

**P.G DEPARTMENT OF HUMAN RESOURCE MANAGEMENT
SUBJECT AND CREDIT DISTRIBUTION**

Course Component	Name of the Course	Allocation of Hours and Credits
PART I - Semester - I	Learning and Development	4 credits 50 hours
	Labour Legislation	4 credits 50 hours
	Fundamentals of Human Resource Management	4 50 hours
	Dynamics of Human Behaviour	3 50 hours
	Organisational Counselling or Managerial Concepts and Business Ethics (General Elective)	3 45 hours
PART II	Softskill I	2 30 hours
	Internship (Service Internship)	4
Part 1 – Semester -II	Industrial Relations and Employee Welfare	4 50 hours
	Organization Behaviour	4 50 hours
	Performance Management System	4 50 hours
	Specialized Course - Global Human Resource Management	3 45 hours
Internal Elective	Total Quality Management or Managerial Economics for HRM- Generic Elective	3 45 hours
Part 2 – Soft Skill	Soft Skill - II	2
	Internship	4
Semester III Part 1		
	Research Methodology	4 50 hours
	Industrial Law	4

Core		50 hours
	Compensation Benefits Analysis	4 50 hours
	Strategic Human Resource Management	3 45 hours
	Corporate Social Responsibility	3 45 hours
	Organizational Soft skill (Open Elective)	3 45 hours
	Soft skill – Part II	2
	Internship (Summer)	4
Semester - IV Core	Organisational Development	4 50 hours
	Human Resource Development	4 50 hours
	Project Work and Viva Voce	8
	Soft Skill – Part II	2

Semester: I	Section: 2020-2022	Course Code:	Course: LEARNING AND DEVELOPMENT
		Contact Hours /week:	No. of credits: 4
CIA: 40		ESE : 60	Exam Hours: 03

COURSE OUTCOMES: At the end of the Course, the Student will be able to:

CO1	Differentiate the concepts of Learning, Training & Development and explain the relevance of Training in Human Resource Development
CO2	Compare and apply the Adult Learning theories for employee training and productivity in organizations.
CO3	Describe the various aspects of Training process such as training need analysis, training design, training environment, training content, trainer capabilities, training methodologies and training evaluation for Training and Development functions in any groups or organizations. Design, evaluate and deliver training programmes effectively using various models of training and development.
CO4	Classify and critically evaluate different methods of Management Development Programmes for executive development.
CO5	Analyze the importance of HR professional bodies (eg:ISTD,NHRD), avail membership and participate in their professional meets.
CO6	Compare the various technological advancements and tools in Training and development and explain the latest trends and government initiatives in the field.

Mapping of CO v/s PO:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	3	2	2	3	2	3	2	3
CO2	3	3	3	2	3	3	2	3	3	3
CO3	2	2	3	3	3	3	2	3	3	2
CO4	3	2	3	2	3	2	2	2	3	2
CO5	3	2	2	3	2	3	3	2	2	3
CO6	2	3	3	2	2	3	3	2	2	2

Mapping of CO v/s PSO:

	PS01	PS02	PS03	PS04	PS05
CO1	3	2	2	2	2
CO2	3	3	2	3	2
CO3	3	3	3	3	2
CO4	3	3	2	2	2
CO5	3	3	3	3	3
CO6	3	3	3	3	3

Correlation levels: 1- Weak

2-Medium 3-High

Objectives:

(50 Hours)

1. To orient the student on the concepts of training, development and learning.
2. To develop skills in planning and organizing training programs.
3. To know the significance of Training for HRD and HRM practice.

UNIT –I

Introduction

Definition of Learning, Training and Development-Differences between Training, Development, Learning and Education-Concept of Training- Need, Importance and Types of Training – Relevance of Training in HRD

UNIT- II

Learning & Training

Charecteristics and Principles of Learning, Bloom’s Taxonomy – Adult learning theories: Andragogy for Adult learners, Assumptions in Andragogy, Differences between Androgogy and Pedagogy- Facilitation Theory- Experimental Learning- Action learning- Blended learning and Problem-Based learning – Project Based learning- Learning Enhancement Factors

UNIT – III

Training Process

Training Need Analysis : Issues, Benefits, Objectives of training, Designing a training programme-Instructional Design- Training Calendar – Skill Matrix- On the Job and Of the Job Methods of Training , Implementation of the Training Programme Trainer capabilities- Training Environment and Transfer of learning - Training Evaluation – Donald Kirkpatrick's Evaluation Model and other models- Impediments to Effective Training - Training Aids

UNIT – IV

Executive Development

Concept of Management/Executive Development – Objectives- Importance and principles of Management Development – Process of Management Development - Methods and Techniques of Executive Development: On the Job and Of the job techniques – Career Development and Talent Management- Professional bodies/ Training organizations in India: ISTD, NHRD

UNIT – V

Technology and Training and Development

Learning Management Systems – E-learning- Mobile Technology and Training - Recent trends in Organizations with respect to Training and Development- Training Process Outsourcing- Recent Government Initiatives in the field of learning, training and development eg: Skill India, Swayam and new initiatives.

Text Books:

1. Pandu, Naik, G (2007): *Training and Development – Text, Research and Cases*, New Delhi, Excel Books.
2. Rishipal, (2011), *Training and Development Methods*, India Sultan Chand and Sons
3. Aswathappa, K. (2010) *Human Resource Management – Text and Cases*. New Delhi. Tata McGraw Hill

References:

1. Dessler, Gary & Varkkey, B. (2017). *Human Resource Management* (15th ed.) India, Pearson Education
2. Gupta C.B. (2018) *Human Resource Management Text and Cases* (19th ed.) India – Sultan Chand and Sons

LABOUR LEGISLATION**50 hours**

Department: M.A.HRM		Academic Semester: ODD	
Semester: I	Section: 2020-2022	Course Code:	Course: Labour Legislation
		Contact Hours /week:	No. of credits: 4
CIA: 40		ESE : 60	Exam Hours: 03

COURSE OUTCOMES: At the end of the Course, the Student will be able to:

CO1	As a HR professional the person will be able to work independently for filing Factory License, EPF and ESI Online Portals for employee registration and monthly contribution
CO2	HR student became industry ready with real time cases practices from the class room discussions
CO3	After the graduation the student can work on Working hours and Overtime calculation, Annual leave with wages calculation
CO4	Calculating essential HR metrics like OT, Working hours, Annual Leave with wages etc.
CO5	Effective Labour Grievance handling and decision making as per statutory compliance guidelines

Mapping of CO v/s PO:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	3	2	2	3	2	3	2	3
CO2	3	3	3	2	3	3	2	3	3	3
CO3	2	2	3	3	3	3	2	3	3	2
CO4	3	2	3	2	3	2	2	2	3	2
CO5	3	3	2	2	2	3	3	2	2	3

Mapping of CO v/s PSO:

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	2	2	2
CO2	3	3	2	3	2
CO3	3	3	3	3	2
CO4	3	3	2	2	2
CO5	3	3	3	3	3

Objectives:

- This paper aims to provide an understanding application and interpretation of the various labour laws and their implications and labour issues.
- Stimulate thinking on rationale behind the laws and their enforcement problems.
- To expose the students to understand the legal frame work which is important for the efficient decision making relating to man management and industrial relations.

UNIT - I

Introduction: Emergence and Objectives of Labour Laws and their Socio-Economic Environment. Origin of Law, Sources of Law, Legal Concepts. Ministries involved in law making, executing. Level of labour ministry.

UNIT - II

Factories Act 1948- Working Conditions, Health, Safety, Welfare, Provisions Relating to Hazardous Process, Working Hours of Adults, Employment of Young Persons,

Annual Leave with Wages Special Provisions and Penalties.

UNIT - III

Laws relating to Social Security: Employees Provident Funds Act 1952, and Employees' State Insurance Act-1972. The Payment of Bonus Act 1965, the Payment of Gratuity Act, 1972. Purpose - eligibility - benefits.

UNIT - IV

The Maternity Benefit Act, 1965, Maternity Benefit Legislation and its growth in India with the Amendments. Difference Maternity benefit in ESI Act and Maternity act - eligibility. Workmen's compensation Act, 1923 - purpose - eligibility, benefits.

Unit - V

Interpretations of Labour Laws, their working, and implications for Management, Union, Workmen, the Economy and the Industry.

Reference

1. Handbook of Industrial Laws by N. D. Kapoor - S Chand, 2010.
2. Industrial Labour Laws-Taxman Publications, 2012
3. Industrial Relations, Trade Unions and Labour Legislations by P.R.N.Sinha, Indu Bala Sinha, Seema Priyadarshini Shekar- Pearson Publication, 2011
4. Industrial Disputes Act 1947 along with the Central rules, Bare Act (with short comments) Commercial Law Publishers India Pvt., Ltd., Delhi, 2012

Department:M.A.HRM			Academic Semester: ODD
Semester:II	Section:	Course Code:	Course: FUNDAMENTALS OF HUMAN RESOURCE MANAGEMENT
		Contact Hours /week:4	No. of credits:4
CIA:40		ESE :60	Exam Hours: 03

COURSE OUTCOMES: At the end of the Course, the Student will be able to:

CO1	Explain the importance of Human resource and their effective management of the organization of different sectors in this contemporary environment and the ability to solve the problems arising in the organization.
CO2	Demonstrate the ability to prepare a recruitment and selection strategy for matching the organizational needs and skills of potential and perspective candidates. This includes searching and researching the different sources of recruitment, the advantages and disadvantages of each type that will best suit the organization.
CO3	Develop, analyze, organize, conduct and evaluate different training and development methods in a cost effective way to suffice the needs of the organization and employees.
CO4	Summarize the fundamental concepts, principles, techniques, Judgments in supply and demand forecasting in determining manpower planning.
CO5	Compare and contrast the different methods of performance appraisal and to identify the best unbiased method to evaluate the performance of the employees to provide feedback for enhanced performance and productivity in the future.

