

SEMESTER III			
Core IX		Management Information System	
Code: 17PHRC31	Hrs/Week: 6	Hrs/Sem: 90	Credits: 4

**Objective:**

- To impart to the students the basic and clear understanding of Management Information System.

**Unit: I Introduction to MIS:**

Definition, Nature and Scope, Characteristics, Structure and Types of MIS.  
DBMS: Definition, Organisation of database, Objectives of DBMS, DBMS structure and Advantages and disadvantages of DBMS.

**Unit: II Decision Support Systems:**

Decision Making: Concept, Simon's Model of Decision Making, Types of Decisions, Methods for Decision Making, Decision Making and role of MIS, Decision Support System, Business Intelligence, Knowledge Management systems.

**Unit: III Planning and Control:**

Need, Importance and Planning Terminologies, Nolan stages Model. Creating an IS plan, Humans as information processors, IS control.

**Unit: IV System Design, Implementation and Evaluation:**

Conceptual system design, Detailed system design, Implementation process. Evaluation approaches, Models used in evaluation and System Maintenance.

**Unit: V E- Commerce:**

Definition, Categories of e-commerce, e-commerce sales life cycle, e-commerce infrastructure, e-commerce payment systems, e-commerce applications, e-business, e-governance, Security issues, EDI Format, International protocol, Social, Political, and Ethical Issues in the Information Age.

**Text Book:**

D.P. Goyal: Management Information System, Vikas Publishing House Pvt. Ltd, Delhi.

**Books for Reference:**

- Davis: Management Information System

Core XIII		SEMESTER IV	
Code: 17PHRC41	Hrs. / Week : 6	Communication for Managers	
		Hrs / Sem : 90	Credits: 4

### Objectives:

- To impart knowledge on principles of Communication.

### Unit I

#### **Introduction to Managerial Communication:**

Communication: Definition – Purpose – Process – Types – Principles - Barriers to Communication.

Soft Skills: Definition-Kinds –Ways to develop Soft Skills.

### Unit II

#### **Non-verbal and Oral Communication:**

Nonverbal: Definition – Characteristics –Sign Language –Body language (Kinesics) – Kinds of Kinesics – Paralanguage – Communication through Personal Appearance (Artifactual ) – Time Language – Functions of Non-verbal Communication – Positive and Negative Non-Verbal Clues.

Speeches: Meaning – Characteristics of a good Speech – Steps to deliver a good Speech – Guidelines for delivering Speech.

Presentation: Purpose – Types – Factors affecting Presentations – 4-S of Effective Presentation.

### Unit III

#### **Written Communication**

Written: Meaning – Importance - Characteristics of written communication - Stages of Writing

Memorandum: Meaning – Memo Format - Writing Business Memos - Advantages of memo forms.

Circulars: Meaning – Purpose – Writing Circulars

Notices: Meaning – Writing Notices

Business Letters: Functions – Types — Parts of a business letter –Format of a business letter.

### Unit IV:

#### **Electronic Communication**

Internet: Meaning of Network – Business uses of the Internet – Meaning of LAN – Meaning of Intranet and Extranet – Meaning of World Wide Web – Meaning of Website – Types of Search Sites – Meaning of Blog - Types of Blogs – Different Modes of Online Communication – Threats to the Internet – Meeting the Threats. Telecom Technology: Video Conferencing – Interactive Voice Response System

## **Unit V**

### **Report Writing:**

Report: Meaning - Importance - Functional Areas of Reports - Characteristics of a Good Report - Types of Report - Preparing a Report - Organisation of a report - Steps in writing Short reports - Structure of Long reports - Principles of drafting a report - Structure and contents of Annual Report.

Notification: Meaning

Agenda : Meaning - Specimen Agenda of an Annual General Meeting

Minutes: Meaning - Importance - Types - Practice to write Minutes of

Resolutions - Difference between Minutes and reports - Specimen Minutes of an Annual General Meeting.

### **Text Book:**

1. Rajendra Pal , J.S. Korlahalli , Essentials of Business Communication , Sultan Chand and Sons, New Delhi
2. R. C. Bhatia , Business Communication, Ane Books Pvt. Ltd

### **Books for Reference :**

1. M.V. Rodrigues, Effective Business Communication, Concept Publishing Co, New Delhi
2. John V. Thill and Court Land L. Bovee, Excellence in Business Communication, Mc Graw Hill Publications.
3. Hetra Murphy, Herbert W. Hilde, Executive Business Communication, Mc Graw Hill Publications.



