

SEMESTER III			
Core X	Wage and Salary Administration		
Code: 17PHRC32	Hrs/Week: 8	Hrs/Sem: 90	Credits: 5

Objective:

- To provide a thorough knowledge relating to Wage and Salary Administration under various labour legislation

Unit I

Wage and Salary Administration:

Definition – Nature and Purpose – Wage determination process – Wage administration rules – Factors influencing wage and Salary structure and administration – Principles of wages and salary administration – Theories of wages – Types of wages – Time rate – Piece rate – Debt method – Wage Differential

Unit II

Legal Framework of wage and salary Administration:

Minimum Wages Act 1948- Payment of Wage Act 1936 – Payment of Bonus act 1965

Unit III

Compensation Administration:

Definition of compensation – Objectives of Compensation Administration – Types of Compensation – Theories of Compensation: The Equity theory – Expectancy theory – The Contingency theory – Concept of Wages – Kinds of Pay Structure – Factors influencing Compensation Administration – Steps in Compensation Administration.

Unit IV

Incentives and Rewards:

Definition – Determinants of Incentives – Types of Reward – Wage Incentives – Objectives of Wages Incentive Schemes – Types of Wages Incentive Plans – Halsey Premium Plan – Rowan Premium Plan – Taylor's Differential Piece rate Plan – Incentive Plans for White collar workers – Incentive Plans for Management employees.

Unit V

Employee Benefits and Services:

Fringe Benefits – Meaning – Features – Objectives of Fringe benefit and Service Programmes – Forms of Fringe Benefits – Coverage of Benefits – Employee Security Payments – Payment for time not Worked – Problems Raised by Benefit Programmes

Text Book:

1. C.B. Mamoria and S.V. Gankar – Personnel Management, Himalaya Publishing House (Unit I, Unit IV, Unit V)
2. Pravin Durai – Human Resource Management (Unit III)
3. N.D. Kapoor – Hand Book of Industrial law, New Delhi, Sultan Chand. (Unit II)

Books for Reference:

1. Donald L. Caruth Gail D. Handlogten Managing compensation (and understanding it too)
2. David W. Belcher - Wage and salary administration

SEMESTER III			
Core XI	Strategic Management		
Code: 17PHRC33	Hrs/Week: 6	Hrs/Sem: 90	Credits: 4

Objectives:

- To make the students understand the concept and techniques of Strategic Management.

Unit I

Strategy Management

Strategic Management – Definition – Kinds of Strategies – Grand Strategy – Functional Strategy – Levels of Strategy – Strategic Management Process – Importance of Strategic Management – Limitations of Strategic

Unit II

Strategy Formation

Objectives – Definition – Characteristics of Objectives – Goals – Guidelines for Ideal Objectives
Policies – Importance of Policies – Kinds of Policies – Characteristics of a good Policy
Company Mission – Meaning and Definition – Formulation of Mission – Essentials of a good Mission Statement

Unit III

Strategy Analysis

Environmental analysis - Meaning – Classification of External Environment – Remote Environment – Operating Environment.
Internal analysis- Meaning – Need for Internal Analysis – Process of Internal Analysis of a Firm- Functional Analysis – The Value Chain Approach

Unit IV

Strategies

Business level strategy – Cost- differentiation- focus.
Corporate level strategy – Horizontal Intergration – Vertical Intergration – Strategic Outsourcing – Related and Unrelated Diversification

Unit V Implementation and Control

Meaning of Strategy Implementation – Steps in Strategy Implementation –
Control – Meaning – Types of Control – Essential features of an effective
evaluation and control system.

Text Book:

1. G. Rajendran, Strategic Management, Manglam Publications, New Delhi
2. Charles W.L. Hill and Gareth O'Jone - Strategic Management, Cengage Learning India Private Limited., New Delhi.

Books for Reference:

1. Azaar Kazmi - Strategic Management and Business Policy, Tata McGraw Hill Edition
2. Thomas L. Whelel, J. David Hunger and Krish Rangarajan, Strategic Management and Business Policy - Pearson Education.

Core XIV		SEMESTER IV	
Code: 17PHRC42		Training & Development	
Hrs/Week: 6		Hrs/Sem: 90	
		Credits: 4	

Objective :

- To enable the students to understand the concepts of training and development.

Unit I

Introduction to Training:

Training: Definition – Meaning – Concepts – Objectives – Values – Benefits - Types.
History of Training in Indian Industries – Trends in training in Indian Industries -
Principles of Training.

Unit II

Training needs and Methods:

Training needs – Identification of training needs. Training process: Designing training programmes – Stages in designing a Structure – Important Considerations while designing the Training Programme.
Training methods: Lecture - Group discussions – Seminar – Symposium -Panel discussions – Debate - Programme instruction - Case study - Role playing - In-basket exercises - Fishbowl exercises.

Unit III

Training tools:

Training Tools: Static Media: Print based Material – Flip Charts – Marker Board – Handouts - Over-head Projector- Slide Projector. Dynamic Media: Video tape – Audio tape – Computer aided training

Unit IV

Introduction to Development:

Development – Definition – Meaning – Concept – Need – Objectives of Management Development Programme – Relationship between Training and Development. Role of Development Officers – Administrators – Consultants – Designers and Instructors.

Unit V

Evaluation:

Evaluation of Training: Approaches to Evaluation – Need for Evaluation – Principles of an effective evaluation programme – Types of Evaluation – Stages of Evaluation - Hamblin's Model.

Text Book:

1. S.K.Bhatia, Training for Development, Deep& Deep Publications Pvt. Ltd.

Books for Reference:

1. B. Taylor and G. Lippitt- Management Development and Training hand book.
2. Concepts and Application – Training and Development
3. Lynton – Training for Development

Elective III		SEMESTER III	
Code: 17PHRE31	Research Methodology	Hrs/Week: 6	Hrs/Sem: 90
		Credits: 5	

Objectives:

- The objective of this paper is to provide knowledge on research methods, techniques and process and to develop skills in the application of research methods for solving problems in business.

Unit I

Research Methodology

Meaning of Research –definition- Objectives of Research – Types of Research – Research Process – Criteria of Good Research- Scientific method – Present position of social science research in India.

Unit II

Defining the Research Problem And Research Design

Identification and Formulation of research problem – selection of research topic statement of research objectives. Hypothesis – definition, meaning and types. Research Design – Explorative, descriptive, diagnostic and experimental designs. Factors influencing the choice of a research design.

Unit III

Sampling Design and Measure of Data Collection

Sampling – meaning and definition. Types and sampling – random and non-random sampling. Sample size, Sample error. Data collection – observation, construction of questionnaires and Interview schedules. Pilot study and Pretest.

Unit IV

Processing and Analysis of Data

Processing Operations –Statistics in Analysis – Measure of Central Tendency – Measure of Dispersion – Measure of Relationship – Simple Regression Analysis – Chi Square Test – Analysis of Variance and Covariance (ANOVA) .(Only theory)

Unit V

Interpretation and Report Writing

Interpretation,- generalisation of data. Report Writing – Introduction – chapterisation – guidelines – footnotes – reference – bibliography – index presentation and documentation

Text Book:

Kothari.C.R., 1992, Research Methodology, New Delhi, Vikas Publishing Ltd.,

Books for Reference :

- Levin J.Kchard, 1948, Statistics for Management 3rd Edn, Prentice Hall of India, New Delhi.
- Gupta SC & Kapoor.V.K., 1987, Fundamentals of Applied Statistics Sultan New Delhi, Chand & Sons.

SEMESTER II			
Self-Study Course		Personality Development	
Code: 17PHRSS1	Hrs/Week: 0	Hrs/Sem:0	Credits: 1

Objective :

- To enlighten the students on the different aspects of their personality.
- To help the students to develop their personality.

Unit I Effective communication & it's key aspects, Body language, Assertiveness, problem-solving, Conflict & stress management, decision making skills, Motivation, positive & creative thinking, Leadership & qualities of successful leader, character building, Teamwork, Lateral thinking, Time management, Work ethics, Good manners & etiquettes- Interpersonal relationships-Analysis of strengths & weaknesses.

Unit II Personality: perception- personality, Man-personal personality, Personality Factors- Factors of association- Personality Relationship at home-friends-environment educational factor- Situational Factors Conditional- Genetic-compulsory- spiritual-public relations factors.

Unit III Personality Traits-personality person- formation- factors influencing person habits of highly effective people & personality habits- Be proactive—Begin with the end in mind—Put first things first—Think win- Seek first to understand then to be understood – Synergize – Sharpen the saw

Unit IV Five Pillars of Personality Development - Introspection – Self Assessment – Self Appraisal – Self Development Self Introduction. Self Esteem - Term of self-esteem- symptoms- advantages- Do's and don'ts to develop positive – Positive self-esteem & negative self esteem

Unit V Mind mapping, Competency mapping & 360* assessment & development, Types of persons – Extrovert- Introvert- Ambivert person.

Text Book:

Basic Managerial Skill for all-Prentice –Hall of India Pvt ltd, New Delhi.

Books for Reference:

1. 7 Habits of highly effective people-Stephen Covey
2. You can win-Shiv Khera –McMillan India ltd.
3. Management thoughts-Pramod Batra.
4. Business Communication by Sri Jin Kaushal, VK Global Publications Pvt. Ltd., Delhi.

SEMESTER III			
Self-Study Course		Entrepreneurial Development	
Code: 17PHRSS2	Hrs/Week: 0	Hrs/Sem:0	Credits: 1

Objective:

- To enable the students to start their own enterprise.

Unit I

Introduction - Understanding the meaning of Entrepreneurialship - Characteristics of an Entrepreneur - Classification of the Entrepreneurs - Entrepreneurial Scene in India - Factors influencing Entrepreneurship

Unit II

Entrepreneurial growth - Role played by government and Non-Government agencies - EDP's, TIIC, SIDBI, PIPDIC, IDBI, IFCI, ETC. Problems and prospects of Women entrepreneurs - Rural Entrepreneurs - Small scale entrepreneurs and Export Entrepreneurs

Unit III

How to enter into Market? - Business idea generation Techniques - Identification of Business Opportunities - Marketing Feasibility - Financial Feasibility - Technical – Legal - Managerial and Locational Feasibility

Unit IV

Project Appraisal - Methods - Techniques - Preparation of Business Plan - Content of a Business Plan - Project Report.

Unit V

How to start an enterprise? - Franchising and Acquisition - Product Strategies - Pricing Strategies - Distribution Strategies - Promotional Strategies. How to be a successful Entrepreneur? - Learning to be Successful – Successful Entrepreneurs

Text Book:

Khanka - Entrepreneurial Development.

Books for Reference :

1. Jayshree Suresh - Entrepreneurial Development.
2. Saini - Entrepreneurship : Theory & Practice.
3. Gupta CB - Entrepreneurial Development.
4. Vasant Desai - Dynamics of Entrepreneurial Development and Management.

SEMESTER I	
Core III	Accounting for Managers

Code: 19PHRC13	Hrs/Week: 6	Hrs/Sem: 90	Credits: 4
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Vision: To equip the students with the conceptual framework and tools / techniques of management accounting so that efficient decisions are arrived at.

