

M.A Human Resource Development

1. Vision of the University

“To provide quality education to reach the unreached”

2. Mission of the University

- To conduct research , teaching and outreach programmes to improve the Conditions of human living.
- To offer a wide variety of off-campus educational training programs, including the use of information technology, to individuals and groups.
- To develop partnership with industries and government as to improve the Quality of the workplace and serve as catalyst for economic and Cultural development.
- To provide quality /inclusive education ,especially for the rural and Un-reached segments of economically downtrodden students including Women ,socially oppressed and differently abled.

3. Programme Educational Outcomes (PEO)

In alignment with the vision and mission of the University , the following have been defined as the PEO for the graduates

PEO -1 Developing strong positive attitude to learn independently the concepts in the field of study.

PEO - 2 Ensuring confidence among the learners to apply the knowledge and skills gained to solve real life issues.

PEO -3 Habituating ethical values among the learners to succeed in personal and Professional life

4. Preamble

Human resource is an integral part of any organization be it business , government or nongovernment .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 prevail aged girl students and economically backward areas in Tirunelveli District. It has been established in the

year 1970 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.

5. **Programme Outcomes (PO)**

After completion of undergraduate programme from the University, the learner should be able to

- PO -1** Comprehend the knowledge acquired and share the knowledge with others to convince them in a discussion.
- PO -2** Analyze and compare the factual data situation and formulate the problem in to conceptual model to critically evaluate for finding solution.
- PO -3** Apply the theories and philosophies learned in formulating theoretical research Problem with underlying assumptions and solve the problem scientifically.
- PO -4** Think reflectively on the earlier attempts for applications of the concepts with a sense of inquiring practices and attempt for self directed lifelong learning process.
- PO- 5** Understand the existence of multicultural practices and global view point and utilization of knowledge with ability to prolong moral/ethical values in personal and professional life.
- PO -6** Expose the learner to the digital literacy and information explosion with latest technology for enabling the learner to learn through multiple sources.
- PO -7** Prepare the Learner to be a responsible player in the varied teams with facilitating capability and formulate teams as a leader for defined purposes.

6. **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.

PSO5 Improve Communicative Skill

Ability to conceptualize a complex issue into a coherent written statement and oral presentation and communicate effectively on complex activities

with technical community

PSO-6 Efficiency in problem solving

Ability to define ,analyze the solutions for different business problems and using logical reasoning patterns of evaluating information , materials and data for practical implementation

PSO 7 – 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.

7. Programme Details

- a. Eligibility for Admission ;** A candidate shall eligible for admission to Master of Human Resource Development (MA HRD)program ,if she/he has obtained Bachelor's degree at least through 10+2+3 stream recognize by our university.
- b. Medium of instruction and Examination:** English Only
- c. Duration :** Two years Full Time (Each year having two semesters)
- d.Program :** Master of Human Resource Development

8. Examination Scheme

The Course Outcomes(COs) are measured through the performance of the learners by direct and indirect assessment methods for that particular course.

- i.) Internal Assessment (25 –Marks)
Tests-20 Marks
Seminar/Attention(Participation) in Class-5 Marks and
- ii) Semester End Examinations (75-Marks)
Written exams ,Practical, Project Report and Comprehensive viva voce

In both Internal and Semester End Examinations

Lower order thinking (K1,K2&K3) - 40% in each Part
Higher order thinking (K4,K5&K6) - 60% in each Part

External Marks-Semester End Examinations: Max. Marks-75 and Max. Time-3 Hours

Semester End Examinations: Question Paper Pattern:

Part A: 10 marks (10 questions * 1 marks) –multiple Choice **Part B:** 25marks (5 questions *5

marks) – Internal Choice **Part A and Part B will contain**
40 % of Lower Order Thinking (K1, K2, & K3 Level Questions)
60 % of Higher Order Thinking (K4, K5, & K6 Level Questions)
Part C: Part-C: 40 Marks (5 questions *8 marks)

MEASUREMENT OF ATTAIMENT OF COURSE OUTCOME

Each Course has to address a minimum of 4 PSOs

Level of contribution of the Course towards attaining PSOs

0 – No Contribution 1 – Low Level 2 – Medium Level 3 – High Level

F. COURSE OUTCOMES (CO)

Four Course Outcomes (COs) for each course that can be achieved by the learners on completion of that particular course are as follows:

Considering outcomes related to

- i. K1 and K2 level of evaluation in all the Units as CO1
- ii. K3 level of evaluation in all the Units as CO2
- iii. K4 level of evaluation in all the Units as CO3
- iv. K5 and K6 level of evaluation in all the Units as CO4.

All the COs proposed in each of the courses should be mapped with POs based on the relevance.

Level of Correlation between COs and POs

0 – No Correlation 1 – Low 2 – Medium 3 – High

The Course Outcomes(COs) are measured through the performance of the learners by direct and indirect assessment methods for that particular course.