Mapping of CO v/s PO:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	3	2	2	3	2	3	2	3
CO2	3	3	3	2	3	3	2	3	3	3
CO3	2	2	3	3	3	3	2	3	3	2
CO4	3	2	3	2	3	2	2	2	3	2
CO5	2	3	2	3	2	3	3	2	3	2

Correlation levels: 1- Weak 2-Medium 3-High

Mapping of CO v/s PSO:

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	3	3	3	3
CO2	3	3	2	3	2
CO3	3	2	3	3	3
CO4	3	3	2	3	3
CO5	3	3	3	2	2

Correlation levels: 1- Weak 2-Medium 3-High

FUNDAMENTALS OF HUMAN RESOURCE MANAGEMENT (50 hours)

UNIT – I

Introduction to Human Resource Management : Definition, Nature, Scope, Functions, Objectives of Human Resource Management, Organization of Human Resource Department, Personnel policies and Principles, Skill for Human Resource professionals, Evolution of HRM and its present scenario, HRM Models, Difference between Human Resource Management and Personnel Management, Strategic Human Resource Management (SHRM).

UNIT–II

Human Resource Planning and Designing of Jobs: Nature and Importance of Human Resource planning, Factors affecting Human Resource Planning, The planning process, Long term and Short term planning, Human Resource planning and Government, Barriers to Human Resource Planning; Job analysis, Job description, Job design -, Job enrichment, Job Rotation, Job enlargement and Job simplification.

UNIT -III

Recruitment and Selection: Recruitment and Selection - Process, types and methods including modern methods such as usage of social media etc., Evaluation and Control,

Placement, Interview, Induction, Selection process, Psychometric and Aptitude test, Barriers for effective selection; Separation.

UNIT –IV

Training and Development: Types and functions; Performance Appraisal- Appraisal process, Challenges on Performance Appraisal, Incentives and Benefits; Job Evaluation and its process, Alternatives to Job evaluation. Theories of Remuneration, Remuneration plan and Business Strategy – HR as a business Partner.

UNIT – V

An overview of HR practices in Different Sectors: Service (Information Technology, Consultancy, and Retail) and Manufacturing Sector. Similarities and Differences between Manufacturing and Service Sector. Contemporary HR practices - HR Audit, Big Data, HR Analytics and Enterprise Resource Planning(ERP).

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References:

1. Aswathappa : Human Resource Management , TMH , NEW Delhi ,2013
2. V.S.P Rao : Human Resource Management : Text and Cases, Anurag Jain , New Delhi, 2014.
3. Mukherjee,K.PrinciplesofManagement,2ndEdition,TATAMCGRAWHILL2009
4. C.B Guptha : Human Resource Management , Sultan Chand and Sons,2013

Department:M.A.HRM		Academic Semester: ODD	
Semester:II	Section:	Course Code:	Course: Dynamics of Human Behaviour
		Contact Hours /week:4	No. of credits:3
CIA:40		ESE :60	Exam Hours: 03

CO1	Appreciate the human element and dimensions in employee behavior by applying different psychological theories for Human Resource management and human resource Development.
CO2	Exhibit the ability to relate with the employees by using the principles of human development, life span development and to facilitate occupational and career adjustment needs in the organization.
CO3	Develop skills in the assessment and prevention of human errors related to Industrial accidents by applying the concepts Sensation and Perception.
CO4	Recognize and apply different memory improvement techniques for personal, professional, organizational and effective team functioning. .
CO5	Identify, choose or develop tools/psychological tests for measuring intelligence, aptitude, skills, competencies, required for human performance in different functions of Human resource Management such as recruitment, selection, training and development, performance appraisal etc.

Mapping of CO v/s PO:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	3	3	2	2	3	2	2	2	3
CO2	3	3	3	2	3	3	2	3	3	3
CO3	2	2	3	3	3	3	3	3	3	2
CO4	3	2	3	2	3	2	3	2	2	2
CO5	2	3	2	3	2	3	3	2	2	2

Mapping of CO v/s PSO:

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	3	3	3	3
CO2	3	3	2	3	2
CO3	2	2	3	3	3
CO4	3	3	3	3	3
CO5	2	3	3	2	2

Correlation levels: 1- Weak 2-Medium 3-High

Objectives:

(50 Hours)

- To understand the dynamics of human development and behavior.
- To learn the relationship between psychology and HRM practice for serving employees in organization.
- To know the basic concepts in General Psychology for professional development in organization.

UNIT - I

Definition of Psychology - Schools of Psychology - Behaviorism - Psychoanalysis - Humanistic school - Application of Psychology - Psychology in Industry - self-development - Human relations - Psychology in relation to Human Resource Management and Human Resource Development.

UNIT - II

Development of Human Behaviour: Growth and development; Principles of development, Role of genetic and environmental factors in determining human behavior;; Life span development - Characteristics, development tasks - Adulthood and Middle Age with reference to Occupational and career adjustment. The nature of individual differences.

UNIT - III

Sensation, Attention and Perception: Sensation: concepts of threshold, absolute and difference thresholds, Factors influencing attention including set and characteristics of stimulus; Definition and concept of perception;; Accidents in Industry with reference to sensation, attention.

Unit - IV

Memory: Encoding and remembering - Organization and Mnemonic techniques to improve memory; Theories of forgetting - decay - Memory and forgetting - Two process theories of memory - Improving memory.

UNIT - V

Intelligence and Aptitude and Psychological Measurement: Concept of intelligence and aptitude, Nature and theories of intelligence - Emotional Intelligence, Social intelligence, measurement of intelligence and aptitudes; Characteristics and construction of standardized psychological tests; Types of psychological tests; - Intelligent Quotient and Aptitude Tests.

References:

1. Clifford T. Morgan, Richard a. King, John R. Weis and John Schopler, "Introduction to Psychology" - 7th Edition. Tata McGraw Hill Book Co. New Delhi, 1993.
2. Ernest R. Hillgard, Richard C. Atkinson, Rita L. Atkinson, (1975): "Introduction to Psychology" 6th Edition, Oxford IBH publishing Co. Pvt. Ltd., New Delhi,
3. Baron.A. Robert, Psychology, Pearson Education Vth Ed.,2002
4. Dwivedi (2008) : HUMAN RELATIONS & ORGNIZATIONAL BEHAVIOUR 5th Edition (Paperback) Publisher Macmillan India Limited, New Delhi.
5. K. C. Dubey (2009): Psychology and Human Behaviour 01 Edition , Publisher: Omega Publications.
6. Bernard Burnes, Carolyn Axtell, Deanne Den Hartog, Fiona Patterson, John Arnold, Ray Randall, Cary L. Cooper, Joanne Silvester, Ivan T. Robertson, Don Harris (2010):

Work Psychology: Understanding Human Behaviour in the Workplace (Paperback),
 Pub. Financial Times/ Prentice Hall.

Department:M.A.HRM		Academic Semester: ODD	
Semester:II	Section:	Course Code:	Course:ORGANISATIONAL COUNSELLING
		Contact Hours /week:4	No. of credits:3
CIA:40		ESE :60	Exam Hours: 03

COURSE OUTCOMES: At the end of the Course, the Student will be able to:

CO1	Exhibit the values and ethics of counseling goals and practices of counseling method.
CO2	Identify and apply various counseling theories and models to interpret the psychological and emotional needs of the employees at workplace.
CO3	Assess different psychosocial problems of the employees at workplace and to devise a plan to help them to overcome their problems through various counseling approaches and also to preserve and promote Mental Health at workplace by using counseling methods.
CO4	Develop and utilize the skills of Organizational Counseling such as active listening, paraphrasing, summarizing, counseling therapies, etc in the counseling process.
CO5	Establish and run effective professional counseling service in the industries.

Mapping of CO v/s PO:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	3	2	2	3	2	3	2	3
CO2	3	3	3	2	3	3	2	3	3	3
CO3	2	2	3	3	3	3	2	3	3	2
CO4	3	2	3	2	3	2	2	2	3	2
CO5	2	3	2	3	2	3	3	2	3	2

Correlation levels: 1- Weak 2-Medium 3-High

Mapping of CO v/s PSO:

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	3	3	3	3
CO2	3	3	2	3	2
CO3	3	2	3	3	3
CO4	3	3	2	3	3
CO5	3	3	3	2	2

Correlation levels: 1- Weak 2-Medium 3-High

ORGANISATIONAL COUNSELLING 45 hours

Unit-1

Introduction to counseling – Definitions – Difference between Counseling and guidance– Ethics and values of counseling, counseling goals – Evolution of Counseling.

Unit-2:

Counseling Theories: Psychoanalytical – Behavioral Approach – Carl Roger’s Client Centered Theory - Cognitive Behavior therapy - Eclectic model – Indian Approach to Counseling.

Unit-3

Counseling process and skills: Counseling process: stages from intake to termination. Counseling relationship-Skills of Counseling – Active Listening: Paraphrasing, Summarizing, Clarifying, Questioning and reflecting -Counseling Therapies- Individual VS Group counseling.

Unit-4

Common Psychosocial problems in workplace: Alcoholism, drug addiction, indebtedness, maladjustment, ill-health, occupational diseases, mental health problems, relationship problems and indiscipline, absenteeism, family problems - problems of specific groups such as the backward, handicapped, older, younger, women and LGBTQ employees - Sexual harassment at work places.