SEMESTER IV			
Core XV		Industrial Counselling	
Code: 17PHRC43	Hrs/Week: 6	Hrs/Sem: 90	Credits: 4

**Objective:**

- To enable the students to understand the problems faced by the employees and the need for counselling.

**Unit I**

**Introduction to Counselling:**

Counselling – Definition – Meaning – Objectives – Principles – Techniques – Different approaches – Theoretical aspects of Counselling. Assertiveness and Interpersonal skills for Counsellors.

**Unit II**

**Counselling Types and Individual and Group Counselling.**

Types of counselling – Directive - Non-directive and Eclectic counselling – counselling process. Individual and Group Counselling - differences between individual and group counselling - Leaders' role in Group counselling.

**Unit III**

**Employee Counselling and Mentoring:**

Employee counselling: Definition – Principles – Functions – Goals - Pre-requisites for employee counselling.

Employee counsellor: Qualities of a counsellor – Role of Employee counsellor – Functions of Employee counsellor.

Mentoring – Definition – Meaning – Concept - Objectives – Responsibilities of a mentor – Manager's skills as a mentor approach.

**Unit IV**

**Employees Problems in Industries:**

Employee's problems in industry: Causes - Remedial steps - Deviant behaviour among workers – Emotionally disturbed – Psychotic and neurotic employees - Alcoholics and drug addicts - Chronic absenteeism – Problem of Indiscipline in Industry – Management of problem workers.

**Unit V**

**Drug Abuse, Preventive and Performance Appraisal Counselling:**

Drug abuse counselling – Preventive and Curative – referral service to experts. Indicators of preventive counselling; late coming; avoiding responsibility, lack of initiative, delay in work. Performance appraisal counselling: Meaning – Features – Process.

**Text Book:**

1.Indu Dave, 1983, The Basic Essentials of Counselling, Sterling Pvt Ltd., New Delhi.



**Books for Reference :**

1. Dr. Shah Alam, Basics of Guidance & Counselling.
2. Kochnar, S.K. 1979, Guidance and Counselling, Sterling Pub.Pvt.Ltd.,

<b>SEMESTER I</b>			
<b>Elective I</b>	<b>Managerial Skills</b>		
<b>Code: 17PHRE11</b>	<b>Hrs/Week: 6</b>	<b>Hrs/Sem: 90</b>	<b>Credits: 5</b>

**Objective:**

- To give a clear understanding of managerial skills.

**Unit 1 Introduction to Management:**

Introduction to Management –Meaning- Definition- Management Functions – Roles of Manager– Levels of Management -Managerial Skills - meaning – conceptual Skill – technical Skill – Human Relation Skill.  
Development of Management Thought – Early Classical Approaches – Neo – Classical Approaches – Modern Approaches.

**Unit II Planning and Organizing Skills**

Planning – Meaning of Planning- Types of Plans- Process of Planning – Making Planning Effective  
Organization-Process of Organizing-Formal and Informal Organization- Organizational structure  
Departmentation - Authority-Delegation-Decentralization

**Unit III Decision Making Skill ,Co-ordination Skills and Control Skills**

Meaning of Decisions – Types of Decisions – Common Difficulties in Decision Making  
Co-ordination – Need, Type and Techniques - requisites for excellent Co-ordination –  
Controlling – Meaning and Importance – Control Process.

**Unit IV Leadership and Communication Skills**

Leadership – Meaning – Types – Differences between a Leader and Manager – Characteristics of Leadership – Functional of a Leader  
Communication – Definition – Purposes of Communication –Forms of Communication – Communication Process

**Unit V                      Conflict Management**

Conflict Management – Levels of Organization Conflict – Stages of Conflict –  
Causes of Inter – Group Conflict – Management of Conflict  
Organization Change - Need for planned change – Strategy for planned change  
– Organization Development.

**Text Book**

P.C. Tripathi& P.N. Reddy, Principles of Managements – Tata Mc. Graw Hill-New Delhi.

**Reference Book**

1. L.M. Prasad, Principles & Practice of Management, Sultan Chand & Sons - New Delhi
2. C.B. Gupta, Management Theory & Practice – Sultan Chand & Sons – New Delhi



SEMESTER I			
Core I Principles of Management			
Code: 19PHRC11	Hrs/Week: 6	Hrs/Sem: 90	Credits: 4

**Vision:** To enable the students to learn the basic principles, concepts and functions of management along with the modern trends and apply them to real life situations.