- ii.) Internal Assessment (25 –Marks)
Tests-20 Marks
Seminar/Attention(Participation) in Class-5 Marks and
- ii) Semester End Examinations (75-Marks)
Written exams ,Practical, Project Report and Comprehensive viva voce

In both Internal and Semester End Examinations

Lower order thinking (K1,K2&K3) - 40% in each Part

Higher order thinking (K4,K5&K6) - 60% in each Part

1. Internship / Project reports evaluation:

a) The student has to make an oral presentation of his/her Internship and Project before a joint session of the faculty members and students.

b) The faculty members shall evaluate the presentation for external component and record of marks shall be maintained. A consolidated-marks list duly signed by the Head of the Department and Chief superintends shall be sent to the Controller of Examinations to be incorporated in the mark statement.

c) Any student who fails to defend his /her Internship / project report successfully shall have to undergo Internship / take up a project afresh and defend it in similar manner as laid down above.

d) All students are required to be present at the time of presentation. Their attendance is mandatory.

e) **The veracity / genuineness of the internship / project should be proved beyond doubt.** If proved otherwise, a case of malpractice is to be reported and necessary action can be initiated as per the University norms.

f) Any student failing to fulfill any of the above conditions has to be considered that he/she has to 'Reappear' for the Internship / Project which will be evaluated in the ensuing semester only.

i. For internship, the student has to go for a four Weeks of internship in an organization of repute, after completing the program period.

ii. For project, the student has to take up a project for a period of four weeks after completing the program period

g) Internal and External Components of Internship and Project:

Internal	External
<u>Maximum Marks: 50</u> The evaluation is based on the Report submitted by the student and to be evaluated by the Faculty Guide only.	<u>Maximum Marks: 50</u> The evaluation is based on the performance in the Viva voce examination by the student and to be evaluated by a Panel of Examiners excluding the Faculty Guide / by an External Examiner.

h) Internal Marks for Internship:

1. Adherence to Report Format	: 05
2. Introduction	: 05
3. Extent of Coverage of the Plant /Various Functional areas	: 10
4. Learning from the Internship	: 10
5. Adherence to Procedure and Schedule	: 10
6. Adherence to Suggestions by the Guide	: 10

TOTAL

: 50

i) Internal Marks for Project:

1. Adherence to Report Format	: 05
2. Introduction	: 05
3. Research Methodology	: 05
4. Review of Literature	: 05
5. Analysis and Interpretations	: 05
6. Managerial Implications of the Project	: 05
7. Adherence to Procedure and Schedule	: 10
8. Adherence to Suggestions by the Guide	: 10
TOTAL	: 50

Note: Adherence to the Procedure and Schedule and the Adherence to Suggestions by the Guide are the pre requisite for getting marks in other components of the marks awarded by the Faculty Guide.

j) External Marks for Internship:

1. Introduction to the Internship	: 10
2. Extent of coverage of the Plant / Various functional areas	: 10
3. Learning from Internship	: 10
4. Presentation Skills (including use of AV aids)	: 10
5. Answers to Questions	: 10
TOTAL	: 50

k) External Marks for Project:

1. Introduction	: 05
2. Research Methodology	: 10
3. Analysis and Interpretations	: 15
4. Managerial Implications of the Project	: 05
5. Presentation Skills (including use of AV aids)	: 05
6. Answers to Questions	: 10
TOTAL	: 50

(a) The transitory provision is as follows: The student of this program has to complete the degree within **4 years** (2 years + 2 years) from the date of joining the program. After that period, one extension of One year can be applied for and permission be obtained from the authorities of the university, on a case-to-case basis, in an extraordinary situation only.

9. Examinations

External Marks-Semester End Examinations: Max. Marks-75 and Max. Time-3 Hours

Semester End Examinations: Question Paper Pattern:

Part A: 10 marks (10 questions)

* 1 marks) –multiple Choice **Part B:** 25marks (5 questions *5 marks) – Internal Choice **Part B will contain**
 40 % of Lower Order Thinking (K1, K2, & K3 Level Questions
 60 % of Higher Order Thinking (K4, K5, & K6 Level Questions)
Part C: Part-C: 40 Marks (5 questions *8 marks)

10. Model Question

Model Question Paper
 MA Degree Examination –Month –Year
 Semester –Human Resource Development
 (For those who Joined from 2026 onwards)

	Level of Question	Questions	
		Part-A Answer all the questions 10*1=10	
1	K2	Which of the following is a benefit of study of OB a) Improved Communication b) Increased employee engagement c) Better decision making d) All the above	
2	K1	The study of individual behavior in Organization is called a) Organizational Psychology b) Human resource management c) Individual behavioral Analysis d) OB	
3	K2	which approach to OB focuses on the impact of environment factors on OB a) Psychological b) Sociological c) Cultural d) Contingency	
4	K3	Trait is associated with higher levels of a) Stress and Anxiety b) Neuroticism c) Extraversion d) Agreeableness	
5	K2	Which of the following is a type of perpetual defense mechanism a) Repression b) Denial c) Projection d) Rationalization	
6	K3	The term for the process by which leader influence others to achieve a common goal a) Leadership b) Management c) Motivation d) Communication	
7	K3	The best characteristics of high performing team a) Low cohesion b) High conflict c) Poor communication d) High Trust and collaboration.	
8	K4	The Strategy for managing conflict in groups a) Avoidance b) Accommodation c) competition d) Collaboration	
9	K4	Which is the factor that can increase group cohesion a) Diversity b) conflict c) Shared goals d) Conception	
10	K5	In Transaction Analysis what is the term for social role of a person plays a) Ego state b) transaction c) script d) Role	
		Part-B Answer all the questions 5*5=25	
11	K1	Distinguish formal and informal Organization.	
		Or	
	K2	Briefly explain the nature of OB	
12	K3	Explain important determinants of Personality	
		Or	
	K4	How can the attitudes of a person be changed	