Unit-5:

Counseling in Work place: Appointment of professional counselor with HR benefits in Industries – Challenges in establishing and running counseling services in industries - The need to develop counseling skills for HR Managers and Line supervisors.

TEXT BOOKS:

- 1.Ruth Roberts & Judith Moore (2010): Counselling and Psychotherapy Practice Series, Sage Publications,
- 2.Industrial Psychology 01 Edition (Paperback): Industrial Psychology (2012) Aph PublishingCorporation.
- 3.Bill O'Connell; Stephen Palmer; Helen Williams (2011): Solution Focused Coaching in Practice, Taylor and FrancisPub.

REFERENCE BOOKS:

- 1.Bernard Burnes, Carolyn Axtell, Deanne Den Hartog, Fiona Patterson, John Arnold, Ray Randall, Cary L. Cooper, Joanne Silvester, Ivan T. Robertson, Don Harris (2010): Work Psychology: Understanding Human Behaviour in the Workplace (Paperback), Pub. Financial Times/PrenticeHall.
- 2.Copeland, Sue (2010) :, Counselling Supervision in Organisations (Professional and Ethical Dilemmas Explored)Publisher: Taylor andFrancis
- 3.Hazel Reid, Jane Westergaard(2011) : Effective Supervision for Counsellors - An Introduction

Department:M.A.HRM		Academic Semester: ODD	
Semester:II	Section:	Course Code:	Course:Managerial Concepts and Business Ethics
		Contact Hours /week:4	No. of credits:3
CIA:40		ESE :60	Exam Hours: 03

COURSE OUTCOMES: At the end of the Course, the Student will be able to:

CO1	Demonstrate the descriptive knowledge of basic principles of management, and communicate the management evolution and how it will affect the task and functions of future managers
CO2	Observe and critically evaluate the influence of historical forces on the current practice of management
CO3	Practice the process of managements functions of planning, organizing , staffing, directing, controlling, reporting and budgeting
CO4	Demonstrate an ability to critically examine how organizations adapt to an uncertain environment and identify techniques managers use to influence and control the internal environment
CO5	Critically evaluate the role of professional manager in Delegation of Authority and decentralization and in the emerging trends in corporate structure and culture
CO6	Identify and properly use vocabularies within the field of management to articulate one's own position on a specific management issue and communicate effectively with varied levels of human resources

Mapping of CO v/s PO:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	3	2	2	3	2	3	2	3	3
CO2	3	2	2	2	2	2	2	2	3	3
CO3	3	3	3	2	3	3	3	3	3	3
CO4	3	3	3	2	2	3	3	3	3	2
CO5	3	3	3	2	3	3	3	3	2	3
CO6	3	3	2	2	2	3	3	3	3	3

Correlation levels: 1- Weak 2-Medium 3-High

Mapping of CO v/s PSO:

COURSE OUTCOME	PS01	PS02	PS03	PS04	PS05
CO1	2	2	2	2	2
CO2	2	2	2	3	2
CO3	2	3	3	3	
CO4	3	2	3	3	2
CO5	2	3	3	3	2
CO6	3	2	3	2	2

Correlation levels: 1- Weak 2-Medium 3-High

Managerial Concepts and Business Ethics 45 hours**Objectives**

1. Introducing the evolutions and practices of Management concepts.
2. Transferring technical aspects of human managing technique.
3. To Make the students learn and excel towards people managing perspectives in an organization.

UNIT - I

Introduction to Management: Nature and Scope of Management- Importance of Management - Evolution of Management Thought - Manager and Environment - Systems Approach to Management – Levels of Management – Roles and Responsibilities of Manager – Skills required for Professional Manager.

UNIT - II

Planning & Decision Making: Steps in Planning Process – Types of Plans – Scope and Limitations – Flexibility in Planning - Sound Plan – Management by Objective (MBO) – Decision making process and techniques – Policy formulation.

UNIT - III

Organizing and Staffing : Organization Structure & design - - Span of Management – Delegation and Decentralization – Line and Staff Authority – Trends in Corporate Structure – Strategy and Culture – Impact of Technology on Organizational Structure - Mechanistic vs Adoptive Structures – Formal and Informal Organization – Span of Control – Narrow and Wide Span of Control – Optimum Span of Control - Effective organizing and Organizational Development – Selection Process - Induction – Placement - Self Employment – Nature, Scope and Importance of Entrepreneurship.

UNIT - IV

Coordination & Control : Importance –Need for Coordination – Co-ordination & Cooperation – Problems in coordination – Techniques of Coordination – Concept of Control – Areas of Control- Control Process – Essentials of Budgetary Control – Zero Based Budgeting (ZBB) - Performance Standards and Measurements – Steps to make Performance Appraisal Effective – Integrated Control System in an Organization - Management by Exception (MBE) & SWOT Analysis.

UNIT - V

Business Ethics & Corporate Governance : Importance of Business Ethics – Factors Governing Business Ethics in an Organization – Corporate Governance across the nations – Ethical Decision Making – Ethical Leadership –Corporate Social Responsibility in Global Scenario - Consumer Protection – Environment Protection – Sustainable Business Practices, Indian Management Thoughts.

References

1. Certo, S C. and Certo, T, Modern Management, 12th Edition, Prentice Hall, January 2011.
2. DeGeorge, R., Business Ethics, 7th Edition, Pearson, 2011.
3. Govindarajan M., and Natarajan S., Principles of Management, PHI Learning Pvt. Ltd., 2009.
4. Griffin, R. W., Management, 11th Edition, South-Western College Publication, January 2012.
5. Koontz, H. and Weihrich, H., Essentials of Management: An International Perspective, 8th Edition, Tata McGraw Hill Education Private Ltd., July 2009.
6. Mukherjee, K., Principles of Management, 2nd Edition, Tata McGraw Hill Education Pvt. Ltd., 2009.
7. Robbins, S and Coulter, M, 11th Edition, Management, Prentice Hall, January 2011.
8. Schmerhorn, J.R., Management, 11th Edition, Wiley, July 2012
9. Schmidt, D. and Willott, E., Environmental Ethics, Oxford University Press, 2011.
10. Bengt Jarkifm , F.Lovingsib “ The A- Z Management Concepts and Models , Viva Book Publishers – Revised Edition.
11. Tim Hanangan , “ Management concepts and Practices”, 5th Edition, FT Prentice Hall publishers

SEMESTER- II

Department: M.A HRM			Academic Semester:Even
Semester:II	Section: A	Course Code:	Course: Industrial Relations & Employee Welfare
		Contact Hours /week:50	No. of credits:4
CIA: 40		ESE :60	Exam Hours: 03

COURSE OUTCOMES: At the end of the Course, the Student will be able to:

CO1	Demonstrate descriptive knowledge of the field of Industrial Relations , and enactment pertaining Industrial disputes, Trade Unions, and Employment Standing Orders.
CO2	Apply the essential concepts of Trade Unions to compare and contrast the functions, structure , democracy and status with developed countries.
CO3	Identify , evaluate , recognize the types of Industrial approaches and consider the social historical and equity within Industrial Relations.
CO4	Demonstrate an ability to critically examine and Investigate solutions to Industrial Problems through Machinery and Collective Bargaining, Negotiation process based on research study and Assessment of current practices.
CO5	Practice the process of Industrial Relations and Communicate the knowledge of Industrial Relations in both written and verbal methods to employer and employee to maintain Industrial harmony and Conflict Mangement.
CO6	Critically evaluate the role of Industrial Managers , in constant and dynamic Business Environment.
CO7	Critically examine the role, power and functions of ILO and Labour Administration to strengthen the Industrial Relations.

Mapping of CO v/s PO:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	3	2	2	2	2	2	2	3
CO2	2	2	3	2	2	2	2	2	3	2
CO3	3	2	2	3	3	2	2	2	2	2
CO4	3	3	3	2	3	3	2	3	2	2
CO5	3	3	3	3	3	2	3	2	2	2
CO6	3	3	3	3	2	3	3	2	2	3
CO 7	2	2	3	3	2	2	3	3	2	2

Correlation levels: 1- Weak 2-Medium 3-High

Mapping of CO v/s PSO:

COURSE OUTCOME	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	3	3	2
CO2	2	2	2	3	2
CO3	3	3	3	2	3
CO4	3	3	3	3	3
CO5	3	3	2	2	2
CO6	3	2	3	3	2
CO 7	2	3	3	2	2

Correlation levels: 1- Weak

2-Medium 3-High

Objectives:

(50 Hours)

- To Review the concept of Industrial Relations.
- To understand the Industrial harmony and industrial conflict
- To review the importance of collective Bargaining
- To assess the functioning of departments related IR

UNIT- I

Concept of Industrial Relations : Objective and Importance of Industrial Relations – Factors affecting Industrial Relations – Labour Laws Governing Industrial Relations – Industrial Relations Frame Work in India – The Role of State in Industrial Relations – Industrial Relations Approaches – Sociological, Psychological, Gandhian, Marxist Approach – Employee Relations in Service Sectors – Prerequisites for Harmonious Employee Relations .

UNIT - II

Trade Union : History and Growth of Trade Unions in India – The Trade Union Act, 1926 – Definition -features – Procedures to establish – Obligations – Registration & Recognition – Classification of Trade Unions - Trade Union Structure & Leadership – Responsibilities of Trade Union Leader – Organizational Leadership – National Interest – Trade Union Democracy – Problems of Indian Trade Unions - White Collar Unionism – Trade Unionism in Unorganized Sector – Governance of Trade Unions

and Related Issues - Global Scenario of Trade Unions.