**Mission:** To develop an understanding of the functions of management and to equip the students with behavioral skills in managing people at work.

### Course Outcome

CO No.	Course Outcome	PSOs Addressed	CL
	On completion of this course students will be able to		
CO-1	Understand the managerial function, role of manager and managerial skills.	1,3,5	Un
CO-2	Gain Knowledge on the development of managerial thought.	1	Un
CO-3	Examine the concepts of planning to make planning effective.	1,3	An & Cr
CO-4	Explain the concept of organizing and departmentation.	1,3	Ap & An
CO-5	Gain knowledge on decision making and Co-ordinating .	1,3,5	Un
CO-6	Utilize the techniques of Control.	1,3,5	Ap & An
CO-7	Analyse the stages of conflict and management of conflict.	1,3	Re
CO-8	Identify the need, strategy for planned change and organization development.	3	Un & Ap

SEMESTER I			
Core I		Principles of Management	
Code: 19PHRC11	Hrs/Week: 6	Hrs/Sem: 90	Credits: 4

- Unit I Introduction to Management:**  
 Introduction to Management –Meaning- Definition- Management Functions – Roles of Manager– Levels of Management -Managerial Skills - Meaning – Conceptual Skill – Technical Skill – Human Relation Skill.  
 Development of Management Thought – Early Classical Approaches – Neo – Classical Approaches – Modern Approaches.
- Unit II Planning and Organizing**  
 Planning – Meaning of Planning- Types of Plans- Process of Planning – Making Planning Effective  
 Organization-Process of Organizing-Formal and Informal Organization- Organizational structure  
 Departmentation - Authority-Delegation-Decentralization
- Unit III Decision Making and Co-ordination**  
 Meaning of Decisions – Types of Decisions –Steps in rational decision making-Rationality in decision making - Common Difficulties in Decision Making  
 Co-ordination – Need for Co-Ordination- Types and Techniques - requisites for excellent Co-ordination – Difficulty in Co-ordination.
- Unit IV Control**  
 Controlling – Meaning - Importance – Control Process - Types of Control- Budgetary and Non-Budgetary Control Techniques-Need for Control System- Essentials of effective Control System-Problems of effective Control System- Use of Computers and IT in Management Control.
- Unit V Conflict Management**  
 Conflict Management – Levels of Organization Conflict – Stages of Conflict – Causes of Inter – Group Conflict – Management of Conflict  
 Organization Change - Need for Planned Change – Strategy for Planned Change – Organization Development.

**Text Book:**

P.C. Tripathi & P.N. Reddy, Principles of Management – Tata Mc. Graw Hill-New Delhi

**Books for Reference:**

1. L.M. Prasad, Principles & Practice of Management, Sultan Chand & Sons - New Delhi
2. C.B. Gupta, Management Theory & Practice – Sultan Chand & Sons – New Delhi



<b>SEMESTER I</b>			
<b>Core II Fundamentals of Human Resource Management</b>			
<b>Code: 19PHRC12</b>	<b>Hrs/Week: 6</b>	<b>Hrs/Sem: 90</b>	<b>Credits: 4</b>

**Vision:** To provide a strong grounding in broad based fundamental Human Resource management knowledge and skills and to prepare students for meaningful and productive career as Human Resource professionals.

**Mission:** 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:**

<b>CO No.</b>	<b>Course Outcome</b> Upon completion of this course students will be able to	<b>PSOs Addressed</b>	<b>Cognitive Level</b>
<b>CO -1</b>	Summarize the concepts of Human Resource Management	<b>1</b>	<b>Un</b>
<b>CO-2</b>	Interpret the objectives, scope, functions, importance and evolution of HRM and personnel Management.	<b>1</b>	<b>Un</b>
<b>CO-3</b>	Examine the approach and process of job design, job analysis, job specification and job description.	<b>1</b>	<b>An</b>
<b>CO-4</b>	Formulate the process of selection, placement.	<b>5</b>	<b>Cr</b>
<b>CO-5</b>	Explain and analyse the induction programme.	<b>1</b>	<b>An</b>
<b>CO-6</b>	Examine the process of performance appraisal and potential appraisal.	<b>1</b>	<b>An</b>
<b>CO-7</b>	Explain the concept of QWL and QC.	<b>1</b>	<b>Un</b>
<b>CO 8</b>	Explain Job satisfaction, morale, industrial peace and harmony.	<b>1</b>	<b>Ev</b>

SEMESTER I			
Fundamentals of Human Resource Management			
Core II			
Code: 19PIRC12	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.