13	K3	Describe various types of groups
		Or
	K5	State the importance of leadership
14	K4	Discuss the factors that influencing Organizational effectiveness
		Or
	K3	Explain causes of resistance to change
15	K4	Discuss important strategies for resolving conflicts
		Or
	K5	How can conflicts resolved in interpersonal relationship
		Part-C Answer all the questions 5*8=40
16	K2	Explain the challenges and opportunities in Organizational Behavior
		Or
	K4	Discuss the importance and scope of OB
17	K4	Describe the major styles of leadership Discuss with example
		Or
	K3	Define reinforcement and explain the theory of learning
18	K5	Describe preventive measure to manage conflicts in Organization with examples
		Or
	K5	Discuss the measures that can be adopted to overcome resistance by employees
19	K6	Discuss important components of Transactional Analysis
		Or
	K4	Analyze various factors that influence work environment
20	K5	Evaluate the important elements and functions of Organizational culture
		Or
	K5	Evaluate the positive and negative aspect that affect the organization conflicts

11. Course Structure for M A HRD

(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

First Year – Semester – I

Part	List of Courses		Credits	No. of Hours
	Core – I	Essentials of Management	5	7
	Core – II	Organizational Behaviour	5	7
	Core – III	Fundamentals of HRD	4	6
	Elective – I	1. Human Resource Compensation 2. Competency Mapping	3	5
	Elective – II	1. Stress Management 2. Human Resource Planning	3	5
			20	30

Semester-II

Part	List of Courses		Credits	No. of Hours
	Core – IV	Business Ethics and Corporate Social Responsibility	5	6
	Core – V	Research Methodology	5	6
	Core – VI	Labour Legislation	4	6
	Elective – III	1. Performance Management 2. Industrial Relations	3	4
	Elective – IV	1. Human Resource Motivation 2. Emotional Intelligence	3	4
	Skill Enhancement Course [SEC] – I	[SEC] – I Managerial Skill Development	2	4
			22	30

12. Programme Articulation Matrix

Name of the Course	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	Total
Essentials of Management	2	2	1	2	2	2	2	13
Organizational Behaviour	2	1	2	2	2	2	3	14
Fundamentals of HRD	3	2	2	3	2	2	2	16
Human Resource Compensation	2	2	3	2	2	2	3	16
Competency Mapping	2	2	3	2	2	2	2	15
Stress Management	2	2	3	2	3	2	2	16
Human Resource Planning	2	2	2	3	2	2	2	15
Business Ethics and Corporate Social Responsibility	3	2	2	2	2	2	2	15
Research Methodology	2	2	3	2	2	2	3	16
Labour Legislation	3	2	2	2	2	3	2	16
Performance Management	3	2	2	3	2	2	2	16
Industrial Relations	3	2	2	3	2	2	2	16
Human Resource Motivation	2	3	2	2	2	3	2	16
Emotional Intelligence	3	3	2	2	3	2	2	17
Managerial Skill Development	3	3	3	2	3	2	2	17

SEMESTER-I

Core paper-I

ESSENTIALS OF MANAGEMENT

L	T	P	C
7	-	-	5

Course Outcomes (CO)

After successful completion of this course the learner would be able to

CO-1 Understand the concepts, functions and responsibilities related to Management.

CO-2 Demonstrate the techniques to be used in planning, its steps and strategic process in the organization.

CO-3 Analyze effective application of PPM knowledge to diagnose and solve organization develop optimal managerial decisions and techniques to be used in planning, its steps and strategic process in the organization.

CO-4 Analyze the management of budgets and resources transparently, accountability and sustainability.