UNIT - III

Collective Bargaining & Negotiation Process : Concept – Nature & Scope of Collective Bargaining – Factors favouring Collective Bargaining Relationship in India – Factors hindering Collective Bargaining Relationship in India – Levels of Collective Bargaining – Approval Procedures – Coverage and Duration of Agreements - Precondition for Success of Collective Bargaining - Negotiation – Concept – Process – Essential skills for effective Negotiation – Industrial Employment Standing Orders Act, 1946.

UNIT - IV

Industrial Disputes and Industrial Harmony : Industrial Disputes – Types - Causes – Authorities Maintained Under the ID Act, 1947 – Arbitration – Voluntary & Non Voluntary – Adjudication – Strikes – Retrenchment – Lay-off – Lock-out – Closure – Code of Industrial Relations Discipline – Grievance Procedure – Managing Discipline in the Industry – Domestic Enquiry - Workers Participation in Management. Futuristic issues in Industrial Relations.

UNIT - V

Employee Welfare : Concept – Nature and Scope of Employee Welfare – Welfare as a tool to increase Productivity – Agencies of Employee Welfare – Role of State – National Commission on Labour – Welfare Measures for Employees in formal and informal sector – Functions of Employee Welfare – Functions of Labour Welfare Boards in Tamil Nadu.

References

1. Aswathappa: Human Resource Management, TMH, New Delhi, 2003.
2. Arun Monappa: Industrial Relations, TMH, New Delhi, 2003
3. V.S.P.Rao, Human Resource Management: Text & Cases, Anurag Jain, New Delhi, 2002.
4. R.S.Dwivedi, Managing Human Resources/Personnel Management in Indian enterprises, Galgotia Publishing Company, New Delhi, 2002.
5. Biswajit Pottanayak, Human Resource Management. Prentice Hall of India Pvt.l.td. 2003
6. Memoria, C.B. Dynamics of Industrial Relations in India. Himalaya Pub. House.
7. Robbins, S.P. & Coulter, M.(2012), Management (11th edition) - Ch. 3: Organizational Culture and the Environment: The Constraints
8. John Gennard Managing Employment Relations Chartered Institute of Personnel and Development, 2010-

9. Pauline Dibben, GiltonKlerck, Geoffrey Wood Employment Relations: A Critical and International Approach Chartered Institute of Personnel and Development, 2011
10. Nirali Prakashan Labour welfare and industrial hygiene Wiley; 7 edition (December 6, 2011).
11. An Introduction to Collective Bargaining and Industrial Relations by Harry Charles Katz and Thomas A. Kochan (Paperback - Dec. 1, 2007)
12. Cases in Collective Bargaining & Industrial Relations by David Dilts and Raymond Hilgert (Paperback - June 27, 2006)
13. Collective Bargaining in the Private Sector (Industrial Relations Research Association Series) by Paul F. Clark, John Thomas Delaney, and Ann C. Frost (Paperback - Mar. 2003)
14. Global industrial Relations (Global HRM) by Michael J. Morley, Patrick Gunnigle, and David G. Collings (Paperback - July 2S, 2006).
15. The Ethics of Human Resources and Industrial Relations by John W. Budd and James G. Scoville (Paperback - Sept. 15, 2005)
16. Advances in Industrial and Labor Relations, Volume 14 by David Lewin and Bruce Kaufman (Hardcover - Jan. 5, 2006)
17. Industrial Relations: Theory and Practice by Trevor Coiling and Mike Terry (Paperback - Mar. 15, 2010)
18. S C Srivastava Industrial Relations and Labour Laws 6 Edition Publisher: Vikas Publishing House (2012)
19. Trevor Coiling, Mike Terry. Industrial Relations: Theory and Practice John Wiley & Sons, 2010
20. Venkatraman P Industrial Relations APH Publishing, 2007.

Semester: II	Section: Evening	Course Code:	Course: Organizational Behaviour
		Contact Hours /week: 50	No. of credits: 4
		ESE :	Exam Hours: 03

COURSE OUTCOMES: At the end of the Course, the Student will be able to:

CO1	The HR person can able to manage and lead work groups and teams with knowledge of Individual behaviour, attitude and its impacts in organizational functions.
CO2	Can able create Motivational model and activities based on motivational theories and training given during the course of time.
CO3	The person will be able to design and execute effective communication channel to handle Group Dynamics and channelizing the functional groups.
CO4	Functioning as an efficient team player with the positive behaviour and attitude.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	3	2	2	2	2	2	2	3
CO2	2	2	3	2	2	2	2	2	3	2
CO3	3	2	2	3	3	2	2	2	2	2
CO4	3	3	3	2	3	3	2	3	2	2

Mapping of CO v/s PSO:

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	2	2	2
CO2	2	2	3	2	3
CO3	2	2	1	3	1
CO4	3	3	2	2	2

Correlation levels: 1-Weak 2-Medium 3-High

Objective (50 Hours)

The course develops in-depth knowledge of organizational; behaviour implication to organizational culture and climate from a psychological perspective.

Provides an understanding of social system, culture, status and organisational development.

UNIT - I Introduction to Organisational Behaviour, Historical development of OB - Understanding OB. Attitude – formation & measurement of attitude, work attitude – job satisfaction and organisational commitment.

UNIT - II Motivation -Early theories, Contemporary theories, Motivation at work -Designing Motivating Jobs

UNIT – III Group Dynamics – Classification of groups, developmental stages of teams, Group Behaviour, Communication in Groups and Group Decision making.

UNIT - IV Leadership - trait, Behavioural and contingency theories; Power and Politics; Trait, Behavioural Analysis (T.A.); Work stress.

UNIT - V Organisational structure and Design; elements of organisational structure, challenges in designing an Organisation structure. Organisational design and employee behaviour. Organisational Culture and climate. Organisational conflict; causes, types of conflict, Management conflict.

References

1. Organisational Behaviour- S. Fayyaz Ahmad, Nazir Ahmad Gilkar & Javid Ahmad Darzi - 2008 –Atlantic Publishers and Distributers Pvt Ltd, New Delhi.
2. Organisational Behaviour- K.C.S. Ranganayakulu – 2005- Atlantic Publishers and Distributers Pvt Ltd, New Delhi.
3. Organisational Behaviour- Ray French - 2011 –John Wiley & Sons Ltd.
4. Managing Organisational Behaviour- William Fox - 2007 – Juta & Co, South Africa.
5. Organisational Behaviour- Shuchi Sharma - 2013 – Tata McGraw- Hill, New Delhi.
6. Stephen P. Robbins, Organizational Behaviour, Pearson Education, New Delhi, 2007.

PERFORMANCE MANAGEMENT SYSTEM

Semester: II	Section: Evening	Course Code:	Course: Performance Management System
		Contact Hours /week: 50	No. of credits: 4
		ESE :	Exam Hours: 03

COURSE OUTCOMES: At the end of the Course, the Student will be able to:

CO1	Appreciate and recognise the significance of different kinds of Performance Appraisal systems
CO2	To compare and contrast the different appraisal processes and managing performances
CO3	Will be able develop a performance development model for a Company with diversified manpower
CO4	Will be able to devise communication mechanism for facilitating performance review

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	3	2	2	2	2	2	2	3
CO2	2	2	3	2	2	2	2	2	3	2
CO3	3	2	2	3	3	2	2	2	2	2
CO4	3	3	3	2	3	3	2	3	2	2

Mapping of CO v/s PSO:

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	2	3	2
CO2	2	2	2	2	3
CO3	2	2	2	3	3
CO4	3	3	2	3	2

Correlation levels: 1- Weak 2-Medium 3-High

(50 Hours)

Introduce students to the basic concepts involved in Performance management system.

To familiarize students with the various techniques used to appraise performance.

To make them more performance oriented effective and efficient HR managers.

UNIT I The Foundation of Performance Management: Definition, Principles, Concerns, Benefits and Scope of Performance Management. Processes for Managing Performance, Implications for Performance Management.

UNIT II

The process of performance management: Performance management as a process of management; The performance management cycle; The performance management sequence; How performance management works; Performance management activities; Performance management in action.

UNIT III Performance planning and agreements, Managing performance: Performance and development planning; Role profiles; Objective setting; Performance measures and assessment; Performance planning; Development planning; The performance agreement. Managing performance throughout the year; The continuing process of performance management; Updating objectives and work plans; Managing continuous learning; Coaching and Mentoring

UNIT IV Assessing and reviewing performance: Approach to assessment; Factors affecting assessments; Methods of assessment; Overall analysis of performance; Narrative assessment; Rating; Forced distribution; Forced ranking; Quota systems; 360 degree feedback. Reviewing performance: The performance review meeting; Performance review difficulties; Performance review issues; Organizational issues; Focus, criteria and impact of Performance review. Using reviews as a communications channel; Balancing past performance against future potential; Performance review problems; Self-assessment; Giving feedback.

UNIT V: The Reality of Performance Management - Overall Findings of the Research, Best practice, Views about Performance Management- Problem, Issues Identified by Field Visits

Reference:

1. Herman Aguinis (2007) Performance Management, Pearson Education Publishers.
2. Michael Armstrong and Angela Baron (2007) Performance Management, Jaico Publishing House.
4. T.V.Rao (2004), Performance Management and Appraisal System, Response Books, New Delhi.
5. Performance Management: A Pocket Guide for Employee Development (2009) by James Rollin Sight publications.
6. Performance Management: Integrating Strategy execution, Methodologies, Risk Analytics by Gary Cokins (2009) published by John Wiley & Sons, Inc., New Jersey.
7. Harvard Business Essentials: Performance management : Measure & Improve the effectiveness of your employees- Compiler by Harvard School Press (2006)
8. Performance Management By Robert Bacal (2005) Mc Graw Hill-New York.
9. Five Key Principles of Corporate Performance Management. by Bob paladino (2007) Published by John Wiley & Sons Inc., New Jersey.