**Unit II**      **Job Analysis and Design**  
 Job design: Definition – approaches – job design options  
 Job analysis: Definition – process – benefits of job analysis  
 Job Specification: Definition – Process.  
 Job Description: Definition – Content of Job Description.

**Unit III**      **Selection, Placement and Induction Process:**  
 Selection: Definition – Meaning – Selection Process.  
 Placement: Definition – Meaning- Placement Process.  
 Induction: Definition – Meaning – Objectives – Benefits of Induction Programme – Contents of Induction Programme- Phases of Induction Programme.

**Unit IV**      **Performance Management, Quality of Work Life and Quality Circle:**  
 Performance management: Concept and process – performance appraisal, – potential appraisal.  
 Quality of Work Life (QWL): Meaning – origin – development and constituents of QWL – techniques for improving QWL.  
 Quality circles: Concept – structure – Roles and responsibility of various elements – Role of management quality circle in India.

## **Unit V**

### **Job Satisfaction, Morale, Industrial Peace and Harmony:**

**Job Satisfaction: Definition - Determinants of Job Satisfaction - Measuring**

**Job Satisfaction - Improving Job Satisfaction**

**Morale: Definition - Factors affecting morale - How to boost morale.**

**Industrial Peace and harmony: Definition – Significance - Maintaining good human and Industrial Relation.**

### **Text Book:**

**S.S. Khanka - Human Resource Management - S. Chand & Company Ltd. New Delhi**

### **Books for Reference:**

1. **K. Aswathappa - Human Resource Management - - Tata McGraw – Hill Publishing Company Ltd., 7 West Patel Nagar, New Delhi - 110008**
2. **Stephen Robbins and Decenzo – Human resource management- Prentice Hall of India Private Ltd. New Delhi – 110001.**



**SEMESTER I****Industrial Relations****Core V****Code: 19PHRC15****Hrs/Week: 4****Hrs/Sem: 60****Credits: 4**

**Vision:** 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 globalisation.

**Mission:** 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.	Course Outcome	PSOs Addressed	CL
	On completion of this course students will be able to		
CO-1	To develop an understanding of the interaction pattern among labour, management and the State.	2,1	Un
CO-2	To impart basic knowledge of the Indian Industrial Relations System and its distinctive features	2,1	An & Ev
CO-3	Explain the characteristics and objectives of Industrial Relations.	2,3	Un
CO-4	Examine the concepts, functions, structures and evaluate the problems of trade union.	2	Ap & An
CO-5	Explain the importance, types and process of collective bargaining and discuss the negotiation process during collective bargaining.	2,3	Re & An
CO-6	Utilize the concept, forms and levels of WPM and analyse the reasons for failure of WPM.	2,3	Re & Ap
CO-7	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: 19PHRC15	Hrs/Week: 4	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 Books:**

1. Mamoria, Mamoria and Gankar- Dynamics of Industrial Relations, Himalaya Publishing House.
2. C.B. Mamoria , Satish Mamoria , P. Subba Rao - Dynamics of Industrial Relations, Himalaya Publishing House ,New Delhi, 2007.

**Book for Reference:**

1. Arun Monappa – Industrial Relation, Tata McGraw Hill, New Delhi



SEMESTER II			
Core VIII		Human Resource Planning and Development	
Code: 19PHRC23	Hrs/Week: 6	Hrs/Sem: 90	Credit: 4

Vision: To give an in-depth knowledge of the tools and techniques used by organizations in HR Planning and Development.