Detailed Course Content

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

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

Mapping of CO with PO

CO	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7
CO-1	2	0	2	3	1	3	2
CO-2	3	2	2	2	3	3	2
CO-3	1	3	2	1	2	1	3
CO-4	2	1	1	1	1	0	3
Total	7	6	9	9	10	9	9

Level of correlation between COs and POs

0-No Correlation 1-Low 2-Medium 3-High

Mapping of CO with PO

CO	PSO-1	PSO-2	PSO-3	PSO-4	PSO-5	PSO-6	PSO-7
CO-1	2	1	1	0	0	1	3
CO-2	1	2	2	3	2	2	2
CO_3	3	3	0	2	1	2	1
CO-4	2	2	1	2	3	2	2
Total	9	8	4	8	6	8	8

Level of correlation between COs and POs

0-No Correlation 1-Low 2-Medium 3-High

L	T	P	C
7	-	-	5

Core Paper-II

ORGANIZATIONAL BEHAVIOR

Course Outcomes (CO)

After successful completion of this course the learner would be able to

Detailed Course Content

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

Organisationnel Dynamics – Organisationnel Culture – Organisationnel Change – Organisation Développement (OD) interventions and Case studies related to concepts and application of OB

Mapping of CO with PO

CO	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7
CO-1	3	2	1	2	2	1	1
CO-2	2	3	2	1	2	2	3
CO_3	1	2	3	3	2	2	3
CO-4	2	1	3	3	2	2	2
Total	8	8	9	9	8	7	9

Level of correlation between COs and POs

0-No Correlation 1-Low 2-Medium 3-High

Mapping of CO with PO

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

CO-2	2	2	2	2	2	3	3
CO_-3	3	1	2	3	1	2	3
CO-4	2	1	2	1	3	1	2
Total	8	5	9	7	9	8	10

Level of correlation between COs and POs

0-No Correlation 1-Low 2-Medium 3-High

Core Paper-III

L	T	P	C
6	-	-	4

Fundamentals of Human Resource Development

Course Outcomes (COs)

After successful completion of this course the learner would able to

- CO-1** Demonstrate the applicability of the concept mechanism, HRD interventions and role of HR and their challenges.
- CO-2** Analyze the complexities in the process, design and develop effective evaluation.
- CO-3** Understand rules to build an organization excelling in people, processes, products, and profits.
- CO-4** Demonstrate the applicability of HR practices in various organization at National and Inter National level. It makes the students more competent and develop skills and knowledge.

Detailed Course Content

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 organizations, 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. Halder, U. K., Human resource development, Oxford University Press India.
5. Rao, T.V., Future of HRD, Macmillan Publishers India

Mapping of CO with PO

CO	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7
CO-1	3	2	2	3	1	3	2
CO-2	2	2	2	2	3	2	2
CO-3	2	2	1	3	2	1	2
CO-4	3	3	2	3	3	2	3
Total	10	9	7	11	8	8	9

Level of correlation between COs and POs

0-No Correlation 1-Low 2-Medium 3-High

Mapping of CO with PO

CO	PSO-1	PSO-2	PSO-3	PSO-4	PSO-5	PSO-6	PSO-7
CO-1	3	2	2	3	1	2	2
CO-2	3	2	1	2	1	1	3
CO-3	2	3	2	2	1	3	2
CO-4	3	2	2	3	3	1	2
Total	11	9	7	10	10	7	9

Level of correlation between COs and POs

0-No Correlation 1-Low 2-Medium 3-High

Elective Paper-I Human Resource Compensation

L	T	P	C
5	-	-	3

Course Outcomes

After successful completion of this course the learner would be able to

Course Outcomes

CO-1 Analyze the current pay practices and determine if they are competitive for the industry and geographic location.

CO-2 They can also help to determine, if the employees salaries are in compliance with current employment, state and federal laws.

CO-3 Obtain knowledge about attraction of quality employees and retaining top performers.

CO-4 Analyze the rewards and awards system practiced in the organization, Demonstrate the applicability of strategic based performance and reward strategy in

knowledge economy.

Detailed Course Content

UNIT I

Concept of Wages and Salary, Minimum Wage, Fair Wage and Living Wage – Theories of Wages and Salary – Pay and Social Class – Machineries for Wage Fixation – Statutory provisions governing different components of reward systems. Wage criteria and wage machinery — Wage Components —Salary Benchmarking, designing Key Result Area and Key Performance Indicator.

UNIT II

Reward Management: Concept, Aims, Components of Reward system – Role of Reward in organization. Strategic perspectives of Reward – Reward as a motivational tool – Psychological contract – Reward policies. Factors determining the rates of Pay – Strategic and Tactical pay related issues – Establishing Job Values and Relativities: Internal and External Equities – Job evaluation schemes, Internal Pay Structure, Reward survey – Designing Pay Level, Pay Mix and Pay Structures – Grade and Pay structures: Types, Design and Implementation — Group/Individual Incentive, Designing Incentive Scheme.

UNIT III

Rewarding and Reviewing Contribution and Performance: Individual Contingent Pay – Team Pay – Paying for Organisational performance – Recognition Process – Performance Management and Reward. Reward for Special groups – Directors, Chief executives, Senior Managers, professionals and knowledge workers, Scientists and Engineers, Sales Staff, contingent workers – Components of Executive Compensation package. Employee Benefits and Services – Rationale for employee benefits – Types of benefits, Choice of benefits, administering employee benefits, Tax considerations – Flexible benefits/Cafeteria Plans– Pension Schemes – ESOP—Computations of taxable income, overtime.

UNIT IV

Managing Reward Processes: Reward Management Roles – Reward Procedures – Controlling reward –Pay reviews – Communicating to employees – Managing the development of reward systems – Future Trends in Reward Management.