Mission: To enable the students to use their knowledge to assess a company's performance in relation to its past performance, competitors and industry to make managerial decision.

Course Outcome

CO No.	Upon completion of this course, students will be able to	PSO addressed	CL
CO-1	understand the concept of accounting	1,4	Un , Re
CO-2	prepare final accounts	1,4	Ap
CO-3	understand the nature ,scope and functions of managerial accounting.	1,4	Un , Re
CO-4	prepare cash flow statement.	4	Ap
CO-5	prepare fund flow statement.	4	Ap
CO-6	understand the objectives and steps in budgetary control and prepare the various types of budget.	4,6	Un , Ap
CO-7	able to use the various types of ratios for managerial decision.	4,6	An ,Cr
CO-8	apply accounting knowledge for planning and control.	1,4,6	Un ,Ap



SEMESTER II	
Core III	Accounting for Managers

Code: 19PHRC13	Hrs/Week: 6	Hrs/Sem: 90	Credits: 4
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- Unit II Accounting**
Accounting – Definition – Purpose – Functions -Preparation of final accounts
– Journal – Ledger – Trail balance – Trading and Profit & Loss Accounts
(Simple Problems)
- Unit II Management accounting**
Meaning, definition, nature, scope and functions – advantages and limitations
– differences between cost accounting and management accounting –
differences between management accounting and financial accounting.
- Unit III Cash flow and fund flow statement**
Cash flow and fund flow statement – their importance and limitations -
preparation of cash flow and fund flow statements.(Simple problems)
- Unit IV Budgetary control**
Budgetary control – Definition – Objectives – Merits and limitations – Steps
in budgetary control – types of budgets.(Production, Cash, Sales,
Flexible).(Simple problems)
- Unit V Ratio analysis**
Ratio - Meaning – types of ratios – Merits and limitations – Ratio analysis
(Activity Ratio, Liquidity ratio, Solvency ratio)(Simple problems).

Text Book

Pillai R.S.N and Bagavathi. Management Accounting. New Delhi: S. Chand Publications,2015.

Books for Reference:

1. Antony Atkinson and Robert S Kalplan. Management Accounting : Information for Decision Making and Strategy Execution. US: Prentice Hall, 2011.
2. Gupta RL & Gupta VK. Principles and Practice of Accounting. New Delhi: Sultan Chand & Sons, 2010.
3. Maheswari S.N.Management Accounting & Financial Accounting. Chennai; Vikas Publishers, 2010.



SEMESTER I			
Core IV Psychology for Human Resource Management			
Code: 19PHRC14	Hrs/Week: 4	Hrs/Sem: 60	Credits: 4

Vision: To nurture students to become intellectually competent professionals to serve the local and national community through scientific studies of human behavior, emotions and thoughts.

Mission: To gain realistic ideas about implementing the psychological knowledge, skills and attitudes in occupational pursuits, to improve one's own quality of life and the needs of the society.

Course Outcome:

CO No.	Course Outcome	PSOs Addressed	CL
	Upon completion of this course students will be able to		
CO-1	Acquire the basic knowledge of psychology of Human Resource Management.	3	Un
CO-2	Explain the schools of psychology.	3	Un
CO-3	Understand the theories and measurement of intelligence.	1,3	Un
CO-4	Explain the concept, types and factors influencing perception.	1,3	An
CO-5	Know the process of learning, aptitude and attitude.	3	Un & Ap
CO-6	Determine the factors, causes, effects, classification of adjustment and develop ways to manage stress.	1,3	Ev & Cr
CO-7	Examine the functions of industrial psychologist.	3	Ev& An
CO-8	Discuss the meaning, factors, theories and Identify the ways of measuring personality.	3	Cr & Ap

SEMESTER I			
Core IV	Psychology for Human Resource Management		Credits: 4
Code: 19PHRC14	Hrs/Week: 4	Hrs/Sem: 60	

Unit I

Introduction and Schools of Psychology:

Psychology – Definition - Meaning. Schools of Psychology: Psycho analysis.
Behaviorism – Gestalt Theory - Transaction Analysis.

Unit II

Intelligence and Perception:

Intelligence: Definition – Meaning - Theories of intelligence -Measurement of intelligence.

Perception: Concepts – Types - Factors influencing perception – Perception of people at work and organisation.

Unit III

Learning, Aptitude and Attitude:

Learning: Definition - Theories of learning - learning curve - transfer of learning. Aptitude: Definition - Measurement of aptitude.

Attitude: Definition – Nature - Formation of attitude - process of attitude change - measurement of attitude.

Unit IV

Adjustment and Stress:

Adjustment: Meaning - Factors influencing Adjustments.

Stress: Definition - Causes and Effects of stress –Managing or Coping up with stress.

Unit V

Industrial Psychology and Personality:

Industrial Psychology – Meaning – Scope - Role and Functions of industrial psychologist.

Personality: Concept - Meaning – Factors influencing personality development – Heredity and Environment – Theories and Measurement of personality.

Text Book:

Clifford. T. Morgan Kind, 2005, An Introduction to Psychology, Bombay, Tata McGraw Hill.

Books for Reference:

1. Bhatia, H.R, 1997, Abnormal Psychology, Tata McGraw Hill, New Delhi.
2. Page, JD, 1993, Abnormal Psychology, New York, McGraw Hill.

SEMESTER II			
Core VII		Labour Legislation	
Code: 19PHRC22	Hrs/Week: 6	Hrs/Sem: 90	Credit: 4

Vision: To equip the students with the complete knowledge of all applicable statutory compliances in order to protect their organisation from any violation and also provide quality working environment and social life to all the staff.

Mission: To provide theoretical knowledge of all the applicable statutory laws and sensitise the students that these laws protect the interest of all the stakeholders and is in fact contributing to the long term interest and sustenance of the organisation.

Course Outcome:

CO No.	Upon completion of this course, students will be able to	PSO addressed	CL
CO-1	gain knowledge of labour laws and enable the students to acquire skills to handle employment relations.	2	Un , Ap
CO-2	familiarise the students to the practical problems inherent in the implementation of the labour statutes.	2	Un , Ev
CO-3	understand the basic concepts of Labour Legislation and labour related provisions in the constitution of India.	2	Un , Ev
CO-4	understand the structure and functioning of ILO.	2	Un
CO-5	examine the Acts related to health, safety and welfare and make use of the Acts in case of Factories contract labourers and plantation labours.	2	Un , Ap
CO-6	interpret the knowledge in laws related to social security and apply the laws according to the needs.	2 ,5	Ap
CO-7	understand the implications of labour laws for industrial relations to know how to resolve industrial relations and human relations problems and promote welfare of industrial labour.	2	Un , Ap
CO-8	be competent with the various legal aspects of women and children.	2	Un , Ap

SEMESTER II			
Core VII		Labour Legislation	
Code: 19PHRC22	Hrs/Week: 6	Hrs/Sem: 90	Credit: 4

Unit I Basic concepts:
 Definition – Objectives of labour Legislation- History of Labour Legislation - Labour related provisions under Constitution of India - The ILO – Objectives of ILO- Structure of ILO – Impact of ILO on Indian Labour..

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Unit II Laws related to Health, Safety and Welfare:
 Factories Act, 1948 - The Unorganised Workers' Social Security Act, 2008 - The Contract Labour Act, 1970 (Regulation and Abolition) – Environment Protection Act, 1986.

Unit III Laws related to social security
 Employee Provident Fund and Miscellaneous Provisions Act, 1952 (EPFS, EPS, EDLIS) - Employee State Insurance Act, 1948 -Payment of Gratuity Act, 1972 - The Equal Remuneration Act, 1976.

Unit IV Laws related to Industrial Relations
 The Trade Union Act, 1926 - The Industrial Employment (Standing Orders) Act, 1946 -The Industrial Disputes Act, 1947

Unit V Laws related to women and Children
 The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 - Maternity benefit Act, 1961 - The Child Labour Regulation and Abolition Act, 1986 – The Information Technology Act, 2000.

Text Book:

1. Kapoor.N.D.Hand Book on Industrial Law. New Delhi: Sultan Chand & Sons,2011.
2. Bare Acts with latest Amendments.

Books for Reference:

1. Mishra. S.N. Labour and Industrial Laws. Allahabad: Central Publishing House,2018.
2. Padhi.P.K. Labour and Industrial laws.New Delhi: PHI Learning Private Ltd,2017.



SEMESTER II			
Core IX	Recruitment and Selection		
Code: 19PHRC24	Hrs/Week: 6	Hrs/Sem: 90	Credit: 4

Vision: To equip the students with a blend of theory and application of the wide range of issues, principles, practices in recruitment and selection which are needed by them as HR professionals to save the organisation from performance related problems at a later stage.

Mission: To provide conceptual knowledge and operational dimensions in recruitment and selection process with the aim of improving the business by selecting the right candidates.

Course Outcome:

CO No.	Upon completion of this course students will be able to	PSO addressed	CL
CO-1	understand the skills needed for recruitment and selection.	5	Un
CO-2	describe the meaning, functions, objective, importance of recruitment and hiring process.	5	Un
CO-3	understand the meaning, sources, advantage and disadvantages of internal and external hiring and illustrate the process of internal and external hiring.	5	Un , Ap
CO-4	write application form, bio data and resume.	5	Cr
CO-5	determine the features, purpose, types, process, advantage and disadvantage of testing and interviewing.	5	Ev
CO-7	design different ability tests and practice interview techniques.	5	Cr , Ap
CO-8	discuss the purpose, methods of collecting reference data, contents of appointment order and medical examination and develop appointment orders.	5	Un ,Cr

SEMESTER II			
Core IX		Recruitment and Selection	
Code: 19PHRC24	Hrs/Week: 6	Hrs/ Sem : 90	Credit: 4

- Unit I Hiring Process:
Recruitment: Definition – Meaning – Features – Objective – Purpose and Importance – Process - Hiring decision: Nature of hiring: Regular – Temporary - Full time - Part time – Apprentice – Contractual and Outsourcing. Existing post or new post to be created -Need analysis - Cost analysis and Job analysis.
- Unit II Internal and External Hiring:
Hiring Internally: Meaning – Definition – Advantages - Disadvantages in terms of cost, time, quality and suitability. Sources of internal recruitment: - Circulars, Intranet Advertisements, Employee referrals, Appointment or promotion - Hiring Externally: Meaning – Definition – Sources: Advertisement in Newspaper- TV/Radio- Internet- Search on the internet- ‘Wanted’ signboards- Consultants-Employment exchange- Campus recruitment- Employee referrals and unsolicited applications. Advantages and disadvantages of the above sources in terms of Cost, Time, Convenience, Reach of the targeted population, and Quality of applicant pool.
- Unit III Screening the candidates:
Application Forms: Meaning – Definition – Information - Purpose – Evaluation - Advantages and Disadvantages - Bio-data: Meaning – Definition – Purpose - Advantages and Disadvantages - Resume: Meaning – Definition – Purpose – Parts – Formats - Advantages and Disadvantages - Curriculum vitae: Meaning – Definition – Purpose – Preparing – Formats - Advantages and Disadvantages- Weighted application blanks: Meaning – Definition – Purpose – Constructing a WAB- Advantages and Disadvantages -Taking a behavioural approach to recruitment: Spotting personality patterns - Making basic assumptions - Predicting the future - Strategy Vs. technique.
- Unit IV Testing and Interviewing:
Testing: Meaning – Definition – Purpose - Advantages and Disadvantages. Ability tests: Clerical ability test - Mechanical ability test - Mental ability test - Physical ability test - Personality assessment test - Typing test - Shorthand test - Computer proficiency test - Interviewing: Meaning – Definition – Features – Objectives – Advantages and Disadvantages. Interview process - Planning the interview - Getting started - Examining the 5 interview areas Examining the strengths & weaknesses - Allowing candidates to ask questions at the end - Explaining the procedure of selection and concluding with a happy note - Making the decision.
- Unit V Reference checking & Appointment orders:
Reference Checking: Meaning – Definition – Purpose – Methods of Collecting Reference Data. Verification of character - Criminal antecedents - Previous work ~~behavior~~ - Educational qualifications - Verification of community certificates in public sector companies - Appointment Order: Meaning – Definition – Purpose - Contents of appointment letter, hard copy (or soft copy) - Method of delivery and retrieving the acknowledgement copy. Medical Examination & acceptance of offer for joining.