GLOBAL HUMAN RESOURCE MANAGEMENT 45 hours

Semester: II	Section: Evening	Course Code:	Course: Global Human Resource Management
Course Instructor:		Contact Hours /week: 50	No. of credits: 3
Academic semester : Even		ESE :	Exam Hours: 03

COURSE OUTCOMES: At the end of the Course, the Student will be able to:

CO1	Understand the different phases of Globalization
CO2	Global impact across different Sectors
CO3	Agreements and implications of various international organisations
CO4	Develop sensitivity in cultural variations and business propositions

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	3	2	2	2	2	2	2	3
CO2	2	2	3	2	2	2	2	2	3	2
CO3	3	2	2	3	3	2	2	2	2	2
CO4	3	2	2	3	2	2	2	3	2	2

Mapping of CO v/s PSO:

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	2	2	3
CO2	2	2	2	3	2
CO3	2	2	2	3	3
CO4	3	3	2	2	2

Correlation levels: 1-Weak 2-Medium 3-High

Objectives

To understand the nature of International HRM and appreciate how and why International HRM has become so critical to competitiveness and to our society's wellbeing.

To develop greater sensitivity and confidence in our own capacity to effectively impact the HRM process when working across cultures.

To find the Role of MNCs and their HR functions.

UNIT – I Globalization and the Indian Business Environment: Meaning and Implications, Phases, Global Impact on Indian Economy across Sectors. Modes of Entry strategies.

UNIT - II International Business Environment: Review of the global economy, the global recession, Business environment in Developed and Developing Countries. International trade theories. GATT and WTO: Agreements and Implications. International cultural aspects- Values and norms, religion and ethics, language, education, impact of cultural differences on business.

UNIT - III International HRM(IHRM) Definition, reasons for going global, Approaches to IHRM, Difference between IHRM and Domestic HRM, Reasons for emergence of IHRM, Models of IHRM-Matching model, Harvard Model, Contextual Model, 5P Model European Model, Models of SHRM in Multinational Companies, Internationalization of HRM: Socio-cultural context, Organizational dynamics and IHRM: Role of culture in International HRM, Employee management issues, Organizational Processes in IHRM, Linking HR to International expansion strategies, The Challenges of International Human Resource Management.

UNIT - IV International Compensation: Forms of compensation and factors that influence compensation policy, key components of international compensation, Approaches to international compensation, compensation practices across the countries, social security systems across the countries, global compensation: emerging issues. UNIT - V (12 Hours) International Labour Relations: Key issues, response of labour unions to MNCs. HRM practices in different countries- Japan, USA, UK, Turkey, Middle East, India and China. HRM practices in different continents- The American, Europe, Far East and Middle East. 21 |

Reference

- 1.Certo, S C. and Certo, T, Modern Management, 12th Edition, Prentice Hall, January 2011.
- 2.DeGeorge, R., Business Ethics, 7th Edition, Pearson, 2011.
- 3.Govindarajan M., and Natarajan S., Principles of Management, PHI Learning Pvt. Ltd., 2009.
- 4.Griffin, R. W., Management, 11th Edition, South-Western College Publication, January 2012.
- 5.Koontz, H. and Weihrich, H., Essentials of Management: An International Perspective, 8th Edition, Tata McGraw Hill Education Private Ltd., July 2009.
- 6.Mukherjee, K., Principles of Management, 2nd Edition, Tata McGraw Hill Education Pvt. Ltd., 2009.
- 7.Robbins, S and Coulter, M, 11th Edition, Management, Prentice Hall, January 2011.
- 8.Schmerhorn, J.R., Management, 11th Edition, Wiley, July 2012
- 9.Schmidtz, D. and Willott, E., Environmental Ethics, Oxford University Press, 2011.
- 10.Bengt Jarkifim , F.Lovingssib “ The A- Z Management Concepts and Models , Viva Book Publishers – Revised Edition.
- 11.Tim Hanangan , “ Management concepts and Practices”, 5th Edition, FT Prentice Hall publishers
- 12.Dr.C.B Gupta, “Management Concepts and Practices, Sultan Chand & sons, 2014 Edition.

Department: M.A.HRM		Academic Semester: EVEN	
	Section: 2020-2022	Course Code: Discipline Specific Elective	Course: TOTAL QUALITY MANAGEMENT
		Contact Hours /week: 4	No. of credits: 3
CIA: 40		ESE : 60	Exam Hours: 03

COURSE OUTCOMES: At the end of the Course, the Student will be able to:

CO1	Describe the basic concepts, dimensions and Framework of Total Quality Management.
CO2	Analyze and apply the various principles of Total quality management and List the prestigious Quality Awards and work towards getting such awards in organizations.
CO3	Classify, compare and use the various tools and techniques of Total Quality Management aligned with Human Resource Management Functions.
CO4	Associate the concept of Quality circle with Human Resource Development and form such employee groups in organizations.
CO5	Explain the ISO standards relating to Quality and Environment Management systems and support the organization in achieving these certifications.
CO6	Assess and evaluate the need for quality improvement programs, suggest recent and suitable training and development initiatives for continuous quality consciousness in organizations.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	3	2	2	2	2	2	2	3
CO2	2	2	3	2	2	2	2	2	3	2
CO3	3	2	2	3	3	2	2	2	2	2
CO4	3	2	2	3	2	2	2	3	2	2
CO5	2	3	2	3	2	3	2	3	2	3
CO6	3	2	2	3	2	2	3	2	3	

Mapping of CO v/s PSO:

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	2	2	2
CO2	3	3	2	2	3
CO3	3	3	3	2	3
CO4	3	3	3	3	3
CO5	3	3	2	3	3
CO6	3	3	2	3	3

Correlation levels: 1- Weak 2-Medium 3-High

Objectives:**(45 Hours)**

- Understand the Basics of Total Quality Management
- Gain insight on tools and techniques of TQM
- Understand the importance of Quality Circles, ISO certifications and Awards

UNIT – I**Introduction to TQM**

Definition of Quality -Need for Quality – Evolution of Quality- - Dimensions of Product and service quality – Basic Concepts of TQM: Definition, Framework and characteristics of TQM- Reasons for adopting TQM and Barriers to TQM, Quality Gurus and their contributions

UNIT - II**TQM Principles**

TQM Leadership: Quality Statements- Customer Satisfaction-Employee Involvement- Process approach-Continuous Process Improvement- Supplier Partnership- Performance Measures: Cost of Quality and Quality Awards

UNIT - III**TQM TOOLS & TECHNIQUES I**

Seven basic tools of quality- New management tools- Six Sigma – Business Process Benchmarking

UNIT - IV**TQM Tools and Techniques II**

Quality circles – Human Resources Development and Quality Circles -Quality Function Deployment (QFD) – Taguchi quality loss function – Total Productive Maintenance

UNIT - V**Quality Management Systems**

ISO 9000 series of standards– Environmental Management System ISO 14000 series- - Recent trends and Quality Initiatives in organizations

TEXT BOOKS:

1. Jayakumar. V (2017). *Total Quality Management For MBA Students*, Chennai, Lakshmi Publications.

2. Subburaj Ramasamy (2012) *Total Quality Management*, New Delhi,
Tata McGraw-Hill Education Private Limited.
3. Besterfield Dale H. (2011). *Total Quality Management*, (3rd ed.). India,
Pearson Education.

REFERENCE BOOKS:

1. Besterfield Dale H, Besterfield Carol, Besterfield Glen H. , Besterfield Mary, Urdhwareshe Hemant , Urdhwareshe Rashmi (2018). *Total Quality Management*,
Pearson Education.
2. Naagarazan R.S., Arivalagar A.A, (2011.) *Total Quality Management*. New Delhi,
New Age International.
3. Evans. James R., (2007) *Total Quality Management* ,India,
Cengage Learning

MANAGERIAL ECONOMICS - 45 hours

Department: M.A.HRM		Academic Semester: EVEN	
Semester: IV	Section: 2020-2022	Course Code:	Course: Managerial Economics
		Contact Hours /week: 4	No. of credits: 3
CIA: 40		ESE : 60	Exam Hours: 03

COURSE OUTCOMES: At the end of the Course, the Student will be able to:

CO1	Develop Knowledge about the Nature and Scope of Managerial Economics and its relationship with other areas of economics such as Production Management, Marketing, Finance and Operation research
CO2	Illustrate the basic economic principles such as discounting principle, opportunity cost, incremental concept, scarcity, marginalism and equi marginalism.
CO3	Conceptualize the theory of Demand and Supply , Market Equilibrium, Price Ceiling and Price Floor.
CO4	Compare and Contrast the Changes in Demand and Supply, Price and Cross Price Elasticity
CO5	Assess the growth of Industrial sector in Pre and Post reform period, growth and pattern of Micro, Small and Medium enterprises.

CO6	Analyse the problems inMSMEs, Industrial exports, employment generation , policies pertaining to women workers in India as well regional imbalance and labour turnover.
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	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	3	2	2	2	2	2	2	3
CO2	2	2	3	2	2	2	2	2	3	2
CO3	3	2	2	3	3	2	2	2	2	2
CO4	3	2	2	3	2	2	2	3	2	2
CO5	2	3	2	3	2	3	2	3	2	3
CO6	3	2	2	3	2	2	3	2	3	

Mapping of CO v/s PSO:

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	2	2	2
CO2	3	3	2	2	3
CO3	3	3	3	2	3
CO4	3	3	3	3	3
CO5	3	3	2	3	3
CO6	3	3	2	3	3

Correlation levels: 1- Weak 2-Medium 3-High

Objectives:

To understand and integrate economic theory with business practice.

