coaching.

CO-5   Through case studies the students they demonstrate special features of emotional   qualities and its influence on leadership.

Methods of Ealuation

Internal Evaluation	Continue intrnal Assessment Test	25 Marks
	Assignents	
	Seminar	
	Attendance and class participation	
External Evaluation	End Semester Examination	75 Mrks
	Total	**100 Marks**

Methods of Assessment

Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

Mapping

CO/PO	Course Code & Title : Emotional Intelligence														
	PO							PSO							
	1	2	3	4	5	6	7	1	2	3	4	5	6	7	8
CO -1	3	2	2	1	2	2	3	3	3	2	2	3	3	2	3
CO -2	2	3	2	3	2	2	3	3	3	2	3	3	3	2	2
CO -3	2	2	1	3	2	2	3	1	3	2	2	3	3	2	2
CO -4	3	1	1	2	2	3	2	3	2	2	2	3	1	2	3
CO -5	2	3	2	3	2	2	3	3	3	2	3	3	3	2	2

Strongly Correlated- (3)
Moderately Correlated –(2)
Weakly Correlated -   (1)
No Correlation   -   (0)

Skill Enhancement
MANAGERIAL SKILL DEVELOPMENT
Course Objectives
   Co-1-To improve the self-confidence, groom the personality and build emotional competence
  Co-2 To address self-awareness and the assessment of core management skills such as communication,   working with teams and creating a positive environment for change.
Co-3- To assess the Emotional intelligence.
Co-4- To induce critical-thinking and analytical skills to investigate complex problems to propose viable solutions.
Co-5 To improve professional etiquettes

MANAGERIAL SKILL DEVELOPMENT
Unit-I
Self: Core Competency, Understanding of Self, Components of Self— Self-identity, Self-concept, Self - confidence and Self-image. Skill Analysis and finding the right fit. Self-learning styles, attitude towards change and applications of skills
Unit-II
Self Esteem: Meaning & Importance, Components of self-esteem, High and low self-esteem, measuring our self-esteem and its effectiveness, Personality mapping tests, Appreciative Intelligence.
Unit-III

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Building Emotional Competence: Emotional Intelligence — Meaning, Components, Importance and Relevance, Positive and Negative Emotions., Healthy and Unhealthy expression of Emotions, The six-phase model of Creative Thinking: ICEDIP model.

Unit-IV

Thinking skills: The Mind/Brain/Behaviour, thinking skills, Critical Thinking and Learning, Making Predictions and Reasoning, Memory and Critical Thinking, Emotions and Critical Thinking. Creativity: Definition and meaning of creativity, The nature of creative thinking, Convergent and Divergent thinking, Idea generation and evaluation (Brain Storming), Image generation and evaluation.

Unit-V

Communication related to course: How to make oral presentations, conducting meetings, reporting   of projects, reporting of case analysis, answering in Viva Voce, Assignment writing.Debates, presentations, role plays and group discussions on current topics.Audio and Video Recording of the above exercises to improve the non-verbal communication and p

Course Outcomes: On completion of this course, students will;

Co-1   Identify the personal qualities that are needed to sustain in the world of work.

Co-2   Explore more advanced Management Skills such as conflict resolution, empowerment, working with teams and creating a positive environment for change.

Co-3 Acquire practical management skills that are of immediate use in management or leadership positions.

Co-4 Employ critical-thinking and analytical skills to investigate complex business problems to propose viable solutions.

Co-5   Make persuasive presentations that reveal strong written and oral communication skills needed in the workplace.

References

1.Joshi, G. (2015), Campus to Corporate-Your Roadmap to Employability, Sage Publication

2. McGrath E. H. (9 Ed. 2011), Basic Managerial Skills, Prentice Hall India Learning Private Limited**.**

3. Whetten D. (e Ed. 2011), Developing Management Skills, Prentice Hall India Learning Private Limited.

4. P. Varshney , A. Dutta, Managerial Skill Development, Alfa Publications, 2012

5. EQ- soft skills for Corporate Carrer by Dr. Sumeet Suseelan

Methods of Ealuation

Internal Evaluation	Continue intrnal Assessment Test	25 Marks
	Assignents	
	Seminar	
	Attendance and class participation	
External Evaluation	End Semester Examination	75 Mrks
	Total	**100 Marks**

Methods of Assessment

Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions
Understand/	MCQ, True/False, Short essays, Concept explanations, Short

Comprehend (K2)	summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

Mapping

CO/PO	Course Code & Title : Emotional Intelligence													
	PO							PSO						
	1	2	3	4	5	6	7	1	2	3	4	5	6	7	8
CO -1	3	2	2	1	2	2	3	3	3	2	2	3	3	2	3
CO -2	2	3	2	3	2	2	3	3	3	2	3	3	3	2	2
CO -3	2	2	1	3	2	2	3	1	3	2	2	3	3	2	2
CO -4	3	1	1	2	2	3	2	3	2	2	2	3	1	2	3
CO -5	2	3	2	3	2	2	3	3	3	2	3	3	3	2	2

Strongly Correlated- (3)
Moderately Correlated –(2)
Weakly Correlated -   (1)
No Correlation   -   (0)