Text Book:

Aswathappa K Recruitment and Selection. New Delhi: Tata McGraw Hill Publishing Company Ltd, 2005

Books for Reference:

1. Lilly M. Berry. Employee Selection. California: Thomson Publications, 2002.
2. Robert W. Wendover High performance Hiring. California: Crisp Publication, 2011.

SEMESTER II			
Core X	Total Quality Management		
Code: 17PHRC25	Hrs/Week: 4	Hrs/ Sem : 60	Credit: 4

Vision: To enable the students to understand the basic principles and techniques of Total Quality Management for effective decision making

Mission: To equip the students to use models and quality management methodology for the implementation of total quality management in any sphere of business and public sector. **Course Outcome**

CO No.	Upon completion of this course, students will be able to	PSO addressed	CL
CO-1	discuss the concept of quality and total quality management.	4	Un
CO-2	gain insights on TQM approaches	4	Ev
CO-3	define and list the steps in supplier partnering.	4	Re
CO-4	gain knowledge on the tools and techniques of TQM	4,6	Re , Ap
CO-5	gain knowledge on the concept of six sigma and quality circles	4	Re , Ap
CO-6	discuss the concept of benchmarking	4	Un
CO-7	state the quality systems and ISO 9000	4	Re
CO-8	examine ISO 14000.	4	An

SEMESTER II			
Core X		Total Quality Management	
Code: 19PHRC25	Hrs/Week: 4	Hrs/Sem: 60	Credit: 4

- Unit I Introduction to Quality and Total Quality Management
Introduction to Quality – Definitions of quality -Need for quality - Dimensions of product and service quality - Definition of TQM - Basic concepts of TQM - Characteristics of TQM - Framework of TQM – Principles of TQM - Contributions of Deming, Juran and Crosby – Barriers of TQM
- Unit II TQM Approaches and Supplier Partnering
Continuous process improvement: introduction - Input/ Output Process Model - Juran Quality Trilogy - PDCA cycle - 5S House Keeping- Benefits of implementing 5S - Kaizen - Features of Kaizen Supplier partnership: Partnering - Supplier selection - Supplier Rating.
- Unit III TQM Tools and Techniques - 1
The seven traditional tools of quality: Flowchart – Check sheet – Histogram – Pareto Diagram - Cause and effect Diagram - Scatter Diagram - Control Chart
New management tools : Affinity Diagram – Relationship Diagram – Tree Diagram – Matrix Diagram – Matrix Data Analysis – Decision Tree – Arrow Diagram
- Unit IV TQM Tools and Techniques - 2
Six sigma: Concept- Six Sigma Process (DMAIC) – Advantage of Six Sigma
Quality Circles: Concept – Objectives –Characteristics – Structure of Quality Circles
Bench marking: Definition - Reason to bench mark – Types of Benchmarking - Bench marking process- Benefits and Dangers of Benchmarking
- Unit V Quality Systems
Need for ISO 9000 – Benefits of ISO 9000 - ISO 9001-2000 Requirements
Quality System - Introduction to Quality System - Elements - Documentation - Quality Auditing ISO 14000 – Concepts - Requirements - Benefits – TQM Implementation in manufacturing and service sectors (Case Study).

Text Book:

1. Jayakumar.V and Raju.R. Total Quality Management. Chennai: Lakshmi Publications, 2015

Books for References:

1. Dale H. Besterfield, et al. Total Quality Management Hongkong: Pearson Education Asia, 2006.
2. Suganthi I. and Anand Samuel. Total Quality Management. United States: Prentice Hall (India) Pvt Ltd, 2006.

SEMESTER III			
Core XIII		Compensation Management	
Code: 19PHRC32	Hrs/Week: 5	Hrs/Sem:75	Credits: 4

Vision: To provide a clear frame work of the concepts of compensation management to facilitate the achievement of the strategic goal of establishing a comprehensive and competitive compensation plan for the organisation.

Mission: To develop an understanding of the concepts of compensation management and impart skills in analysing the reward management so that they provide the organisation with clear and consistent compensation tools.

Course Outcome

CO No.	Upon completion of this course students will be able to	PSO addressed	CL
CO-1	summarize the concepts of Compensation Management.	5	Un
CO-2	describe the objectives, types, theories, factors of compensation administration and demonstrate compensation administration.	5	Un
CO-3	understand and calculate compensation structure and ESOP	5	Un , Ap
CO-4	examine the legal framework of wages and salary administration.	2	An
CO-5	determine the determinants and types of incentives.	5	Ev
CO-6	understand the types of rewards for employees	5	Un
CO-7	understand the meaning, objectives, features and forms of employee benefits and services.	5	Un
CO -8	investigate the types of fringe benefits and other benefit programmes.	5	An

SEMESTER III			
Core XIII		Compensation Management	
Code: 19PHRC32	Hrs/Week: 5	Hrs/Sem:75	Credit: 4

- Unit I Compensation Administration:**
Definition of compensation –Objectives of Compensation Administration
– Types of Compensation – Theories of Compensation: The Equity theory
– Expectancy theory – The Contingency theory – Concept of Wages –
Kinds of Pay Structure – Factors influencing Compensation Administration
– Steps in Compensation Administration.
- Unit II Compensation Structure:**
Concept of Salary Structure - Salary Progression - Methods of
Payment -Limitations of Job Related Compensation - Competency
based Compensation - Executive Compensation – Team Compensation.
ESOP- Meaning – Working – Advantages and disadvantages.
- Unit III Legal Framework of wage and salary Administration:**
Minimum Wages Act, 1948- Payment of Wage Act, 1936 – Payment of
Bonus Act 1965
- Unit IV Incentives and Rewards:**
Definition –Determinants of Incentives – Types of Reward – Wage
Incentives – Objectives of Wages Incentive Schemes – Types of Wages
Incentive Plans – Halsey Premium Plan – Rowan Premium Plan – Taylor’s
Differential Piece rate Plan – Incentive Plans for White collar workers –
Incentive Plans for Management employees.
- Unit V Employee Benefits and Services:**
Fringe Benefits – Meaning – Features –Objectives of Fringe benefit and
Service Programmes – Forms of Fringe Benefits - Coverage of Benefits –
Employee Security Payments – Payment for time not Worked – Problems
Raised by Benefit Programmes

Text Book:

1. C.B. Mamoria and S.V. Gankar.*Personnel Management*. New Delhi: Himalaya Publishing House,2011.
2. Dr.Mousumi S. Bhattachariya. *Compensation Management*. New Delhi: Anurag Jain Publication, 2009.
3. KapoorN.D.*Hand Book of Industrial Law*. New Delhi: Sultan Chand Publications,2013.

Books for Reference:

1. Pravin Durai.*Human Resource Management*. New Delhi: Pearson Education, 2016.

SEMESTER III			
Core XIV		Statistics For Management	
Code: 19PHRC33	Hrs/Week: 6	Hrs/Sem:90	Credit: 4

Vision: To equip the students with the concepts and tools of statistics and make them competent to analyse statistical data and arrive at apt solutions as per business requirements and organisational goals.

Mission: To impart knowledge about various statistical concepts, tools and analytical procedures and also equip them to process the data meaningfully and accurately with a view to provide effective solutions for the management of the organisation.

Course Outcome

CO No.	Upon completion of this course, students will be able to	PSO addressed	CL
CO-1	learn the basic statistical methods with a focus on the application of these methods to the business world.	6 ,7	Ap
CO-2	understand the basic statistical concepts such as types of data, classification of data, frequency distribution and construct frequency distributions.	6 ,7	Un ,Ap
CO-3	become aware of the concepts of sampling, sampling distributions and estimation.	6 , 7	An
CO-4	understand the concept and steps of performing a hypothesis (z, t, F) test and use it as a tool for statistical decision making in a business context.	6 ,7	An , Ev
CO-5	understand the assumptions of an ANOVA model and apply ANOVA in a business context.	6 , 7	Un , Ap
CO-6	understand the concept of Chi-square and use it as an analytical tool for making business decisions.	6 , 7	Un ,Ap
CO-7	appreciate the importance and application of non-parametric tests.	6 , 7	Un
CO-8	use correlation and regression models to analyse the relationships between variables.	6 ,7	Un, Cr

SEMESTER III			
Core XIV		Statistics For Management	
Code: 19PHRC33	Hrs/Week: 6	Hrs/Sem:90	Credits: 4

Unit I: Introduction

Statistics - Definition, Types, Importance and Scope, Limitations. Types of Data, Classification of data, Organising data, Methods of data classification. Frequency Distribution, constructing a frequency distribution, Types of frequency distribution.

Unit II: Sampling Distribution and Estimation

Introduction to sampling distributions, sampling distribution of mean and proportion, application of central limit theorem, sampling techniques.

Estimation: Point and Interval estimates for population parameters of large sample and small samples, determining the sample size.

Unit III: Testing Of Hypothesis: Parametric Tests

Hypothesis testing: Parametric Tests : Introduction to hypothesis and hypothesis testing , general procedure for hypothesis testing, direction of the hypothesis test, errors in hypothesis testing ,hypothesis testing for population parameters with large samples (z-test), Hypothesis testing for means of small samples (t-test), Hypothesis testing based on F-distribution for two sample standard deviations. ANOVA - one and two way.

Unit IV: Chi – Square and Other Non-Parametric Tests

Introduction, Advantages and limitations of Non-parametric Methods, Properties of Chi-square distribution, Conditions for the application of Chi-square test, Contingency table analysis: Chi-square test of Independence, Chi-square tests for goodness of fit, Chi-square test for population variance.

The sign test for paired data, Mann-Whitney U-test, Wilcoxon Matched pairs test, Kruskal –Wallis test.