UNIT V

Strategic Reward: Concept, Aims–Strategic Reward and Reward Management – Purpose and Contents of Reward Strategy – Strategic Reward and Performance – Reward strategies in a Knowledge economy –Reward Strategies in a Service-based economy – Developing reward strategy – Communicating reward strategy – Implementing reward strategy.

References:

1. Armstrong & Stephens, Employee Reward Management and Practice, Kogan Page
2. Strategic Reward, Armstrong & Brown, Kogan Page.
3. Henderson, R.O., Compensation Management, Englewood Cliffs, Prentice Hall
4. Armstrong, M and Murlis H, Reward Management, Kogan Page.
5. Martocchio Joseph J., Strategic Compensation-A Human Resource Management Approach, Pearson

Mapping of CO with PO

CO	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7
CO-1	2	2	2	2	1	2	2
CO-2	2	2	3	2	2	3	3
CO_3	2	2	2	3	2	1	3
CO-4	2	3	3	1	2	2	2
Total	8	9	10	8	7	7	10

Level of correlation between COs and POs

0-No Correlation 1-Low 2-Medium 3-High

Mapping of CO with PO

CO	PSO-1	PSO-2	PSO-3	PSO-4	PSO-5	PSO-6	PSO-7
CO-1	2	3	3	2	2	3	2
CO-2	2	2	2	2	1	2	3
CO_3	2	2	3	2	2	2	3
CO-4	3	1	2	2	3	2	3
Total	9	8	10	8	8	9	11

Level of correlation between COs and POs

0-No Correlation 1-Low 2-Medium 3-High

Elective Paper -I

Competency Mapping

L	T	P	C
5	-	-	3

Course Outcomes (COs)

After successful completion of this course the learner would able to

CO-1 Explain the basic concept ,usage and classification of competency at various level.

CO-2 Understand the process of competency and analyze requirements ,skills and training given to the employees.

CO-3 Demonstrate various methods of competency mapping.

CO-4 CO-5 Know the concept of self awareness, self management and relationship management.

Detailed Course Content

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 and Implementing Competency Models in Organizations, 2nd edition, Sage Publications Pvt. Ltd 2007
4. Radha R. Sharma, 2004, 360 Degree Feedback, Competency Mapping and Assessment Centres for Personal and Business Development, Tata McGraw-Hill Publishing Company Limited, New Delhi.

Mapping of CO with PO

CO.	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7
CO-1	3	2	2	2	2	3	3
CO-2	2	3	2	3	2	2	2
CO_3	3	2	3	2	2	2	3
CO-4	3	3	2	3	2	2	2
Total	11	10	9	10	8	9	10

Level of correlation between COs and POs

0-No Correlation 1-Low 2-Medium 3-High

Mapping of CO with PO

CO	PSO-1	PSO-2	PSO-3	PSO-4	PSO-5	PSO-6	PSO-7
CO-1	2	2	2	3	2	2	2
CO-2	3	2	3	2	2	2	2
CO_3	2	3	2	3	3	3	2

CO-4	2	2	3	1	2	2	2
Total	9	9	10	9	9	9	8

Level of correlation between COs and POs

0-No Correlation 1-Low 2-Medium 3-High

Elective Paper-II

Stress Management

L	T	P	C
5	-	-	3

Course Outcomes (COs)

After successful completion of this course the learner would be able to

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

CO-2 To analyze the proactive responses to stressful situation.

CO-3 They also able to cope up with stress and manage stress through diet, sleep and other factors

CO-4 To understand the basic features of time management and its impact on stress and analyze the methods of reducing stress

Detailed course Content

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

Mapping of CO with PO

CO	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7
CO-1	2	2	2	2	3	2	2
CO-2	2	2	3	2	3	2	2
CO-3	2	3	2	1	2	3	3
CO-4	3	2	1	2	2	2	2
Total	9	10	8	8	10	9	9

Level of correlation between COs and POs

0-No Correlation 1-Low 2-Medium 3-High

Mapping of CO with PO

CO	PSO-1	PSO-2	PSO-3	PSO-4	PSO-5	PSO-6	PSO-7
CO-1	1	2	2	3	1	2	2
CO-2	2	2	3	2	2	1	2
CO-3	3	2	2	2	2	3	3
CO-4	3	3	3	2	3	3	2
Total	9	9	10	9	10	9	9

Level of correlation between COs and POs

0-No Correlation 1-Low 2-Medium 3-High

Elective Paper-II Human Resource Planning

L	T	P	C
5	-	-	3

Course Outcomes (COs)

After successful completion of this course the learner would be able to

CO-1 Understand the system of hiring, training, appraisal and compensation.

CO-2 Improve the concept of utilization by connecting the right employee with right position.

CO-3 Analyze various methods of followed evaluation in the organization., it helps them to improve the productivity and leads to a knowledge work force.

CO-4 Demonstrate the applicability of succession management its process and employee competences.

Detailed Course Content

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.

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.