Mission: 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.	Upon completion of this course, students will be able to	PSO 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 Organisation and the factors influencing ethical behavior at work.	1	An
CO-8	discuss the concept of international human resource management	1,3	Re, Un

SEMESTER II			
Core VIII Human Resource Planning and Development			
Code: 19PHRC23	Hrs/Week: 6	Hrs/Sem: 90	Credit: 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**  
The process and system of HRD – 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- Competency mapping - HRD for workers - HRD strategies and experiences.
- Unit IV Employee Empowerment and Managing HR in Virtual Organisation**  
Employee Empowerment: Meaning – Approaches – Forms of Empowerment  
- Life stages of an empowered group – Barriers to Empowerment- Employee empowerment in India : An Overview. Virtual Organisation – Types – Difference between Traditional / Face-to-Face and Virtual Organisation – Features of Virtual Organisation-advantages and Disadvantages – Human resource management in Virtual Organisation.
- 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

**Text Book:**

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

2. Khanka S.S. Human Resource Management. New Delhi: S. Chand & Company Ltd, 2007 Books for Reference:

1. Aswathappa K. Human Resource Management. New Delhi: Tata McGraw – Hill Publishing Company Ltd, 2017.

2. Stephen P. Robbins and Decenzo. Human Resource Management. New Delhi: Prentice Hall of India Private Ltd, 2011.

SEMESTER IV			
Core XVII		Human Resource Information System	
Code: 19PHRC42	Hrs/Week: 5	Hrs/Sem:75	Credit: 4

**Vision:** To inculcate to the students the importance of a robust information collection and management system with a view to understand complex human behaviour and stake holder interest which impact the organisation and its performance.

**Mission:** To educate the students about the complexity of data which when analysed thoroughly will enable them to understand the driving force behind stake holder behaviour with a view to provide solutions for long term sustenance of the organisation.

**Course Outcome:**

CO No	Upon completion of this course, students will be able to	PSO addressed	CL
CO-1	describe the role of Human Resource Information Systems in business.	7	Un
CO-2	understand the concepts of HRIS and evaluate the usage of different software packages for HRIS.	7	Un, Ev
Co-3	effectively utilize database, DBMS and RDBMS to organise, store and retrieve data.	7	Un , Ap
CO-4	create database using MS – Access.	7	Ap
CO-5	understand the concepts and methods of HR accounting	7	Un
CO-6	evaluate the steps in system development, and describe the process of system design and implementation.	7	Un, Ev
CO-7	discuss the types of IS threats and various kinds of security technology.	7	An
CO-8	discuss the emerging trends of HRIS and outsourcing of HR	7	An

SEMESTER IV			
Core XVII		Human Resource Information System	
Code: 19PHRC42	Hrs/Week: 5	Hrs/Sem:75	Credit: 4

**Unit: I Introduction to HRIS**

HRIS – Meaning - Definition –Importance – Data and Information needs for HR Manager –Structure of HRIS – HRIS subsystems – Mechanics of Human Resource Information Systems (HRIS) - Software Packages For Human Resource Information Systems Including ERP Software Such as SAP, Oracle Financials and Ramco Marshall.

**Unit: II Data Base Concepts and Application in HRIS:**

Database Concepts – Data, Information and Knowledge – DBMS Structure – Objectives of Database - Advantages and disadvantages of Database – Subsystems of DBMS – Functions of DBMS –RDBMS –Entities and attributes – tables – Queries- Forms. Data warehousing and Data Mining- Applications of DBMS using MS ACCESS – Designing an MS Access Data base

**Unit: III HR Accounting**

Meaning - Definition – Concept – Objectives – Methods of HR accounting – Measuring Human Resource Strength – Skills Measurement – Matching Project requirements.

**Unit: IV IS Development, Project Management, System Design and Implementation:**

System Development Life Cycle- System Development Models – Project Management: Planning tools – Project Management Framework – System Design: Definition- Conceptual design- Detailed system design- Implementation: Definition – Process.

**Unit: V Security and privacy in HRIS and Future of HRIS:**

Principles of Information security – Threats- Issues of Internet Security - IS Security Technology - Social and Ethical Issues of IS - Information Security management for HRIS – Future of HRIS – Changing world of HR – Integration of HR system – Paperless office and outsourcing of HR.

**Text Book:**

1. Micheal J. Kavanagh ,*Human Resource Information Systems*.New Delhi:Sage Publications India Pvt. Ltd, 2015.
2. Goyal.D.P. *Management Information System*.NewDelhi:Vikas Publishing House , 2009.

**Books for Reference:**

1. Davis.*Management Information System*.Chennai: McGraw Hill Education Pvt Ltd,2013.
2. Jawadekar.*Management Information System*.New Delhi:Tata Mc Graw Hill , 2009.
3. James.A.O'Brien.*Management Information System*.Chennai: McGraw Hill Education Pvt Ltd ,2017.