Unit V: Correlation and Regression Analysis

Correlation analysis – Meaning, Types of Correlation, , Coefficient of Determination, Karl Pearson's correlation coefficient and Spearman Rank Correlation coefficient, method of least squares .

Regression analysis – Meaning, Methods to determine regression coefficients- Least squares Normal equations – Deviations method.

Text Book:

1. Richard I. Levin, David S. Rubin, *Statistics for Management*. Chennai: Pearson Education, 2011.
2. Sharma.J.K. *Business Statistics*. Chennai: Pearson Education, 2006.

Books for Reference:

- 1.Gupta.S.P & Gupta.M.P. *Business Statistics*.New Delhi: Sultan Chand & Sons, 2015.

SEMESTER III			
Elective I		Performance Management	
Code:19PHRE31	Hrs. / Week : 4	Hrs / Sem : 60	Credit: 3

Vision: To instill the importance of performance management and to effectively implement and manage a Performance Management System in support of the strategic goals of the organization

Mission: To provide students with the necessary skills and critical understanding about the performance management process, methods and evaluation.

Course Outcome

CO No.	Upon completion of this course, students will be able to	PSO addressed	CL
CO-1	acquire in-depth knowledge about performance management.	5	Un
CO-2	gain a working knowledge of performance management systems.	5	Un
CO-3	distinguish between performance management and performance appraisal	5	Ev
CO-4	understand about KPA's and KRA's	5	Un
CO-5	the different methods of measuring performance	5	Un
CO-6	gain knowledge and analyse about the different performance tools.	5	Un ,An
CO-7	learn and conduct appraisal interviews and BARS	5	Un, Ap
CO-8	acquire knowledge about the performance evaluation	5	Un

SEMESTER III			
Elective I		Performance Management	
Code:19PHRE31	Hrs. / Week : 4	Hrs / Sem : 60	Credit: 3

- Unit I Introduction to Performance Management:**
Performance Management: Meaning - Definition –Need – Scope - Integrated approach- Features – Principles – Dimensions - Process – Benefits.
Performance Appraisal: Objectives- Purpose – Process – Criteria – Difference between Performance Appraisal and Performance Management.
- Unit II Performance Planning**
Performance Planning – Meaning – Definition - Need - Objective- Planning Individual performance – Key Performance areas and Key result areas – Task and Target – Goal setting exercises – Process.
- Unit III Measuring Performance** – Principles of Measurement – Criteria for performance – Balanced Score card – Performance Review – Outcome Metrics – Economic Value Added and other Economic Measures
- Unit IV Performance Management Tools:**
Tools for Measuring Performance – HR Scorecard - Assessment Centre - Tools used in Assessment Centres - Self-appraisal - HR Accounting – 360 Degree Appraisal - 540 Degree Appraisals - Appraisal Interview - Behaviorally Anchored Rating Scale (BARS)
- Unit V Performance Development and Evaluation:**
Development Plan -Performance Management Documentation - Evaluating Performance Management System - Implementing Performance Management System - Performance Analysis - Evaluation and Maintenance of Performance Evaluation- Check- List – Evaluation - Review meetings- Attitude surveys- Focus groups- Performance monitoring: Methods of Monitoring.

Text Books:

1. Armstrong. M. *Performance Management- The New Realities*. New Delhi: Kogan Page India Ltd, 2006.
2. Rao.T.V. *Performance Management: Towards Organisational Excellence*. Pune: Vikas book house, 2015.

Reference Books:

1. Armstrong.M. *A Hand book of Reward Management Practice*. New Delhi: Kogan Page India Ltd, 2006.
2. Rao, T.V. *Performance Management and Appraisal System*. New Delhi: Excel Books, 2004.

SEMESTER III			
Elective I Business Ethics, Corporate Social Responsibility and Governance			
Code: 19PHRE31	Hrs/Week: 4	Hrs/Sem: 60	Credit: 3

Vision: To provide a strong grounding on theory, through the understanding of Business Ethics, Corporate Social Responsibility and Governance in real-life situations and be able to find solution for ‘most good’.

Mission: To enable the students to gain understanding of the contemporary issues of corporate governance in the wake of changing business ambience and appreciate ethical practices in business/ profession.

Course Outcome

CO No.	Upon completion of this course, students will be able to	PSO addressed	CL
CO-1	understand the nature and characteristics of Business ethics.	6	Un
CO-2	Gain knowledge on the Evolution of Business Ethics and Kohlber’s Six Stage Moral Development .	6	Un
CO-3	examine the concepts of management of ethics in the wake of changing business ambience.	4,6,7	An , Ap
CO-4	analyse the role and function of ethical managers in real-life situations.	5,6	An , Ap
CO-5	gain knowledge on the Legal Aspects of Ethics and Economic Environment and its implications for business.	4,6,7	Un
CO-6	gain knowledge on the concept of corporate governance.	4,6	Ap , An
CO-7	analyse the cases in corporate governance.	4,6	Ap ,An
CO-8	identify the challenges and implementation of Corporate Social Responsibility.	6	Ap

SEMESTER III			
Elective I Business Ethics, Corporate Social Responsibility and Governance			
Code: 19PHRE31	Hrs/Week: 4	Hrs/Sem: 60	Credit: 3

Unit I Introduction

Ethics –Meaning– objectives of ethics – characteristics -nature of ethics in business – characteristics of business ethics – need for business ethics – Concepts and Theories of Business Ethics - evolution of business ethics – Kohlber’s Six Stage Moral Development Process – Utilitarianism, Deontology and Virtue Theory.

Unit II Ethics and Business

Ethics and Business: - Ethics in practice - Ethics for managers- role and function of ethical managers- Environmental Ethics - Marketing Ethics - Ethical Issues in Human Resource Management - Corporate Ethics.

Unit III Legal and Economic Environment

Political – legal environment- Provisions of the Indian constitution pertaining to Business -political setup – major characteristics and their implications for business - prominent features of MRTP &FERA - Economic Environment -Philosophy of economic grow and its implications for business

Unit IV Corporate Governance

Corporate Governance: an overview – Theories of governance - Boards in Corporate governance: Types and Roles – selection of Members – responsibilities of Board - Boards in Public Sector Vs Private Sector – current issues on composition of Board of Directors – cases in Corporate Governance.

Unit V Corporate Social Responsibility

Definition- Evolution- need for CSR; theoretical perspectives - Corporate citizenship – Business Practices - Strategies for CSR - challenges and implementation - Government’s Role – Awards by Institutions: Debate on Methodology of Evaluation of CSR Initiatives.

Text Books:

- 1.Fernando A. C.*Business Ethics and Corporate Governance*. New Delhi: Pearson Education, 2012
2. Sherlekar S.A, *Ethics in Management*,Chennai: Himalaya Publishing House, 2009.

Books for Reference:

1. Shaw W.H. *Business Ethics*.USA: Cengage Learning, 2007.
2. William B. Werther and David B. Chandler.*Strategic corporate social responsibility*.California: Sage Publications Inc, 2011.

SEMESTER- III			
Elective II		Managerial Economics	
Code: 19PHRE32	Hours / Week :4	Hrs / Semester: 60	Credit :3

Vision: To emphasize the influence of micro and macroeconomics on managerial decision making and to explain the supply, demand and cost functions, its relative impact on the economy and the company

Mission: To use the concepts and tools of Economics analysis as relevant for managerial decision making and to provide a fair understanding of the aggregate economic system within a firm operates.

Course Outcome

CO No.	Upon completion of this course, students will be able to	PSO addressed	CL
CO-1	understand the concept of managerial economics.	4	Un
CO-2	gain knowledge on the nature and scope of managerial economics.	4	Re
CO-3	understand and determine the types of demand	4	Un , Ap
CO-4	infer the supply factors	4	Re
CO-5	understand the concept of production and cost.	4	Un , Ap
CO -6	gain knowledge of market structure and pricing.	4	Un , Ap
CO-7	gain insights to the macro economic factors.	4	Un
CO-8	gain knowledge on the monetary and fiscal policies.	4,7	Un

SEMESTER- III			
Elective II	Managerial Economics		
Code: 19PHRE32	Hours / Week :4	Hrs / Semester: 60	Credit :3

Unit – I Introduction

Meaning, nature and scope of Managerial Economics– Relationship between Economic theory and Managerial Economics –Role of Managerial Economics in Business Decisions- Concepts of Opportunity cost, Time Value of Money -Role in business decision making

Unit – II Demand and Supply Analysis

Meaning -Types and determinants of demand- Law of Demand – Giffen Paradox - Elasticity of Demand: Types, Measures and Role in Business Decisions- Determinants of supply- Elasticity of Supply- Measures and Significance.

Unit – III Production and Cost Function

Production function – Cost concepts – Cost output relationship – Economy of scale – Cost functions and cost-output relationship – Economics and Diseconomies of scale – Cost control and Cost reduction- Cost Behaviour and Business Decision- Relevant costs for decision-making.

Unit - IV Market Structure and Pricing

Market structure – Characteristics -Pricing and output decisions under Monopoly, Duopoly, Monopolistic Competition and Perfect Competition –Penetrative and Skimming Pricing- Government intervention in pricing –Price discrimination

Unit – V Macro-Economic Factors and Managerial Decision:

Business cycle –Phases and Business Decision- Factors causing Inflation and Deflation- Control measures – Balance of payment Trend and its implications in managerial decision- Aggregate and concepts – GNP, GDP, GDS – National income – Business cycle – Inflation and Deflation — Monetary and Fiscal policies.

Text Books:

- 1.G.S.Gupta. *Managerial Economics*.New Delhi: Tata Mc Graw Hill,1990.
- 2.Varshney R.L and Maheshwari K.L . *Managerial Economics*.New Delhi: Sultan Chand & Sons,2014.

Books for Reference:

1. Dominick Salvatore.*Managerial Economics in a Global Economy*. Chennai: Oxford Univ. Press, 2011.
2. N. Gregory Mankiw.*Principles of Economics*.New Delhi: Thomson learning ,2007.

SEMESTER III			
Elective II		Business Environment	
Code: 19PHRE32	Hrs/Week: 4	Hrs/Sem: 60	Credit: 3

Vision: To enable students to understand and appreciate the influence of the forces in the external economic, political, legal, social, and technological environment on business.

Mission: To impart theoretical knowledge that provides a framework to understand the existing external environment and help in preparing appropriate strategies for organisations to face the challenges.

Course Outcome

CO No.	Upon completion of this course, students will be able to	PSO addressed	C L
CO-1	understand the Overview of Business Environment	4	Un
CO-2	gain knowledge of Business and Its Environment and the influence of the forces in the external environment.	4,6	An ,Ev
CO-3	understand the concept of Economic System.	4	Un
CO-4	understand the concept of Political Environment	4	Un ,Ap
CO-5	gain knowledge of the Economic Environment	4,6	Un , An
CO-6	understand the influence of Social Environment in business.	4,6	Un ,Ap
CO- 7	gain knowledge of the technological developments and the impact of informational technology.	4,6	Un , Ap
CO-8	explain the Economics of development and help in preparing appropriate strategies for organisations to face the challenges.	4	Re, Un

SEMESTER III			
Elective II		Business Environment	
Code: 19PHRE32	Hrs/Week: 4	Hrs/Sem: 60	Credit: 3

Unit I Overview of Business Environment

Basic Concepts of Functioning of an Economy - National Income - Business and Its Environment – Political, Economic, Socio-cultural, Technological, Legal and Ecological environment - India's Population and Its Impact on the Economy.