Mapping of CO with PO

CO	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7
CO-1	2	1	2	2	3	2	2
CO-2	2	3	2	2	3	3	2
CO-3	1	3	2	1	2	1	3
CO-4	3	1	2	2	1	2	2
Total	8	8	8	7	9	8	9

Level of correlation between COs and POs

0-No Correlation 1-Low 2-Medium 3-High

Mapping of CO with PO

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

CO-1	2	2	2	3	2	2	2
CO-2	2	2	3	2	2	1	2
CO-3	3	2	2	3	2	3	3
CO-4	2	2	2	3	3	3	2
Total	9	8	9	11	9	9	9

Level of correlation between COs and POs

0-No Correlation 1-Low 2-Medium 3-High

Semester-II

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

L	T	P	C
6	-	-	5

Course Outcomes (COs)

After successful completion of this course the learner would be able to

CO-1 Demonstrate business ethics and changing concept, forces inducing social responsibilities.

CO-2 Analyze the ethics in decision making, corporate Governance, various ethical codes in HRM, marketing and implication of technology.

CO-3 Evaluate environmental issues and labour related issues business ethics.

CO-4 Understand the theories and its practice in Indian firms

Detailed Content of the Course

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

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.



Core Paper- V

Research Methodology

L	T	P	C
6	-	-	5

Course Outcomes (COs)

After successful completion of this course the learner would be able to

- CO-1** Understand the fundamental concepts of research and research process.
- CO-2** Summarize the sampling design and scaling techniques.
- CO-3** Construct a method for data collection and able to edit, code, classify and tabulate the collected data.
- CO-4** Analyze the collected data to prove or disprove the hypothesis and Interpret the data and prepare research report.

Detailed Course Content

UNIT I

Research-Meaning, - purpose - types of research - Pure, applied, historical, analytical, descriptive and experimental -Significance of research in social sciences - Process of research - Meaning -Scientific method - Induction and deduction.

UNIT II

Planning Research : Research Problem - identification, selection and formulation of research problem - Review of literature - Hypothesis - Meaning - Sources of hypothesis - Types of Hypothesis - Formulation and testing - Research design - Factors affecting research design

UNIT III

Sampling design: Census method and sampling method for investigation - advantages and disadvantages of sampling - principle of sampling - Essentials of a good sampling - methods of sampling - probability and non-probability sampling methods - Selection of a sample - factors affecting the size of the sample

UNIT IV

Collection and Processing of Data : Sources of data - primary and secondary data - Modes of

data collection - Analytical method - case study – observation - survey method - Interview – Construction of Interview Schedule - Questionnaire –pre-testing and its importance. Process of data analysis - Editing - Coding - Tabulation - Diagrams - The process of interpretation - Guidelines for making valid interpretation - Scaling techniques..

UNIT V

Structuring the Report: Chapter format- Pagination- Using quotations- Presenting footnotes – abbreviations- Presentation of tables and figures-Referencing- Documentation-Use and format of appendices- Indexing.

References:

1. O.R. Krishnaswami, Methodology of Research in social Sciences, Himalaya Publishing House, Mumbai
2. Donald R. Cooper, Pamela S. Schindler, Business Research Methods, Tata McGraw Hill Publishing Company Ltd. New Delhi

Mapping of CO with PO

CO	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7
CO-1	<u>3</u>	<u>2</u>	<u>1</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>3</u>
CO-2	<u>3</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>3</u>	<u>3</u>
CO -3	<u>3</u>	<u>2</u>	<u>3</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>3</u>
CO-4	<u>2</u>	<u>3</u>	<u>2</u>	<u>3</u>	<u>2</u>	<u>3</u>	<u>2</u>
Total	11	9	9	9	8	10	11

Level of correlation between COs and POs

0-No Correlation 1-Low 2-Medium 3-High

Mapping of CO with PO

CO	PSO-1	PSO-2	PSO-3	PSO-4	PSO-5	PSO-6	PSO-7
CO-1	<u>3</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>3</u>	<u>2</u>
CO-2	<u>2</u>	<u>3</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>1</u>	<u>2</u>
CO -3	<u>3</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
CO-4	<u>2</u>	<u>2</u>	<u>3</u>	<u>1</u>	<u>2</u>	<u>2</u>	<u>3</u>
Total	10	9	9	7	8	8	9

Level of correlation between COs and POs

0-No Correlation 1-Low 2-Medium 3-High

Core-paper-VI

Labour Legislation

L	T	P	C
6	-	-	4

Course Outcomes (COs)

After successful completion of this course the learner would able to

CO-1 Understand the development and the judicial setup of labour laws.

- CO-2** Explain the important features , integrate the knowledge of labour law in HR practice and various types of remuneration system and the condition of contract labors and other benefits .
- CO-3** Analyze the employee welfare and laws relating to industrial relations ,gratuity, employee's insurance and provident fund.
- CO-4** Acquainted knowledge on the labour welfare and the role of trade union understand the laws related to working conditions in different settings and industrial disputes.

Detailed Course Content

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.

References:

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.