SEMESTER II			
Core XI Practical –I      Soft Skills Development			
Code: 19PHRCR1	Hrs/Week: 4	Hrs/Sem: <del>60</del>	Credit: 2

**Vision:** To equip the students on various types of soft skills and their importance in achieving individual and organisational agenda and goals.

**Mission:** To impart knowledge about different types of soft skills which may not seem very obvious ~~but are~~ nevertheless critical tools for impacting human behaviour and business outcomes.

#### Course Outcome

CO No.	Upon completion of this course, students will be able to	PSO addressed	CL
CO-1	become self-confident individuals by mastering the skills needed.	5, 8	Ap
CO-2	develop the way of thinking to increase creativity and critical thinking.	5, 8	Un , Ap
CO-3	converse fluently in English.	5, 8	Cr
CO-4	develop proper dressing skills and business dining etiquette effectively.	5, 8	Cr
CO-5	create newsletters, magazines and also write reviews on books and films.	5, 8	Ap , Cr
CO-6	create blogs and design brochures.	5, 8	Un , Ap
CO-7	develop better workplace etiquettes.	5, 8	Un
CO-8	obtain a sense of responsibility for the multi-disciplinary nature of event management.	5, 8	Un, Cr

SEMESTER II			
Core XI Practical –I      Soft Skills Development			
Code: 19PHRCR1	Hrs/Week: 4	Hrs/Sem: <del>60</del>	Credit: 2

Unit I	<p>Personal grooming:</p> <p>Dressing for occasions – Formal, Semi-formal, Business Casuals, Smart Casuals, Casuals (For Men &amp; Women) - General grooming- Hair, nail, makeup and accessories – Personal Hygiene - Business dining Etiquette- Table manners – Business meals pre-planning arrangements -The seating - Ordering - Handling formal dining mishaps- Protocols of leaving the table during a meal- Closure (Demonstration)</p> <p>Oral Communication</p>
Unit II	<p>Story telling for media and podcast- Extempore speech – Mock TV news reading- Recitation of a poem – Introducing a writer- Preparing and presenting short skits- Sports Commentary- Cookery demonstration commentary- Delivery of formal prepared speeches-Master of ceremony - Mock Press Conference (Mock Interview with one student as a famous personality, being interviewed by the whole class as members of the press). Radio <del>Jockey</del>Phonein shows- News, talks and Interviews.</p> <p>Field Visits and Interviews.</p>
Unit III	<p>Writing For Media and Creative Writing</p> <p>Create a magazine or newsletter or newspaper,( Design, layout, Caption writing, headlines, artwork) , Writing travelogues, Creating Blogs and writing in Blogs, Reviews (films, books), The People's Voice- Letters to the Editor, Brochure Designing.</p> <p>Field Visit to print media.</p>
Unit IV	<p>Workplace Etiquette</p> <p>Handshakes – Seating and Standing postures – Boardroom Protocols - Meeting etiquette -Preparation to hold office meetings (Open meetings , close meetings , Stimulate discussion during meeting ,Ambience of the meeting venue for different business purposes) – Design the agenda and prepare minutes of the meeting – Telephone etiquettes- e-mail etiquette ( e-mail style, writing the e-mail, Subject-salutation- Introduction-body – conclusion, signature selecting the format ,choosing the right font, selecting appropriate colours, sending attachments )</p>
Unit V	<p>Event Management</p> <p>Defining Events – Venue selection and design - Prepare budget of the event- details, and prepare</p> <p>Logistics Management for meetings - plan the event in its minutest <del>organize</del>, and execute the event, take feedback of all stakeholders</p> <p>a report to be given for publication in the media- Press release and Press Meet. Corporate (Seminar, training program, awards function) and educational events (Fine Arts, Sports day Annual day)</p>

### Text Book:

1. Bhalla Prem.P. Self -Grooming Guide for a Perfect Man. New Delhi:V& S Publisher,2012.
2. Kamath M. V. Professional Journalism. New Delhi: Vikas publishing House, 2001.
3. Lillian H. Chaney, Jeanette S. Martin. The Essential Guide to Business Etiquette. California: Greenwood Publishing group,2007.

### Books for Reference:

1. Raymond V Lesikar, John D, Jr. Pettit, and Marie. E. Flatley .Lesikar's Basic Business Communication, United States: Irwin Professional Publishing, 1996.