Unit II Economic System

Economic System -Capitalism- Socialism - Mixed Economy -Public Policies - Business Economic -Monetary and Fiscal Policies- Foreign Trade Policy. Economic Legislation – MRTP - Competition Act – FERA – FEMA- Intellectual Property Rights.

Unit III Political and Economic Environment

Political environment: Government and Business – Political Systems, Political Stability and Political Maturity as conditions of business growth- Role of Government in Business

Economic Environment: Phase of Economic Development and its impact- GDP Trend and distribution and Business opportunities- Monetary System

Unit IV Social and Technological Environment

Societal Structure and Features— Social and cultural factors and their implications for business- Technology Development - Technology Trade and transfer- Technology Trends in India- Role of Information Technology

Unit V The Economics of Development

The Economics of development - Stages and Strategies of Economic Growth -Role of the State in Economic Development-Economic Planning; Industrial and Licensing Policies (1951-91); New Economic Policy (1991)- India in the Global Economic System – FDI- WTO -World Bank- IMF.

Text Book:

Francis Churunilam., *Business environment: Text and Cases*. Bangaluru: Himalaya Publishing House, 2009.

Books for Reference:

1. Fernando. A.C. *Business Environment* . New Delhi: Pearson Education, 2011.
2. Paul, Justin .*Business Environment: Text and Cases*. New Delhi: McGraw Hill Education, 2010.
3. Saleem, Shaikh .*Business Environment*. New Delhi: Pearson Education, 2015.

SEMESTER IV			
Elective III		International Human Resource Management	
Code: 19PHRE41	Hrs/Week: 5	Hrs/Sem: 75	Credit: 3

Vision: To enable the students to understand the complexities of managing human resources in a multinational context.

Mission: To develop an understanding of the the importance and relevance of international HRM practices that helps international companies to gain competitive advantage.

Course Outcome

CO No.	Upon completion of this course, students will be able to	PSO addressed	CL
CO-1	understand the concept of International Human Resource Management.	1,5	Un
CO-2	gain knowledge on the Cross-border Alliances and SMEs.	4	Un
CO-3	examine the concepts of Staffing International Assignments.	1,5	An , Cr
CO-4	explain the concept of the Roles of Expatriates and Non-Expatriates.	1,5	Ap, An
CO-5	gain knowledge on International training and development.	1,5	Un
CO-6	utilize and apply the knowledge in managing human resources in offshoring countries.	1,5	Ap, An
CO-7	analyse the key issues in International Industrial Relations.	1,5	Re,An
CO-8	understand the concept of trade unions and response of trade unions to multinationals.	1,5,6	Un

SEMESTER IV			
Elective III International Human Resource Management			
Code: 19PHRE41	Hrs/Week: 5	Hrs/Sem: 75	Credit: 3

Unit I Introduction to IHRM

Definition - Differences - Variables Moderating differences - Path to Global Status – Control Mechanism.

Unit II Cross-border Alliances and SMEs

Cross-border Alliances – Cross-border mergers and acquisitions – International Equity Joint Ventures – International SMEs.

Unit III Staffing International Assignments

Approaches to staffing - Transferring staff for international business activities –Roles of Expatriates and Non-Expatriates - Issues in staff selection - Factors moderating performance - Selection criteria – Dual Career Couples.

Unit IV International Training and Development

Expatriate training - Pre-departure training programmes - Developing staff through - international assignments - Performance management – International Compensation-Standardization and Localization of HRM Practices – Managing human resources in offshoring countries

Unit V International Industrial Relations

Key Issues in International Industrial Relations - Trade unions and international industrial relations - Response of trade unions to multinationals.

Text Book:

Dowling, Peter J, Marion Festing, and Allen D. Engle .*International Human Resource Management*.New Delhi: Cengage Learning,2015.

Books for Reference:

1. Aswathappa, K. and Sadhana Dash ..*International Human ResourceManagement*. New Delhi: McGraw Hill Education,2013.
2. Edwards, Tony and Chris Rees .*International Human ResourceManagement* .New Delhi: Pearson Education,2013.

SEMESTER I			
Core II		Human Resource Management	
Code: 21PHRC12	Hrs/Week: 6	Hrs/Sem: 90	Credits: 4

Objectives:

- To provide a strong grounding in broad based fundamental Human Resource management, knowledge and skills and to prepare students for a meaningful and productive career as Human Resource professionals.
- To develop the analytical skills of the students to think critically so that they align the HRM concepts and strategies with the organisation.

Course outcome:

CO No.	Upon completion of this course students will be able to	PSOs Addressed	Cognitive Level
CO -1	summarize the concepts of Human Resource Management	1	Un
CO-2	interpret the objectives, scope, functions, importance and evolution of HRM and personnel Management.	1	Un
CO-3	examine the approach and process of job design, job analysis, job specification and job description.	1	An
CO-4	formulate the process of selection, placement.	5	An, Cr
CO-5	understand and explain and analyse the induction programme.	1	Un, An
CO-6	examine the process of performance appraisal and potential appraisal.	1	An
CO-7	understand the concept of QWL and QC.	1	Un
CO 8	evaluate job satisfaction, morale, industrial peace and harmony.	1	Ev

SEMESTER I			
Core II		Human Resource Management	
Code: 21PHRC12	Hrs/Week: 6	Hrs/Sem: 90	Credits: 4

- Unit I Introduction to Human Resource Management**
Introduction: Meaning – Scope – Objective – Functions - Importance of Human resource management – Personnel Management and HRM – Similarities and Dissimilarities - Evolution of HRM - Organisation of HRM - Line and staff responsibility - Role of Personnel manager and HR manager – Human resource management practices in India- Jobs and careers in HRM.
- Unit II Analyzing work and Designing jobs**
Job design: Definition – approaches - job design options
Job analysis: Definition – process - benefits of job analysis- potential problems. Job Specification: Definition - Process. Job Description: Definition - Content of Job Description.
- Unit III Recruiting, Selecting, Inducting and Placing New Hires**
Recruitment: Definition- Meaning- Features- Objectives - Process
Selection: Definition – Meaning - Selection Process – barriers to effective selection. Induction: Definition – Meaning – Objectives - Benefits of Induction Programme - Contents of Induction Programme- Phases of Induction Programme. Placement: Definition – Meaning- Placement Process.
- Unit IV Performance Management and Compensation Management**
Performance management: Concept and process - performance appraisal, - potential appraisal. Compensation management: Concept - Forms of Compensation - Types and Structure of Rewards – Objectives of Compensation Management- Factors influencing Compensation Management - Essential elements of a compensation system.
- Unit V e-HRM**
Nature of e-HRM - e-HR activities - e- Recruitment – e- Selection –e- Performance Management – e- Learning – e- Compensation.

Text Book:

Aswathappa.K. *Human Resource Management*. New Delhi; Tata McGraw-Hill Publishing Company Ltd, 7th Edition, 2017.

Books for Reference:

1. Stephen P.Robbins and Decenzo. *Human Resource Management*. New Delhi; Prentice Hall of India Private Ltd, 11th Edition, 2011.
2. KhankaS.S.*Human Resource Management*.NewDelhi;S. Chand & Company Ltd, 2nd Edition,2007.

SEMESTER I			
Core III Accounting for HR Managers			
Code: 21PHRC13	Hrs/Week: 6	Hrs/Sem: 90	Credits: 4

Objectives:

- To equip the students with the conceptual framework and tools / techniques of management accounting so that efficient decisions are arrived at.
- To enable the students to use their knowledge to assess a company's performance in relation to its past performance, competitors and industry to make managerial decision.

Course Outcome

CO No.	On completion of this course students will be able to	PSOs Addressed	CL
CO-1	understand the concept of accounting	1,4	Un , Re
CO-2	prepare final accounts	1,4	Ap
CO-3	understand the nature ,scope and functions of managerial accounting.	1,4	Un , Re
CO-4	prepare cash flow statement.	4	Ap
CO-5	prepare fund flow statement.	4	Ap
CO-6	understand the objectives and steps in budgetary control and prepare the various types of budget.	4,6	Un , Ap
CO-7	able to use the various types of ratios for managerial decision.	4,6	An ,Cr
CO-8	apply accounting knowledge for planning and control.	1,4,6	Un ,Ap

SEMESTER I			
Accounting for HR Managers			
Core III			
Code: 21PHRC13	Hrs/Week: 6	Hrs/Sem: 90	Credits: 4

- Unit I Accounting**
Accounting – Definition – Purpose – Functions -Préparation of final accounts
-Journal – Ledger – Trail balance – Trading and Profit & Loss Accounts
(Simple Problems)
- Unit II Management accounting**
Meaning, definition, nature, scope and functions – advantages and limitations
– differences between cost accounting and management accounting –
differences between management accounting and financial accounting.
- Unit III Cash flow and fund flow statement**
Cash flow and fund flow statement – their importance and limitations -
preparation of cash flow and fund flow statements.(Simple problems)
- Unit IV Budgetary control**
Budgetary control – Definition – Objectives – Merits and limitations – Steps
in budgetary control – types of budgets.(Production, Cash, Sales,
Flexible).(Simple problems)
-
- Unit V Ratio analysis**
Ratio - Meaning – types of ratios – Merits and limitations – Ratio analysis
(Activity Ratio, Liquidity ratio, Solvency ratio) (Simple problems).

Text Book

Pillai R.S.N and Bagavathi. *Management Accounting*. New Delhi; S. Chand Publications, 4th Edition, 2015.

Books for Reference:

1. Antony Atkinson and Robert S Kalplan. *Management Accounting: Information for Decision Making and Strategy Execution*. US;Prentice Hall, 6th Edition, 2011.
2. Gupta RL & Gupta VK. *Principles and Practice of Accounting*.NewDelhi ;Sultan Chand & Sons, 14th Edition, 2010.
3. MaheswariS.N.*Management Accounting & Financial Accounting*.Chennai;Vikas Publishers, 2nd Edition, 2010.

SEMESTER I			
Core IV Organisational Behaviour			
Code: 21PHRC14	Hrs/Week: 6	Hrs/Sem: 60	Credits: 4

Objectives:

- To enable the students to understand the various dimensions of organizational behaviour.
- To develop the students with the determinants of intra – individual, inter – personnel and inter – group behavior in organizational setting and to equip them with behavioural skills in managing people at work.