S.N. Misra, Labour and Industrial Laws

Mapping of CO with PO

CO	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7
CO-1	2	2	3	2	3	2	3
CO-2	3	2	2	2	3	2	3
CO -3	2	3	2	3	2	1	2
CO-4	3	3	2	2	3	2	2
Total	8	10	9	9	10	7	10

Level of correlation between COs and POs

0-No Correlation 1-Low 2-Medium 3-High

Mapping of CO with PO

CO	PSO-1	PSO-2	PSO-3	PSO-4	PSO-5	PSO-6	PSO-7
CO-1	2	2	3	2	2	2	3
CO-2	3	2	3	2	2	3	3
CO -3	1	3	3	2	3	1	3
CO-4	2	2	3	2	2	3	2
Total	8	9	12	8	9	9	11

Level of correlation between COs and POs

0-No Correlation 1-Low 2-Medium 3-High

Elective Paper-III **Performance Management**

Course Outcomes (COs)

After successful completion of this course the learner would able to

L	T	P	C
4	-	-	3

CO-1 Understand and describe the performance management system, outline the key factors and different aspects of performance and drive culture of excellence

CO-2 Identifying different types of rewards system, performance appraisal, documentation and performance management audit.

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.

Detailed Course Content

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
Robert B., Performance management, McGraw-Hill Education India

Mapping of CO with PO

CO	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7
CO-1	3	2	2	2	2	2	3
CO-2	2	3	2	3	2	2	3
CO -3	2	2	3	3	2	2	2
CO-4	2	2	1	2	2	3	2
Total	9	9	8	10	8	9	10

Level of correlation between COs and POs

0-No Correlation 1-Low 2-Medium 3-High

Mapping of CO with PO

CO	PSO-1	PSO-2	PSO-3	PSO-4	PSO-5	PSO-6	PSO-7
CO-1	3	3	2	2	3	3	2
CO-2	3	1	2	3	1	3	2
CO -3	1	2	2	2	2	3	2
CO-4	3	2	3	2	2	1	2
Total	10	8	9	9	7	10	8

Level of correlation between COs and POs

0-No Correlation 1-Low 2-Medium 3-High

Mapping of CO with PO

CO	PSO-1	PSO-2	PSO-3	PSO-4	PSO-5	PSO-6	PSO-7
CO-1	<u>3</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>3</u>	<u>2</u>
CO-2	<u>2</u>	<u>3</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>1</u>	<u>2</u>
CO -3	<u>3</u>	<u>2</u>	<u>2</u>	<u>3</u>	<u>2</u>	<u>2</u>	<u>2</u>

CO-4	<u>2</u>	<u>2</u>	<u>3</u>	<u>3</u>	<u>2</u>	<u>2</u>	<u>3</u>
Total	10	9	9	10	8	8	9

Level of correlation between COs and POs

0-No Correlation 1-Low 2-Medium 3-High

Elective Paper-III

Industrial Relations

L	T	P	C
4	-	-	3

Course Outcomes (COs)

After successful completion of this course the learner would be able to

- CO-1** Acquainted with concepts, principles and issues connected with trade union, collective bargaining.
- CO-2** Analyze the influence of grievance and redressal, employee discipline and dispute resolution.
- CO-3** Understand the various processes and procedures of handling employee relations.
- CO-4** Demonstrate the role of labour Organization both national and international level.
- CO-5** Analyze the safety program implemented for the employee.

Detailed course content

UNIT I

Industrial Relations: Human Rights and Labourers – Social, Legal and Natural Justices, Industrial Relations System, Cause for Poor industrial relations, Recommendations of National Commission of Labour, Industrial Relations in developed countries – International Labour organization – Objectives, Structure and Functions

UNIT II

Development of Trade Unionism in India – Central Organization of workers in India - Role of internal Trade Union – Inter and Intra Union rivalries – Union recognition. International Labour movement: ICFTU – WFTU – ILO – History, objective and functions – Convention and recommendations.

UNIT III

Concept of Industrial relations – Social obligations of Industry – Role of Government, employers and the Unions in Industrial relations – Industrial relations machinery – Joint consultation – Works committee, Conciliations – Adjudication, Voluntary arbitration – Workers participation in Industry – Grievance procedure.

UNIT IV

Process of collective bargaining – Problems and prospects – Bipartism in agreements – Code of conduct and code of discipline – Wage boards – Reports of wage boards – Management of strikes and lockouts.

UNIT V

Employee safety programme – Types of Safety organization – Safety committee – Ergonomics, Damage control and system, safety. Employee communication – House journals – notice boards suggestion schemes – upward communication, personnel counselling and

mental health - Educational and social development – Modern Trends.