To apply economic concepts and principles to solve business problems.

To know internal and external factors influence the business, and growth of Industries across the country. Over all view of Government economic policies viz., industrial policy, Migration trends.

UNIT - I Introduction to Managerial Economics: Definition, Nature and Scope, Relationship with other areas in Economics, Production Management, Marketing, Finance and Personnel, Operations research - The role of managerial economist.

Unit - II Basic economic principles – the concept of opportunity cost, incremental concept, scarcity, marginalism, Equi-marginalism, Time perspective, discounting principle, risk and uncertainty. Theory of Demand: Demand and Supply, Market Equilibrium, Price Ceilings and Price Floors, Comparative Statics: Changes in Demand and Supply. Price Elasticity of

Demand Price Elasticity, Total Revenue, and Marginal Revenue, Factors Affecting Price Elasticity Cross Price Elasticity.

UNIT - III The Economic Policy and Industrial Sector: Industrial Sector in Pre-reforms period, Growth and Pattern of Industrialization , Industrial Sector in Post-reform period growth and pattern of Micro, Small, Medium Enterprises s, problems of India's Industrial Exports, Labour Market- issues in Labour Market Reforms and approaches to Employment Generation

UNIT - IV Migration and Absenteeism: Approaches to Labour Migration trends & effects of Migration. Absenteeism to Industrial Labour in India, causes, effects and remedies. Labour turnover - Trends in Labour Turnover in India. Problems and Policy of Female Workers in India.

UNIT - V Indian Industrial Growth: Industrial policy: Trends in industrial growth since 1991. Performance and problems of Micro, Small, and Medium Enterprises. Role of MNC's in India. Problems of regional imbalance and industrial growth in India. 32

Reference: 1. Ahluwalia I.J. [1985], 'Industrial Growth in India,' Oxford University Press, New Delhi. 2. P.R.N.Sinha Indu Bala Sinha (2010) Industrial Relation Trade Unions and Labour Legislation Pearson Publication. New Delhi 3. Government of India, Annual Economic Survey. 4. Reserve Bank of India, Annual Report on Currency and Finance. 5. Bhagwati, Jagdish. [2004], 'In Defense of Globalization,' Oxford University Press, U.K. 6. Dhingra, Ishwar //C.[2006], 'Indian Economy,' Sultan Chand and Sons, New Delhi. 7. William F. Samuelson (Author), Stephen G. Marks (Author) Managerial Economics Wiley; 7 edition (December 6, 2011) 8. Ivan Png, Dale Lehman Managerial Economics John Wiley & Sons, 05-Mar-2007 9. 3.Ranjana Seth Industrial Economics Ane Books Pvt Ltd, 01-Jan-2010 10. Vidya Rajaram Industrial Economics Lambert Academic Publishing, 2011

SEMESTER III

Department: M.A.HRM		Academic Semester: ODD	
Semester: IV	Section: 2020-2022	Course Code:	Course: Research Methodology
		Contact Hours /week: 4	No. of credits: 4
CIA: 40		ESE : 60	Exam Hours: 03

COURSE OUTCOMES: At the end of the Course, the Student will be able to:

CO1	Effective decision making, strategic planning and execution based on reliable and accurate database will be able to do it with the research methodology tools and methods.
CO2	Problem solving by adopting different variables by framing hypothesis to assess and analyse the relationship, association and impacts of any issue in an organization to understand cause and effect
CO3	Internal skill gap will be able to fulfill with analysis reports of skill matrix or future projects. Such analyse report can be done by collecting database to predict the future market.
CO4	As a HR person can able to analyse the data's and draw output with scientific testing tools and methods.
CO5	Methods like action research ensures collection of data on customer feedback, employee's satisfaction with the methods like interview, questionnaires. Time to time it supports to evaluate the performance and to frame objective of the organization

CO vs PO

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	3	2	2	2	2	2	2	3
CO2	2	2	3	2	2	2	2	2	3	2
CO3	3	2	2	3	3	2	2	2	2	2
CO4	3	2	2	3	2	2	2	3	2	2
CO5	2	3	2	3	2	3	2	3	2	3

MAPPING CO vs PSO

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	2	2	2
CO2	2	2	2	2	3

CO3	2	2	3	2	3
CO4	2	2	3	3	3
CO5	3	3	2	2	3

Correlation levels: 1- Weak 2-Medium 3-High

UNIT- I

Research meaning, scope and objectives – types of research and research design - exploratory, descriptive, experimental, explanatory / Diagnostic Design - Case Study as a method of research and tool of data collection. Problem- definition - research problem - Relevance of research for decision making in various functional areas of management. Qualitative Research: Definition, Characteristic features, and Tools: InDepth Interview, FGD and Ethnography.

Unit - II

Hypothesis – Concepts, Meaning, Importance, Types, Uses and Requirements-Testing of Hypothesis. Variable – Definition and understanding. Sample and Population – Principles of Sampling - Sampling techniques and sample size determination for research

UNIT - III Data – Definition–Types- Primary and Secondary data- Merits and Limitations. Data collection – Tools of Data Collection: Observation, Questionnaire & interview schedule. Scales of measurement / Types of Scales: Nominal, Ordinal, ratio, interval. Concept of Validity and Reliability. Scaling techniques: comparative and noncomparative scales (Continuous – itemized, rating, staged/attitudinal scale and its types)

UNIT - IV Data analysis - Editing and coding of data- Univariate, bivariate, multivariate analysis - Chi-Square test – Correlation and regression analysis, multiple regression analysis – Single and two factor analysis of variance (ANOVA) Application and use of statistical tests – Parametric t-test (t – test) and non-parametric - Interpretation of test results.

UNIT V Presentation of Research Results: Tabulation – need, nature and guidelines – Ungrouped and grouped frequency tables, charts and diagram- Organizing a research report: Use of executive summary, appendix and bibliography.

References 1. Babbie, E. (2001), “The Practice of Social Research “Thomson Learning Academic Resource Center. 2. D.K. Lal Das, (2004) “Practice of Social Research” Rawat Publications, Jaipur. 3. Research Methodology: Methods and Techniques C. R. Kothari-September 2013- New Age International Publishers. 4. Research Methods for Business: A Skill Building Approach- Uma Sekaran, Roger Bougie – 2010 – John Wiley & Sons, New Delhi. 5. Research Methodology: A Step-by-Step Guide for Beginners- Ranjit Kumar – 2010- Sage Publications, New Delhi 6. Research Methodology- R. Panneerselvam – 2004- Prentice Hall of India Pvt Ltd, New Delhi 7. Research Methodology -Khan – 2011- APH Publishing

Corporation, New Delhi. 8. Research Methodology - D K Bhattacharyya – 2009 – Excel Books, New Delhi.

Department: M.A HRM		Academic Semester: ODD	
Semester:III	Section: A	Course Code:	Course:INDUSTRIAL LAW
		Contact Hours /week:50	No. of credits:4
CIA: 40		ESE :60	Exam Hours: 03

COURSE OUTCOMES: At the end of the Course, the Student will be able to:

CO1	Analyzing Indian constitutional provisions and explaining the approaches to the study of Industrial law
CO2	Examining the Fundamental Rights and Duties of Indian citizens with a study of the significance and status of Directive Principles examining the essence of the preamble
CO3	Apply the statutory provisions pertaining to Shops and establishment, Contract labours and employment of child labour
CO4	Examine the social implication, purpose and procedure to get benefit out of sexual harassment (Grievance and Redressal) Act and Right to Information legislation.
CO5	Demonstrate an ability to critically examine the values and policy considerations involved in Industrial Law ; resolve problem-based questions on industrial law issues which involve applying relevant labour law cases and statutes
CO6	Demonstrate an understanding in salient provisions of Apprentice Act, the NEEM scheme and legislations pertaining to remuneration
CO7	Analyze the various dimensions of working of labour and Employment Ministry and Ministry of HRD, ILO, UNO to assess its relevance in future

Mapping of CO v/s PO:

COURSE OUTCOME	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	2	2	2	2	2	2	2	2	3
CO2	3	2	2	2	2	2	2	2	3	2
CO3	3	2	3	2	3	3	2	3	3	3
CO4	3	3	3	3	3	3	3	3	2	2
CO5	3	3	3	3	3	3	3	3	2	3
CO6	3	2	2	3	3	3	3	3	3	3
CO7	2	3	2	2	2	2	3	3	2	3

Correlation levels: 1- Weak 2-Medium 3-High

Mapping of CO v/s PSO:

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	3	3	2
CO2	2	2	2	3	2
CO3	3	3	3	2	2
CO4	3	2	3	3	2
CO5	3	3	3	3	2
CO6	2	2	3	3	2

Correlation levels: 1- Weak 2-Medium 3-High

INDUSTRIAL LAW

Objectives:

- Training the students on statutory compliance for the industrial establishments.
- To make the students strong in Labour Law practices and proceedings.
- To strengthen students ability to solve industrial disputes and compliances legally.

UNIT - I

Unorganised Sector; Problem of Definition and Identification; Unionization problems Historical backdrop of proposed bills on social security for unorganized sector (2004, 2005 & 2007); Unorganized Sector Workers' Social Security Act, 2008; Inter State Migrant Workmen (Regulation of Employment and Conditions of Service) Act, 1979

UNIT - II

Shops and Establishments Act, 1947 - Contract Labour Act (Abolition and Regulations), 1970, Child Labour (Abolition and Regulations) Act, 1970. Objectives – eligibility – functions – punishments.