Course Outcome

CO No.	Upon completion of this course students will be able to	PSOs Addressed	CL
CO-1	understand the concept of Organisational behaviour and Personality.	1,3	Un
CO-2	gain insights on Perception and Attitude.	3	Re
CO-3	understand the concept of Learning	3	Un
CO-4	examine the concepts and theories of Motivation and Leadership.	1,3	An
CO-5	understand the Characteristics and types of Group behaviour.	3	Un
CO-6	describe and apply the concept of Team Building.	1,3	Re , Ap
CO-7	evaluate the Organisational change and reasons for Organisation Change.	3	Ev
CO-8	examine the concept of Organisation Development and Effectiveness.	3	An

SEMESTER I			
Organisational Behaviour			
Core IV			Credits: 4
Code: 21PHRC14	Hrs/Week: 6	Hrs/Sem: 60	

Unit-I Introduction to Organisational Behaviour and Personality
 Organizational Behaviour: Definition - Nature and Scope - Objectives - Evolution - Models of Organisational Behaviour - Autocratic - Custodial - Supportive - Collegial. Personality: Definition - Determinants of Personality - Types of Personality - Theories of Personality - Sigmund Freud's four stages of Personality - Ericson's eight life stages.

Unit-II Perception, Attitude and Learning
 Perception: Definition - Perception Process - Factors affecting Perception. Attitude: Concepts - Formation of Attitude - Types of Attitude - Measurement of Attitude. Learning: Meaning - Definition- Determinants of Learning- Learning Theories - Classical Conditioning - Operant Learning - Cognitive Theory - Social Learning Theory.

Unit-III Motivation and Leadership
 Motivation: Meaning - Concepts - Theories of Motivation -Content theories- Maslow's Hierarchy of Needs - Herzberg's Two Factor Theory - McGregor's Theory X and Theory Y- Alderfer's ERG theory- McClelland's three needs theory. Process theories- Vroom's expectancy theory- Porter's & Lawler's expectancy theory- Adam's equity theory. Leadership: Definition - Functions - Leadership Styles - Leadership Theories - Trait Theory -Behavioral Theory - Managerial Grid Theory.

Unit-IV Group Behaviour and Team Building
 Group Behaviour: Definition- Characteristics of a Group - Types of Groups - Group Formation and Development - Group Role - Inter-Group Behaviour - Inter-Group Conflict -Group Decision Making. Team Building: Meaning - Types of Team - Team Building Process.

Unit-V Organisational change, Development and Effectiveness
 Organisational Change and Development: Reasons for Organisational Change - Types of Change - Planned Change - Resistance to Change and Managing Change. Organisational Development (OD): Meaning - Objectives - Models of OD and OD Interventions - Organisational Effectiveness: Definition - Approaches to Organisational Effectiveness -Factors Influencing Organisational Effectiveness.

SEMESTER I			
Core V Industrial Relations			
Code: 21PHRC15	Hrs/Week: 6	Hrs/Sem: 60	Credits: 4

Objectives:

- To make the students fully competent to meet the challenges in the contemporary and emerging industrial relations which is becoming more complex due to technological interventions and globalization.
- To impart theoretical knowledge that provides a framework to understand the existing industrial relations and the relationship between various stake holders which will enable the students to resolve the challenges in industries and organisations.

Course Outcome

CO No.	On completion of this course students will be able to	PSOs Addressed	C L
CO-1	understand the interaction pattern among labour, management and the State.	2,1	Un
CO-2	have a basic knowledge of the Indian Industrial Relations System and it's distinctive features	2,1	Un
CO-3	understand the various approaches to Industrial Relations.	2,3	Un
CO-4	examine the concepts, functions, structures and evaluate the problems of trade union.	2	Ev
CO-5	understand the importance, types and process of collective bargaining and discuss the negotiation process during collective bargaining.	2,3	Re , An
CO-6	analyse and apply the concept, forms ,levels of WPM and evaluate the reasons for failure of WPM.	2,3	An, Ap
CO-7	be efficient enough to handle the grievance measures according to the changing scenario of social and industrial environment.	2,3	Un, Ap
CO -8	state the causes for indiscipline and analyse the code of discipline in Industry.	2,3	Un , Ap

SEMESTER I			
Core V		Industrial Relations	
Code: 21PHRC15	Hrs/Week: 6	Hrs/Sem: 60	Credits: 4

Unit I Industrial Relation

Meaning – Introduction - Concept - Importance of Industrial Relations - Scope and Aspects of Industrial Relations - Components of Industrial Relations - Factors affecting Industrial Relations–Perspectives /Approaches to Industrial Relation.

Unit II Trade unions

Definition – Features - Functions of Trade unions in India – Principles to regulate Trade Union Function–Types and Structure of Trade Unions - Union Security - Trade union movement in India - Problems of Trade Union.

Unit III Collective bargaining

Meaning- Features – Importance – Principles - Process - Forms of Collective Bargaining – Content and coverage of Collective Bargaining Agreement – Collective Bargaining Agreement at different Levels - Process of Negotiation during Bargaining – Recent Trends in Collective Bargaining.

Unit IV Workers Participation in Management

Concept – Need for WPM - Objectives of WPM – Forms of Participation – Levels of Participation – Forms of Workers Participation in India – Reasons for failure of WPM in India.

Unit V Grievance and Discipline

Grievance: Concept – Causes – Pre-requisites of a Grievance Procedure – Procedure for settlement – Model Grievance Procedure.
Discipline: Definition- Causes of Indiscipline – Objectives of Discipline – The Red Hot Stove Rule - Disciplinary Action - Procedure for punishment – Types of Punishment – Chief features of the Code of Discipline – Objectives of the Code of Discipline- Code of Discipline in Industry.

Text Book:

1. Mamoria, Mamoria and Gankar. *Dynamics of Industrial Relations*. New Delhi;Himalaya Publishing House,13th Edition, 2015.

Book for Reference:

1. ArunMonappa. *Industrial Relation*.NewDelhi ;Tata McGraw Hill, 2nd Edition, 2012.
2.VenkataRathnam C.S and Manoranjan Dhal. *Industrial Relation*.NewDelhi;Oxford University Press, 2nd Edition,2017.

SEMESTER II			
Core VI	Human Resource Planning and Development		
Code: 21PHRC21	Hrs/Week: 6	Hrs/Sem: 90	Credits: 4

Objectives:

- To give an in-depth knowledge of the tools and techniques used by organizations in HR Planning and Development.
- To enable the students to link the human resource planning and development functions to organization's strategies to the meet current challenges.

COURSE OUTCOME:

CO No.	On completion of this course students will be able to	PSOs Addressed	CL
CO-1	understand the objectives, importance and techniques of human resource planning.	1,3	Un
CO-2	know the concepts of job evaluation and job performance.	1,5	Re
CO-3	recall the process, system and strategies of hrd. understand the features and process of career planning.	1	Re
CO-4	discuss the concept of employee empowerment	1,5	Re , Un
CO-5	know the concept managing hr in virtual organisation.	1,3	Re
CO-6	recall and interpret the objectives, scope and steps in hr audit.	1,5	An
CO-7	examine the ethical issues in organization and the factors influencing ethical behaviour at work.	1	An
CO-8	discuss the concept of international human resource management	1,3	Re, Un

SEMESTER II			
Core VI	Human Resource Planning and Development		
Code: 21PHRC21	Hrs/Week: 6	Hrs/Sem: 90	Credits: 4

- Unit I Introduction to Human Resource Planning**
Definition – Objectives – Characteristics - Significance – Need and Importance – Factors affecting HRP - Process of Human Resource Planning - Requirements for Effective HRP – Benefits of HRP – Barriers to HR Planning. HR Supply and Demand Forecasting Techniques
- Unit II Job Evaluation and Performance Evaluation**
Job Evaluation: Concepts-Objectives --Procedure – Methods – Advantages and Limitations.
Performance Evaluation: Objectives – Uses – Determining the criteria for Performance evaluation- Process of Performance Evaluation – Selection of the Evaluator for conducting Performance Evaluation – Performance Evaluation Methods – The 360 degree Feedback Method- Management by Objectives.
- Unit III Human Resource Development**
Career Planning – Features of career Planning – Objectives of Career Planning – Process of Career Planning _Evaluation of Available Career Opportunities – Implementation and Review –Merits and Limitations of Career Planning. The process and system of HRD – HRD for workers -HRD strategies and experiences. Current trends in Human Resource Planning and Development.
- Unit IV Employee Empowerment and Competency mapping**
Employee Empowerment: Meaning – Approaches – Forms of Empowerment - Life stages of an empowered group – Barriers to Empowerment- Employee empowerment in India : An Overview. Competency mapping – Meaning- Process-Objectives- Methods- Models – Approaches- Merits and Limitations of Competency Mapping.
- Unit V Human Resource Audit, Ethical Issues in HRM and International Human Resource Management**
Meaning – Features – Objectives – Scope – Steps in HR audit – Approaches to HR Auditing – Essential conditions for an Effective HR audit
International Human Resource Management: Types of International Business – Perspective of International HRM – Practices in International HRM. Ethical Issues: Types of Ethics – Ethics and HRM – Approaches to Ethical issues in Organisation- Factors influencing Ethical Behaviour at Work

SEMESTER II			
Core VII		Behavioural HRM	
Code: 21PHRC22	Hrs/Week: 6	Hrs/Sem: 60	Credits: 4

Objectives:

- To nurture students to become intellectually competent professionals to serve the local and national community through scientific studies of human behavior, emotions and thoughts.
- To gain realistic ideas about implementing the psychological knowledge, skills and attitudes in occupational pursuits, to improve one's own quality of life and the needs of the society.

Course Outcome:

CO No.	Upon completion of this course students will be able to	PSOs Addressed	CL
CO-1	acquire the basic knowledge of psychology of Human Resource Management.	3	Un
CO-2	understand the schools of psychology.	3	Un
CO-3	understand the theories and measurement of intelligence.	1,3	Un
CO-4	understand the concept, types and factors influencing perception.	1,3	Un
CO-5	know the process of learning, aptitude and attitude.	3	Un , Ap
CO-6	determine the factors, causes, effects, classification of adjustment and develop ways to manage stress.	1,3	Ev, Ap
CO-7	examine the functions of industrial psychologist.	3	An
CO-8	discuss the meaning, factors, theories and identify the ways of measuring personality.	3	Ap

SEMESTER II			
Behavioural HRM			
Core VII		Credits: 4	
Code: 21PHRC22	Hrs/Week: 6	Hrs/Sem: 60	

- Unit I Introduction and Schools of Psychology**
Psychology – Definition - Meaning. Schools of Psychology: Psycho analysis .
Behaviorism – Gestalt Theory - Transaction Analysis.
- Unit II Intelligence and Perception**
Intelligence: Definition – Meaning - Theories of intelligence -Measurement of intelligence.
Perception: Concepts – Types - Factors influencing perception – Perception of people at work and organisation.
- Unit III Learning, Aptitude and Attitude**
Learning: Definition - Theories of learning - learning curve - transfer of learning. Aptitude: Definition - Measurement of aptitude.
Attitude: Definition – Nature - Formation of attitude - process of attitude change - measurement of attitude.
- Unit IV Adjustment and Stress**
Adjustment: Meaning - Factors influencing Adjustments.
Stress: Definition - Causes and Effects of stress –Managing or Coping up with stress.
- Unit V Industrial Psychology and Personality**
Industrial Psychology – Meaning – Scope - Role and Functions of industrial psychologist. Personality: Concept - Meaning – Factors influencing personality development – Heredity and Environment – Theories and Measurement of personality.