References:

1. T.N. Bhagoliwal, Personnel Management and Industrial Relations, Agra Publishers Agra.
2. Arun Monappa, Industrial Relations, Tata Mc Graw Hill, New Delhi.
3. V.P. Michael, HRM and Human Relations, Himalaya Publishing House, Mumbai.
4. Mamoria & Mamoria, Dynamics of Industrial Relations in India, Himalaya Publishing

House
Mapping of CO with PO

CO	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7
CO-1	2	2	1	2	3	2	2
CO-2	3	2	2	3	2	3	3
CO -3	2	3	2	3	2	3	2
CO-4	2	3	2	3	2	2	1
Total	9	10	7	11	9	10	8

Level of correlation between COs and POs

0-No Correlation 1-Low 2-Medium 3-High

Mapping of CO with PSO

CO	PSO-1	PSO-2	PSO-3	PSO-4	PSO-5	PSO-6	PSO-7
CO-1	<u>3</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>3</u>	<u>2</u>
CO-2	<u>2</u>	<u>3</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>1</u>	<u>2</u>
CO -3	<u>3</u>	<u>2</u>	<u>2</u>	<u>3</u>	<u>2</u>	<u>2</u>	<u>2</u>
CO-4	<u>2</u>	<u>2</u>	<u>3</u>	<u>3</u>	<u>2</u>	<u>2</u>	<u>3</u>
Total	10	9	9	10	8	8	9

Level of correlation between COs and POs

0-No Correlation 1-Low 2-Medium 3-High

Elective Paper_IV

HUMAN RESOURCE MOTIVATION

L	T	P	C
4	-	-	3

Course Outcomes (COs)

After successful completion of this course the learner would be able to

CO-1 Understand better about the theories process and implication of motivation on manager.

- CO-2** Demonstrate the applicability of motivation practices in MNC companies
it gives practical knowledge on influence of motivation on development, HRD
mechanisms for motivation.
- CO-3** Gain knowledge through illustrated cases.
- CO-4** Demonstrate the applicability of various theories about motivation.

Detailed Course Content

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

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. Halдар, 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.

Mapping of CO with PO

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

CO_-3	3	2	1	1	3	3	1
CO-4	3	2	3	2	3	2	3
Total	12	8	8	8	9	10	8

Level of correlation between COs and POs

0-No Correlation 1-Low 2-Medium 3-High

Mapping of CO with PSO

CO	PSO-1	PSO-2	PSO-3	PSO-4	PSO-5	PSO-6	PSO-7
CO-1	2	3	1	2	3	3	2
CO-2	3	3	2	2	1	3	2
CO_-3	1	2	3	2	2	3	3
CO-4	2	2	3	2	3	2	2
Total	8	10	9	8	9	11	9

0-No Correlation 1-Low 2-Medium 3-High

Elective Paper -IV

Emotional Intelligence

L	T	P	C
4	-	-	3

Course Outcomes (COs)

After successful completion of this course the learner would be able to

CO-1 Understand how to demonstrate empathy in a wide range of situations.

CO-2 Be aware how their emotions affect their behavior and performance.

CO-3 UNDERstand the theories and emotional development through coaching.

CO-4 Through case studies the students they demonstrate special features of emotional qualities and its influence on leadership.

Detailed Course Content

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 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

Mapping of CO with PO

CO	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7
CO-1	3	2	2	1	2	2	3
CO-2	2	3	2	3	2	2	3
CO -3	2	2	2	3	2	2	3
CO-4	3	1	2	2	2	3	2
Total	10	8	8	9	8	9	9

Level of correlation between COs and POs

0-No Correlation 1-Low 2-Medium 3-High

Mapping of CO with PSO

CO	PSO-1	PSO-2	PSO-3	PSO-4	PSO-5	PSO-6	PSO-7
CO-1	3	3	2	2	3	3	2
CO-2	3	3	2	3	3	3	2
CO -3	1	3	2	2	3	2	2
CO-4	3	2	3	2	3	1	2
	10	11	9	9	12	9	8

0-No Correlation 1-Low 2-Medium 3-High

Skill enhancement Course

MANAGERIAL SKILL DEVELOPMENT

L	T	P	C
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Course Outcomes (COs)

After successful completion of this course the learner would be able to

Co-1 Identify the personal qualities that are needed to sustain in the world of work. Acquire practical management skills that are of immediate use in management or leadership positions

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

Co-3. Employ critical-thinking and analytical skills to investigate complex business problems to propose viable solutions.

Co-4 Make persuasive presentations that reveal strong written and oral communication skills needed in the workplace.

Detailed Course Content

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

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/Behavior, 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 .

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 Career by Dr. Sumeet Suseelan

Mapping of CO with PO

CO	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7
CO-1	3	2	2	1	2	2	3
CO-2	2	3	2	3	2	2	3
CO -3	2	2	1	3	2	2	3
CO-4	3	1	1	2	2	3	2
Total							

Level of correlation between COs and POs

0-No Correlation 1-Low 2-Medium 3-High

Mapping of CO with PSO

CO	PSO-1	PSO-2	PSO-3	PSO-4	PSO-5	PSO-6	PSO-7
CO-1	3	3	2	2	3	3	2
CO-2	3	3	2	3	3	3	2
CO -3	1	3	2	2	3	2	2
CO-4	3	2	2	2	3	1	2
Total	10	11	8	9	12	9	8

0-No Correlation 1-Low 2-Medium 3-High