UNIT - III

Sexual Harassment (Grievances & redressal) Act, 2013 - Right to Information Act, 2005 – emergence of the Act – social implication – purpose – procedure to get benefited out of the act.

UNIT - IV

Apprentices Act, 1961 – purpose, eligibility, punishments for breach of law. NEEM scheme – eligibility, pros and cons. Difference between Neem and apprentice scheme.

UNIT – V

Minimum Wages Act, 1948 - Payment of wages act, 1936, Equal remuneration Act, 1976 - Introduction to International Labour Organization (ILO) - United Nations Organization (UNO) initiatives on labour force. Revised Rules and upto date notification, amendments, regulations, and case laws in respect of the above Acts.

COMPENSATION BENEFIT ANALYSIS

Department: M.A HRM		Academic Semester: ODD	
Semester:III	Section: A	Course Code:	Course: : Compensation Benefit Anlysis
		Contact Hours /week:50	No. of credits: 3
CIA: 40		ESE :60	Exam Hours: 03

C01	Practically derive a compensation mechanism considering the forces involved
C02	Apply the methods of fixing methods of Compnesation to an employee
C03	Apply the statutory provisions pertaining to Shops and establishment, Contract labours and employment of child labour
C04	Compare and undersand the pay variations for expatriates
C05	Demonstrate the ability to analyse the CPI and WPI and its practical implications

Mapping of CO v/s PO:

COURSE OUTCOME	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	2	2	2	2	2	2	2	2	3
CO2	3	2	2	2	2	2	2	2	3	2
CO3	3	2	3	2	3	3	2	3	3	3
CO4	3	3	2	3	2	2	2	3	2	2
CO5	3	3	2	2	3	2	3	3	2	3

Correlation levels: 1- Weak 2-Medium 3-High

Mapping of CO v/s PSO:

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	3	3	2
CO2	2	2	2	3	2
CO3	3	3	3	2	2
CO4	3	2	3	3	2
CO5	3	2	2	3	2

Correlation levels: 1- Weak 2-Medium 3-High

Objectives Training the students on compensation management. Methods and criteria are focused on compensation framing. Factors contributes on compensation packages design in an organization Governments intervention and laws on fixing wage framing

UNIT – I Introduction: Compensation Management – significant factors affecting compensation policy – equity and comparison comparable value. Forces considered for fixing wage and salary.

UNIT – II Job analysis – WPI – CPI - Blue and white color jobs salary fixing method – competency and pay, - Expectancy theory - incentives schemes – concept, methods, impacts.

UNIT – III National Wage policies - Wage board – Formation, functions, Industrial Wage Survey

UNIT – IV (8 Hours) Pay roll management – authorized deductions – Employee Stock Option – Fringe benefits – Pay variation for expatriates, parent, host countries nationals.

UNIT – V Pay commissions – formation – functions – reports.

Reference: 1. Kumar Dipak., Human Resource Planning, Excel books, New Delhi, 2005. 2. Tripathi P.C., Personnel Management & Industrial Relations Management, Sultan chand & sons, New Delhi, 2003. 3. Aswathappa, Human Resource and Personnel Management, Mc Graw-Hill International Books Company, New York, 2006. 4. The WorldatWork Handbook of Compensation, Benefits & Total Rewards: John Wiley & Sons, New Jersey, 2007. 5. Deb Topomoy, Compensation Management texts and case. Excel books, New Delhi, 2009. 6. Upadhyay S S Dr: Compensation Management rewarding performance. Global India publications, New Delhi., 2009. 7. Michael Armstrong, Helen Murlis., Reward Management., Kogan page publishers,USA 2007,

Department: M.A.HRM		Academic Semester: ODD	
Semester: III	Section: 2020-2022	Course Code:	Course: STRATEGIC HUMAN RESOURCE MANAGEMENT
Course Instructor:		Contact Hours /week: 5	No. of credits:4
CIA:40		ESE :60	Exam Hours: 03

COURSE OUTCOMES: At the end of the Course, the Student will be able to:

CO1	Classify the different types of Corporate, Business and Functional Strategies and facilitate organizations' to align their business goals with HRM objectives.
CO2	Explain the concepts of Strategic Human Resource Management, importance of SHRM in the present competitive world and critical role of HR managers in corporate management.
CO3	Analyse and Evaluate various recruitment, retention and training and development strategies and choose the appropriate ones for a given situation.
CO4	Analyse and Evaluate various performance management, rewards and retrenchment strategies and choose the appropriate ones for a given situation.
CO5	Describe the management trends and use the new strategic management tools in industries to gain a competitive advantage.
CO6	Compare HR Best Practices in the industry and identify the Best Fit for the organization and implement it through appropriate plans, policies and programmes.

Co vs Po

COURSE OUTCOME	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	2	2	2	2	2	2	2	2	3
CO2	3	2	2	2	2	2	2	2	3	2
CO3	3	2	3	2	3	3	3	2	3	3
CO4	3	3	2	3	2	2	3	2	2	2
CO5	3	3	2	2	3	2	3	2	2	3
CO6	3	2	2	3	2	2	3	2	2	3

CO vs PSO

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	3	3	2
CO2	2	2	3	3	2
CO3	3	3	2	2	2
CO4	3	2	2	2	2
CO5	3	2	3	2	2

STRATEGIC HUMAN RESOURCE MANAGEMENT

Objectives

- This aims to formulating and executing human resource policies and practices that produce the employee competencies and behaviors the company needs to achieve.
- To expose students to various types of Corporate, Business and HR strategies

UNIT - I

Strategic Management

Definitions of Strategy and Strategic Management-Strategic Plan- Strategic Management Process- SWOT Analysis- Types of: Corporate Strategies- Business

or Competitive Strategies – Porter’s Generic Strategies Model- and Functional Strategies

UNIT - II

Strategic Human Resource Management

Definition and Concept of Strategic Human Resource Management- Differences between Strategic Human Resource management and conventional Human Resource management- Benefits and Challenges of strategic Human Resource Management- Integrating HR with Strategic Management- Cues of Integration- Role of Human Resource Professionals as a Strategic Business partner.

Unit-III

HR Strategies I: Recruitment Strategies: Employer Branding, Contest Recruiting, Social Media and e- Recruiting, Employee referrals, Recruitment process outsourcing, Head hunting – Competency Based Approach to Selection- **Retention Strategies:** Executive education, Flexi timing, Tele commuting, Work from home, Employee empowerment. Employee Involvement, Autonomous Work Teams- **Training and Development Strategies:** Creating learning organization - Competency mapping – Multi skilling - Succession planning- Cross Cultural Training

UNIT – IV

HR Strategies II: –Performance Management Strategies: Defining key result areas (KRA) - Result based performance appraisal - Linking performance to pay-Merit based promotions.

Reward and Compensation Strategies: Performance based pay - Skill based pay - Team based pay -Broad banding-Profit sharing - Executive compensation - Variable pay.

Retrenchment Strategies: Early retirement plans, Voluntary retirement schemes (VRS) – Early retirement plans -Project based employment, Downsizing.

Unit –V

Management Trends & Strategic Management Tools: Workforce Diversity, Demographic changes, Influence of Technology – Strategic Management Tools: Strategy Map, HR Scorecard, Digital Dashboard – HR Metrics-Benchmarking- Improving performance through HRIS, High Performance Work Systems

Text Books

1. Aswathappa, K. (2010) *Human Resource Management – Text and Cases*. New Delhi. Tata McGraw Hill.
2. Dessler, Gary & Varkkey, B. (2017).

Human Resource Management (15th ed.) India, Pearson Education. Gupta C.B. (2018) *Human Resource Management Text and Cases* (19th ed.)India – Sultan Chand and Sons. 3. Gyanchandani Rajni,(2014) *Strategic Human Resource Management*. Nirali Prakashan

Reference Books

1. Jack Lawrence .R & Glueck William F(2008)-*Strategic Human Resource Management*-Tata Mc Graw Hill Publishing Company Ltd.

2. Dr.B. Rathan Reddy (2015) *Effective Human Resource Training and Development Strategy*, (3rd ed.).Mumbai,

Himalaya Publishing House.

3. Armstrong Micheal (2011), *Armstrong's Handbook of Strategic Human Resource Management* (5th ed.). London,

Kogan Page Ltd.

Department:MA Human Resource Management		Academic Semester:: EVEN	
Semester: II	Section:	Course Code:	Course:Coporate Social Responsibility
		Contact Hours /week:10	No. of credits:03
CIA:40		ESE :60	Exam Hours: 03

COURSE OUTCOMES: At the end of the Course, the Student will be able to:

CO1	Recognize and appreciate the social, ethical and moral responsibility of organizations in extending organizational benefits to the society.
CO2	Match organizational policies/needs with CSR programs and to be able to critically evaluate it.
CO3	Use Modern tools of CSR to promote Environmental Sustainability and achieve ethical acceptability.
CO4	Derive CSR models and policies for both Business and Organizational commitments towards philosophies, principles and practices of CSR.
CO5	Measure the impact of CSR on direct and indirect stakeholders.

Mapping of CO v/s PO:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	2	2	2	2	3	2	3	3	3
CO2	3	3	3	2	3	3	2	3	3	3
CO3	3	2	3	3	3	3	2	3	3	2
CO4	3	2	2	2	3	2	2	2	3	2
CO5	2	3	3	3	2	3	3	2	3	2

Correlation levels: 1- Weak 2-Medium 3-High

Mapping of CO v/s PSO:

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	2	3	3	3
CO2	3	3	2	3	2
CO3	3	2	3	3	3
CO4	2	2	3	2	3
CO5	2	3	2	3	2

UNIT -I

Social Responsibility - Meaning, Types and nature of Social Responsibilities. Corporate Social Responsibility- Meaning, Definition, CSR principles, Models of CSR: Carroll Model of CSR, Keith Davis model and Schwartz & Carroll Model, Best practices of CSR, Need and importance of CSR, Evolution of CSR in India.