Text Book:

Clifford. T. Morgan Kind.*An Introduction to Psychology*. Bombay; Tata McGraw Hill, 7th Edition, 2005.

Books for Reference:

- 1.Bhatia.H.R.*Abnormal Psychology*. New Delhi;Tata McGraw Hill, 2nd Edition, 1997.
- 2.RachanaSharma.*Abnormal Psychology*. NewDelhi;AtlanticPublishers, 4th Edition,2012.

SEMESTER II			
Core VIII		Labour Legislation	
Code: 21PHRC23	Hrs/Week: 5	Hrs/Sem: 90	Credits: 4

Objectives:

- To equip the students with the complete knowledge of all applicable statutory compliances in order to protect their organisation from any violation and also provide quality working environment and social life to all the staff.
- To provide theoretical knowledge of all the applicable statutory laws and sensitise the students that these laws protect the interest of all the stakeholders and is in fact contributing to the long term interest and sustenance of the organisation.

Course Outcome:

CO No.	On completion of this course, students will be able to	PSOs Addressed	CL
CO-1	gain knowledge of labour laws and enable the students to acquire skills to handle employment relations.	2	Un , Ap
CO-2	familiarise the students to the practical problems inherent in the implementation of the labour statutes.	2	Un ,Ev
CO-3	understand the basic concepts of Labour Legislation and labour related provisions in the constitution of India.	2	Un ,Ev
CO-4	understand the structure and functioning of ILO.	2	Un
CO-5	examine the Acts related to health, safety and welfare and make use of the Acts in case of Factories contract labourers and plantation labours.	2	Un , Ap
CO-6	interpret the knowledge in laws related to social security and apply the laws according to the needs.	2 ,5	Ap
CO-7	understand the implications of labour laws for industrial relations to know how to resolve industrial relations and human relations problems and promote welfare of industrial labour.	2	Un , Ap
CO-8	be competent with the various legal aspects of women and children.	2	Un , Ap

SEMESTER II			
Labour Legislation			
Core VIII		Credits: 4	
Code: 21PHRC23	Hrs/Week: 5	Hrs/Sem: 90	

- Unit I** **Basic concepts**
Definition – Objectives of labour Legislation- History of Labour Legislation - Labour related provisions under Constitution of India - The ILO – Objectives of ILO- Structure of ILO – Impact of ILO on Indian Labour.
- Unit II** **Laws related to Health, Safety and Welfare**
Factories Act, 1948 - The Unorganised Workers' Social Security Act, 2008 - The Contract Labour Act, 1970 (Regulation and Abolition) – Environment Protection Act, 1986.
- Unit III** **Laws related to social security**
Employee Provident Fund and Miscellaneous Provisions Act, 1952 (EPFS, EPS, EDLIS) - Employee State Insurance Act, 1948 -Payment of Gratuity Act, 1972 - The Equal Remuneration Act, 1976.
- Unit IV** **Laws related to Industrial Relations**
The Trade Union Act, 1926 - The Industrial Employment (Standing Orders) Act, 1946 -The Industrial Disputes Act, 1947.
- Unit V** **Laws related to women and Children**
The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 - Maternity benefit Act, 1961 - The Child Labour Regulation and Abolition Act, 1986.

Text Books:

Kapoor.N.D.*Hand Book on Industrial Law*. New Delhi; Sultan Chand & Sons, 11th Edition, 2016.

Books for Reference:

1. Mishra. S.N. *Labour and Industrial Laws*. Allahabad; Central Publishing House, 29th Edition, 2018.
2. Padhi.P.K. *Labour and Industrial laws*. New Delhi; PHI Learning Private Ltd, 4th Edition, 2017.

SEMESTER II			
Core-IX		Recruitment and Selection Procedures	
Code: 21PHRC24	Hrs/Week: 5	Hrs/Sem: 90	Credits: 4

Objectives:

- To equip the students with a blend of theory and application of the wide range of issues, principles, practices in recruitment and selection which are needed by them as HR professionals to save the organisation from performance related problems at a later stage.
- To provide conceptual knowledge and operational dimensions in recruitment and selection process with the aim of improving the business by selecting the right candidates.

Course Outcome:

CO No.	Upon completion of this course students will be able to	PSOs Addressed	CL
CO-1	understand the skills needed for recruitment and selection.	5	Un
CO-2	describe the meaning, functions, objective, importance of recruitment and hiring process.	5	Un
CO-3	understand the meaning, sources, advantage and disadvantages of internal and external hiring and illustrate the process of internal and external hiring.	5	Un , Ap
CO-4	write application form, bio data and resume.	5	Cr
CO-5	determine the features, purpose, types, process, advantage and disadvantage of testing and interviewing.	5	Ev
CO-7	design different ability tests and practice interview techniques.	5	Cr , Ap
CO-8	discuss the purpose, methods of collecting reference data, contents of appointment order and medical examination and develop appointment orders.	5	Un ,Cr

SEMESTER II			
Recruitment and Selection Procedures			
Core IX			Credits: 4
Code: 21PHRC24	Hrs/Week: 5	Hrs/Sem: 90	

Unit I Recruitment
 Recruitment: Definition – Meaning – Features – Objective – Purpose and Importance – Process. Hiring decision: Nature of hiring: Regular – Temporary – Full time – Part time – Apprentice – Contractual and Outsourcing. Existing post or new post to be created -Need analysis - Cost analysis.

Unit II Internal and External Recruitment
 Hiring Internally: Meaning – Definition – Advantages - Disadvantages in terms of cost, time, quality and suitability. Sources of internal recruitment: - Circulars, Intranet Advertisements, Employee referrals, Appointment or promotion. Hiring Externally: Meaning – Definition – Sources: Advertisement in Newspaper- TV/Radio- Internet- Search on the internet- ‘Wanted’ signboards- Consultants-Employment exchange- Campus recruitment-Employee referrals and unsolicited applications. Advantages and disadvantages of the above sources in terms of Cost, Time, Convenience, Reach of the targeted population, and Quality of applicant pool. Difference between internal recruitment and external recruitment.

Unit III Screening of Applications
 Application Forms: Meaning – Definition – content - Purpose – Evaluation - Advantages and Disadvantages. Bio-data: Meaning – Definition – Purpose - Advantages and Disadvantages. Resume: Meaning – Definition – Purpose – Parts – Formats - Advantages and Disadvantages. Curriculum vitae: Meaning – Definition – Purpose – Preparing – Formats - Advantages and Disadvantages. Weighted application blanks: Meaning – Definition – Purpose – Constructing a WAB- Advantages and Disadvantages. Taking a behavioural approach to recruitment: Spotting personality patterns - Making basic assumptions - Predicting the future - Strategy Vs. technique.

Unit IV Testing and Interviewing Procedures
 Testing: Meaning – Definition – Purpose - Advantages and Disadvantages. Ability tests: Clerical ability test - Mechanical ability test - Mental ability test - Physical ability test - Personality assessment test - Typing test - Shorthand test - Computer proficiency test. Interviewing: Meaning – Definition – Features – Objectives – Advantages and Disadvantages. Interview process - Planning the interview - Getting started - Examining the 5 interview areas - Examining the strengths & weaknesses - Allowing candidates to ask questions at the end - Explaining the procedure of selection and concluding with a happy note - Making the decision.

Unit V

Reference checking & Job offer letter

Reference Checking: Meaning – Definition – Purpose – Methods of Collecting Reference Data. – pros and cons of reference checks. Verification of character - Criminal antecedents - Previous work behavior - Educational qualifications - Verification of community certificates in public sector companies. Job offer letter: Meaning – Definition – Purpose - Contents of appointment letter, hard copy (or soft copy) - Method of delivery and retrieving the acknowledgement copy. Medical Examination & acceptance of offer for joining.

Text Book:

Aswathappa.K. *Recruitment and Selection*. New Delhi;Tata McGraw Hill Publishing Company Ltd, 6th Edition, 2005.

Books for Reference:

1. Lilly M.Berry.*Employee Selection*.California;Thomson Publications,1st Edition, 2002.
- 2.Robert W. Wendover. *High performance Hiring*.California; Crisp Publication, 8th Edition, 2011.

SEMESTER II			
Total Quality Management			
Core X			
Code: 21PHRC25	Hrs/Week: 4	Hrs/Sem: 60	Credits: 4

Objectives:

- To enable the students to understand the basic principles and techniques of Total Quality Management for effective decision making
- To equip the students to use models and quality management methodology for the implementation of total quality management in any sphere of business and public sector.

Course Outcome

CO No.	On completion of this course students will be able to	PSOs Addressed	CL
CO-1	discuss the concept of quality and total quality management.	4	Un
CO-2	gain insights on TQM approaches	4	Ev
CO-3	define and list the steps in supplier partnering.	4	Re
CO-4	gain knowledge on the tools and techniques of TQM	4,6	Re , Ap
CO-5	gain knowledge on the concept of six sigma and quality circles	4	Re , Ap
CO-6	discuss the concept of benchmarking	4	Un
CO-7	state the Quality systems and ISO 9000	4	Re
CO-8	examine ISO 14000.	4	An

SEMESTER II			
Core X		Total Quality Management	
Code: 21PHRC25	Hrs/Week: 4	Hrs/Sem: 60	Credits: 4

Unit I Introduction to Quality and Total Quality Management

Introduction to Quality – Definitions of quality -Need for quality - Dimensions of product and service quality. Definition of TQM - Basic concepts of TQM - Characteristics of TQM - Framework of TQM – Principles of TQM - Contributions of Deming, Juran, and Crosby – Barriers of TQM –Quality statements- customer satisfaction, customer complaint, customer retention-cost of quality.

Unit II TQM Approaches and Supplier Partnering

Continuous process improvement: introduction - Input/ Output Process Model - Juran Quality Trilogy - PDCA cycle - 5S House Keeping- Benefits of implementing 5S - Kaizen - Features of Kaizen .Supplier partnership: Partnering - Supplier selection –Supplier certification- Supplier Rating-Relationship development.

Unit III TQM Tools and Techniques – 1

The seven traditional tools of quality: Flowchart – Check sheet – Histogram – Pareto Diagram - Cause and effect Diagram - Scatter Diagram - Control Chart
New management tools : Affinity Diagram – Relationship Diagram – Tree Diagram – Matrix Diagram – Matrix Data Analysis – Decision Tree – Arrow Diagram - 360 degree feedback- Quality Function Development.

Unit IV TQM Tools and Techniques – 2

Six sigma: Concept- Process (DMAIC) –Six Sigma Matrix- Advantage of Six Sigma. Quality Circles: Concept – Objectives –Characteristics – Structure of Quality Circles. Taguchi's Quality Loss Function- Concept- Methods. Benchmarking: Definition - Reason to bench mark – Types of Benchmarking - Bench marking process- Benefits and Dangers of Benchmarking. Failure Mode and Effect analysis- Concept- Types - Stages –Benefits.

Unit V Quality Systems

Need for ISO 9000 – Benefits of ISO 9000 - Quality System - Introduction - Elements - Documentation - Quality Auditing ISO 14000 – Concepts - Requirements - Benefits – OHSMS –ISO9001:2015 QMS-ISO14001:2015 EMS-ISO 45001:2018 OHSMS-ISO 50001 ENMSTQM Implementation in manufacturing and service sectors (Case Study).

Text Book:

Jayakumar.V and Raju.R. *Total Quality Management*. Chennai; Lakshmi Publications, 6th Edition, 2015.

Books for References:

1. Dale H. Besterfield *Total Quality Management*: Pearson Education, India, 5th Edition, 2011.

SEMESTER III			
Core XIII		Compensation Management	
Code: 21PHRC32	Hrs/Week: 5	Hrs/Sem:75	Credits: 4

Objectives:

- To provide a clear frame work of the concepts of compensation management to facilitate the achievement of the strategic goal of establishing a comprehensive and competitive compensation plan for the organisation.
- To develop an understanding of the concepts of compensation management and impart skills in analysing the reward management so that they provide the organisation with clear and consistent compensation tools.

Course Outcome

CO No.	Course Outcome	PSOs Addressed	CL
	Upon completion of this course students will be able to		
CO-1	summarize the concepts of Compensation Management.	5	Un
CO-2	describe the objectives, types, theories, factors of compensation , administration and demonstrate compensation administration.	5	Un
CO-3	understand and calculate compensation structure and ESOP	5	Un , Ap
CO-4	examine the legal framework of wages and salary administration.	2	An
CO-5	determine the determinants and types of incentives.	5	Ev
CO-6	understand the types of rewards for employees	5	Un
CO-7	understand the meaning, objectives, features and forms of employee benefits and services.	5	Un
CO -8	investigate the types of Fringe benefits and other benefit programmes.	5	An

SEMESTER III			
Compensation Management			
Core XIII	Hrs/Sem:75		Credits: 4
Code: 21PHRC32	Hrs/Week: 5		

- Unit I Compensation Administration:**
Definition of compensation – Objectives of Compensation Administration – Types of Compensation – Theories of Compensation: The Equity theory – Expectancy theory – The Contingency theory – Concept of Wages – Kinds of Pay Structure – Factors influencing Compensation Administration – Steps in Compensation Administration.
- Unit II Compensation Structure:**
Concept of Salary Structure - Salary Progression - Methods of Payment - Competency based Compensation - Executive Compensation – Team Compensation - ESOP Meaning – Working – Advantages and disadvantages - Compensation Management in Multi-National organisation.
- Unit III Legal Framework of wage and salary Administration:**
Minimum Wages Act, 1948- Payment of Wage Act, 1936 – Payment of Bonus Act 1965 – ESI Act – EPF Act.
- Unit IV Incentives and Rewards:**
Definition –Determinants of Incentives – Types of Reward – Wage Incentives – Objectives of Wages Incentive Schemes – Types of Wages Incentive Plans – Halsey Premium Plan – Rowan Premium Plan – Taylor’s Differential Piece rate Plan – Incentive Plans for White collar workers – Incentive Plans for Management employees.
- Unit V Employee Benefits and Services:**
Fringe Benefits – Meaning – Features –Objectives of Fringe benefit and Service Programmes – Forms of Fringe Benefits - Coverage of Benefits – Employee Security Payments – Other Remunerations.

Text Book:

1. C.B. Mamoria and S.V. Gankar. *Personnel Management*. New Delhi; Himalaya Publishing House, Edition, 2011.
2. Dr. Mousumi S. Bhattachariya. *Compensation Management*: New Delhi; Anurag Jain Publication, 2009.

Books for Reference:

1. Pravin Durai. *Human Resource Management*. New Delhi; Pearson Education, 2016.
2. Kapoor N.D. *Hand Book of Industrial Law*. New Delhi; Sultan Chand Publications, Edition, 2013.

SEMESTER IV			
Core XVI		Strategic Human Resource	
Code: 21PHRC41	Hrs/Week: 6	Hrs/Sem:90	Credits: 4

Objectives:

- To make the students understand the concept and techniques of Strategic Management.
- To help the students to use key strategy concepts and to integrate and apply their learning to various business situations

Course Outcome

CO No.	Course Outcome	PSOs Addressed	CL
CO-1	On completion of this course students will be able to understand the kinds of strategies and importance of strategic management .	3	Un
CO-2	gain knowledge of strategic management process.	3	Un
CO-3	understand the strategy formation for objectives, policies and company mission.	1,3	Un
CO-4	analyse the strategy for internal and external environment.	3	An
CO-5	gain knowledge and use the business level strategy .	3,6,7	Re , Ap
CO-6	evaluate the corporate level strategy.	3,6	Ev
CO-7	describe the concept of strategy implementation.	3	Re
CO-8	understand the features of effective evaluation and control.	3,7	Un

SEMESTER IV			
Core XVI		Strategic Human Resource	
Code: 21PHRC41	Hrs/Week: 6	Hrs/Sem:90	Credits: 4

Unit I Introduction to Strategic Management

Strategy: Introduction- Concept of Strategy- Strategy formation process- Hierarchy of Strategy – Nature of Strategic Management- Strategic management process Conceptual framework for Strategic Management- Strategic Intent - Elements of Strategic Intent.

Unit II Environmental analysis and Competitive Advantage

Business Environment – Components of Business Environment – Internal Analysis – Framework - External Environment Analysis – Procedures – Levels – Techniques of External Analysis: ETOP / QUEST / SWOT / PEST Analysis – Porter's Five Forces Model.

Unit III Strategies and Strategic Choice

Concept of Corporate Strategy - Types of Corporate level Strategy: stability, expansion, retrenchment and combination - Business level strategy – Strategy in the Global Environment –Strategic Analysis and Choice (SAC): Process of Strategic Analysis and Strategic Choice – Factors affecting Strategic Choice – Tools of Strategic Analysis and Choice: Environmental Threat and Opportunity Profile / SWOT Analysis / McKinsey's 7S Framework / BCG Product- Portfolio Matrix / GE Nine Cell Matrix / Experience Curve / Market Life Cycle Model / Balanced Scorecard.

Unit IV Strategy Implementation and Evaluation

Strategic Implementation: Meaning - Definition – Nature – Process – Aspects – Barriers – Resource Allocation: Approaches – Structural Implementation: Types of Organizational Structure – Stages of Organizational Life Cycle – Strategic Evaluation and Control – Nature – Measures –Techniques - Designing Strategic Control Systems – Implementing Strategic Change: Types –Process.

Unit V Strategic Issues

Managing Technology and Innovation: Introduction – Nature of Technology – Managing Technology – Innovation – Strategic Issues in Managing Technology and Innovation – Non-Profit Organisations: Strategies of Non-Profit Organisations - Strategic Issues of Non-Profit Organisations – Internet Economy: Strategic guidelines for Internet Economy – New Business Models and Strategies for Internet Economy.

Text Book:

1. Azhar Kazmi, Strategic Management and Business Policy, 3rd Edition, Tata McGraw Hill, 2008.

Books for Reference:

1. John A.Parnell. Strategic Management, Theory and practice Biztantra (2012).
2. Adria H Aberberg and Alison Rieple, Strategic Management Theory & Application, Oxford University Press, 2008
3. Dr.Dharma Bir Singh, Strategic Management & Business Policy, KoGent Learning Solutions Inc., Wiley, 2012.
4. John Pearce, Richard Robinson and Amitha Mittal, Strategic Management, McGraw Hill, 12th Edition, 2012.
5. Dr. Vellaiputhiyavan, Strategic Management, Thakur Publishers, Edition, 2014.

SEMESTER IV			
Core XVIII		Training and Development	
Code: 21PHRC43	Hrs/Week: 5	Hrs/Sem:75	Credits: 4

Objectives:

- To impart in students the different types of training methods and tools and also enable them to realize how training is indispensable for effective use of human resources and tailoring them to meet the organisational aspirations.
- To educate the students on assessing training requirements of different types of people based on their skills and competencies and the future growth potential of the individual and the organisational plan.

Course Outcome

CO No.	Course Outcome	PSOs Addressed	CL
CO-1	Upon completion of this course students will be able to understand the meaning, objectives, values, Difference between training, development and education.	5	Un
CO-2	analyse the types, benefits principles and changing facets in training.	5	An
CO-3	identify the roles and responsibilities of trainers.	5	Ev
CO-4	illustrate the needs, identification of needs and process of training	5	Ap
CO-5	discuss the different methods of training and determine the training method necessary for training.	5	Cr, Ev
CO-6	describe the different types of training tools and recommend it for training purposes.	5	Un, Ev
CO-7	understand the meaning, concept, objectives, need and role of Development programme.	5	Un
CO-8	discuss the need, approaches and examine the types and stages of evaluation.	5	Un ,An

SEMESTER IV			
Core XVIII		Training and Development	
Code: 21PHRC43	Hrs/Week: 5	Hrs/Sem:75	Credits: 4

- Unit I Introduction to Training:**
Training: Definition – Objectives - Purpose – Organizational climate for Training and Development – Components of Training – Training Skills - Difference between Training and Development - Benefits of training to employers and employees – Roles and responsibilities of trainers – Types of training - Principles of Training.
- Unit II Identification of Training and Development Needs and Design:**
Training and Development Needs: Concept – Objective - Process – Importance – Tools / Methods of Identification Training and Development Needs.
Training and Development Design: Concept of designing Training and Development programmes – Process of designing Training and Development programmes - Concept of conducting Training and Development programmes.
- Unit III Training Methods and tools:**
Training methods: Lecture - Group discussions – Seminar – Symposium -Panel discussions – Debate - Programme instruction - Case study - Role playing - In-basket exercises - Fishbowl exercises.
Training Tools: Static Media: Print based Material – Flip Charts – Marker Board – Handouts - Over-head Projector- Slide Projector. Dynamic Media: Video tape – Audio tape – Computer aided training.
- Unit IV Management Development:**
Management Development – Definition – Objectives - Need and importance – Management characteristics – Role of Training and development officers - Management development implications.
- Unit V Validation and Evaluation:**
Validation of Training –Meaning – Methods - Evaluation of Training – Definition - Need for Evaluation – Principles– Criteria – Objectives -Types of Evaluation Instruments and data – Dimensions - Models of Evaluation – Kirk Patrick's Model- CIRO's – Philips model.

Text Book:

1. Taylor.B and Lippitt.G.*Management Development and Training hand book*,UK.McGraw Hill Education Pvt Ltd, 2003.
2. Dr.Janakiram.B.*Training and Development*.New Delhi; Biztantra Publishers,2018.

Books for Reference:

1. Bhatia.S.K.*Training for Development*.New Delhi; Deep& Deep Publications Pvt. Ltd, 2008.
2. Dipak Kumar.Bhattacharyya ,*Training and Development:Theories and applications*. New Delhi ;Sage Publications India Pvt. Ltd,2015.