UNIT-II

Government policies for CSR: Voluntary guidelines for CSR by Ministry of Corporate Affairs; CSR guidelines for PSU by Ministry of Heavy Industries and Public Enterprises.

UNIT -III

Social auditing – Meaning, Uses, Principles, Social book keeping, Social Accounting, Methodology of Social Auditing and process of Social Auditing; The International Organization for Standardization (ISO) standards - The Accountability AA1000 Series;

and The Social Accountability International SA8000 standard. The ISO 26000 Guidance Standards on Social Responsibility.

UNIT – IV

CSR and Strategy: The Objectives of Business, Role of the Business Manager; Corporate Governance: Principles of Corporate Governance; Systems of Corporate Governance; Strategic Applications of CSR; Corporate role in Environmental Sustainability and Innovation.

UNIT-V

CSR and Leadership: Globalization and Corporate Social Responsibility.

Corporate Sustainability: Definition, Strategic imperatives for Sustainable development.

TEXT BOOKS:

- 1.Emiliani M L (2006) Improving Management Education.
2. Ghoshal S & Moran P (2005) Towards a Good theory of Management in SumantraGhoshal on Management ed. Birkinshaw J &Piramal G Prentice Hall
3. David Crowther&Guler Aras, 2008, Corporate Social Responsibility,

REFERENCE BOOKS:

- 1.Bob Doppelt Leading Change Toward Sustainability: A Change-Management Guide for Business, Government and Civil Society 2003
2. Philip Kotler, Nancy Lee Corporate Social Responsibility: Doing The Most Good For Your Company And Your Cause 2008
3. Ugly Subhabratha Bobby Banerjee Corporate Social Responsibility: The Good, the Bad and the 2009

Open Elective – III Semester

Organisational Softskills

Objectives

1. To elucidate the significance of career planning and decision making.
2. To illustrate the steps involved in Career Development.
3. To identify the skillsets / strategies required for Job sustainance.

Unit 1 : Introduction : Career definition- Planning for a career- Career ladder – Decision Making - Process of Decision making

Unit 2: Preparations for a Job Search – Organizing portfolios – Preparing a C.V- Job Portals- Creation of Profiles in Job Portals – Usage and its effectiveness – Understanding Job description and Job Specification

Unit 3:Self Motivation - Aptitude – Leadership Skills – Teamwork – Communication – Problem Solving Skills – Persuasive Skills- Network skills

Unit 4: Interviews – Group Discussions- HR rounds – Physical and Mental preparations for attending an Interview.

Unit 5 : Campus to Coporate – E mail writing, Grooming skills, Joining formalities – Adjustments to work place – Adherance to Company policy. Professional etiquette , Dining etiquette.

SEMESTER - IV

Department:MA Human Resource Management		Academic Semester:: EVEN	
Semester: II	Section:	Course Code:	Course :Organisational Development
		Contact Hours /week:10	No. of credits:04
CIA:40		ESE :60	Exam Hours: 03

COURSE OUTCOMES: At the end of the Course, the Student will be able to:

CO1	Will be able to design and execute organisational changes such as policy, organizational structure, culture, management through training and development, management games.
CO2	This course builds self-confidence to the student to establish a business on OD consultant or HR consultant for implementing HR practices efficiently.
CO3	The skills and abilities trained to the students helps them to became to team building coach or skilled HR professional to moderate high performing teams
CO4	The ability to handle and implement change in the organisation as a change agent.
CO5	The course builds capacity to bridge the relationship between employer and the employer in the organisation as HR professional.

Mapping of CO v/s PO:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	2	2	2	2	3	2	3	3	3
CO2	3	3	3	2	3	3	2	3	3	3
CO3	3	2	3	3	3	3	2	3	3	2
CO4	3	2	2	2	3	2	2	2	3	2
CO5	2	3	3	3	2	3	3	2	3	2

Correlation levels: 1- Weak 2-Medium 3-High

Mapping of CO v/s PSO:

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	2	3	3	3
CO2	3	3	2	3	2
CO3	3	2	3	3	3
CO4	2	2	3	2	3
CO5	2	3	2	3	2

Objectives This paper believes in making the students understand the level of trust and support that OD interventions can bring among an organisation's members

To understand the organizational changes and the remedies. To learn about the conflict management strategies through OD activities.

UNIT - I Organizational Development - concept and evolution - characteristics of OD - organizational effectiveness and OD - OD process – phases in OD - OD interventions.

UNIT - II Organizational Development programs and techniques - Grid training - Managerial grid - Blake and Mouton grid - New managerial grid - Rensis Likert's Managerial Systems - System 1 to 4 continuum - Fieldler's Leadership contingency model.

UNIT - III Work Groups & Teams, Preparing for the world. Emerging issues of Work Organisation and Quality of Working life – Career stage model – Moving up the career ladder, Work life balance.

UNIT - IV Stress and Well Being at Work, Four approaches to stress, Sources of stress at work, consequences of stress, Prevalent Stress Management, Managerial implications – Digital HRM.

UNIT - V Organisational Development and Change , Organisational Development , Alternative Interventions , Change Agents : Skills Resistance to

change , Managerial the resistance, Levin's change model , Organisational reality

Reference: 1. Organization Development and Change- Thomas G. Cummings, Christopher G. Worley - 2009 –Cengage Learning. 2. Organisation Development: Principles, Process & Performance - Amitabh Mehta - 2009 – Global India Publications Pvt Ltd, New Delhi. 3. Organisation Change and Development- Kavita Singh - 2009 –Excel Books, New Delhi. 4. Organisation Development Systems- Vinayshil Gautam, Surinder Batra - 2011 – Concept Publishing Company Pvt Ltd, New Delhi. 5. An Experiential Approach to Organization Development- Brown - 2008–Pearson Education,Inc.

HUMAN RESOURCE DEVELOPMENT

Department:MA Human Resource Management			Academic Semester:: EVEN
Semester: II	Section:	Course Code:	Course :Human Resource Development
		Contact Hours /week:10	No. of credits:03
CIA:40	ESE :60		Exam Hours: 03

CO1	Develop a Carreer development model improvising the existing model
CO2	Demonstrate the ability to create a HR metrics to create tools to prepare workforce analytics
CO3	Develop insight into contemporery HR issues.
CO4	Ability to compete and excel in multi cultural and multi linguistic workforce or organisations
CO5	Clarity in imparting cross cultural training in MNC's .

Mapping of CO v/s PO:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	2	2	2	2	3	2	3	3	3
CO2	3	3	3	2	3	3	2	3	3	3
CO3	3	2	3	3	3	3	2	3	2	2
CO4	3	2	2	2	3	2	2	2	2	2
CO5	2	3	3	3	2	3	3	2	2	2

Correlation levels: 1- Weak 2-Medium 3-High

Mapping of CO v/s PSO:

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	2	3	2	3
CO2	3	3	2	2	2
CO3	3	2	3	3	3
CO4	2	2	3	3	3

CO5	2	3	2	3	2
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Objectives

To gain a deep insight into the subject matter so that the student is able to develop suitable understanding on the topic.

To integrate the theoretical understanding with practical application to the field.

To build a knowledge base appropriate to Human Resource development.

To enable the student to develop the attitude required for the successful application of Human Resource development in industries

UNIT- I Human Capital Management- Definition- Purpose; Manpower Planning- Process – Understanding Organizational goals and Objectives; Career Development –Initiatives – Kaleidoscope career model; Leadership and Power- Leadership theories – Contemporary Leadership issues – Role of HR in Leadership.

UNIT - II Competency Mapping /Building – Profiling and architecture; Balanced Score Card(BSC) – Perspectives- Principles; Strategic Management tool- Steps; HR Metrics – Measurements; Workforce Analytics; Emotional Intelligence – Importance – Application.

UNIT - III Knowledge Management - MC Elory Model; Instructional Design – Evolution – Theories; HR Audit – Definitions- Purpose - Levels – Process; Training and Development – Training need analysis – Objectives - Training and Development in HRD.

UNIT - IV Mergers and Acquisitions – Definition – Types – Process – Challenges; Job rotation – Definition – Benefits- Advantages- Characteristics; Managing Diversity – Steps – Diversity and Value – Equality and Diversity - Diversity programs; Cross cultural management – Meaning – Cultural differences – Communication across culture - Global Leadership- Cross cultural training

UNIT - V Task and Analysis – Definition – Purpose – Process – Methods; Management of creativity – Diversity of the creative team- creativity and

Leadership – HRM fosters creativity – Characteristics of creative individuals – Challenges; Employee Engagement – Attrition – Challenges.

Reference: 1. Elwood F. Holton III (Author) , Richard A. Swanson (Author) Foundations of Human Resource Development (2nd Edition) January 22, 2011
2. Jon M. Werner (Author), Randy L. DeSimone (Author) Human Resource Development Publication Date: September 22, 2011 | ISBN-10: 0538480998 | ISBN-13: 978-0538480994 | 3. Rick Bellingham, contributing editor Russ Campanello HR Optimisation 2010 4. Santosh Gupta Human Resource Development: Concepts and Practices Deep and Deep Publications, 01-Jan-2008 5. Ashok Kumar Sannigrahi Human Resource Development New India Pub. Agency, 2011