SEMESTER IV			
<b>Elective IV</b>	<b>A</b>	<b>Coaching , Mentoring and Counselling</b>	
<b>Code: 19PHRE42</b>	<b>Hrs/Week: 5</b>	<b>Hrs/Sem:75</b>	<b>Credits: 3</b>

**Vision:** To enable students to gain understanding of coaching, mentoring and counselling and adhere to professional values to achieve the desired goals of the organisation.

**Mission:** To gain expertise in providing quality coaching, mentoring and counselling services to employees, to help them find their solutions to problems and develop better ways to manage organisational issues.

### Course Outcome

CO No.	Upon completion of this course students will be able to	PSO addressed	CL
CO-1	understand the concepts of Coaching, Mentoring and Counselling.	3	Un
CO-2	understanding and exhibiting skills of coaching techniques.	3	Un
CO-3	understand the concepts of mentoring and stages of mentoring relationship.	3	Un
CO-4	explain the counselling types and distinguish between individual and group counselling.	3	Un ,Cr
CO -5	describe the principles, functions, goals, concept and roles of employee counselling.	3	Un
CO-6	evaluate the problems faced by employees in industries.	3	Ev
CO-7	learn about creating a physical environment for rapport building.	3	An
CO-8	identifying roadblocks	3	Ap

SEMESTER IV			
<b>Elective IV</b>	<b>A</b>	<b>Coaching , Mentoring and Counselling</b>	
<b>Code: 19PHRE42</b>	<b>Hrs/Week: 5</b>	<b>Hrs/Sem:75</b>	<b>Credits: 3</b>

**Unit I Coaching:**

Coaching –Definition - Meaning – Types – Skills required for coaching – Coaching techniques – Establishing and managing the relationship – Getting to know each other – Getting to know you (Conversation ladder)– Circle of disclosure -The Zone of discomfort.

**Unit II Mentoring:**

Mentoring – Definition – Meaning – Objectives – Characteristics – Importance of mentoring –Roles and Responsibilities of mentor – Skills of a mentor – Stages of mentoring relationship.

**Unit III Counselling:**

Counselling – Definition – Meaning – Objectives – Principles – Process- Techniques - Different approaches – Theoretical aspects of Counselling - Types of counselling – Directive - Non-directive and Eclectic counselling. Individual and Group Counselling - differences between individual and group counselling.

**Unit IV Employee and work place counselling:**

Employee counselling: Definition – Principles – Functions – Goals - Pre-requisites for employee counselling.

Employee's problems in industry: Causes - Remedial steps - Deviant behaviour among workers – Emotionally disturbed – Psychotic and neurotic employees - Chronic absenteeism – Problem of Indiscipline in Industry - Readiness for Employee Counselling – Counselling and Employees Growth.

**Unit V Rapport and Dealing with Roadblocks:**

Rapport – Creating a physical environment for rapport – Developing dialogue - Social – Technical – Tactical – Strategic – Self- insight – Behavioural – Change – Integrative.

Dealing with roadblocks – Identifying road blocks – Deciding what to do – Layers of change – Living with road blocks – Using intuition to identify roadblock –Moving roadblocks.

**Text Book:**

1. David Megginson and David Clutterbuck. *Techniques for Coaching and Mentoring*. UK: Heinemann Publications, 2005.

**Books for Reference:**

1. Kochnar. S.K. *Guidance and Counselling*. New Delhi: Sterling Publications Pvt. Ltd, 2000.
2. Indu Dave. *The Basic Essentials of Counselling*. New Delhi: Sterling Pvt Ltd, 1988.

SEMESTER III			
Core XII			
Research Methodology			
Code: 21PHRC31	Hrs/Week: 5	Hrs/Sem:90	Credits: 4

#### Objectives:

- To impart the firm belief in the students that research is a crucial aspect for analysing business issues and also for providing sustainable solutions.
- To enable students to gain knowledge about the different tools and approaches of research methodology and habituate them to process the data meaningfully and draw relevant insights and arrive at sustainable solutions to the requirements of the organisation and business.

#### Course Outcome

CO No.	Course Outcome	PSOs Addressed	CL
CO-1	to help students develop a thorough understanding of the fundamental theoretical ideas and logic of research.	7	Ap
CO-2	understand the objectives of research, types of research and criteria of good research.	7	Un
CO-3	demonstrate the research problem and research design.	7	Ap
CO-4	gain knowledge of sampling design and scaling techniques and demonstrate the knowledge of scaling methods.	7	Un ,Ev
CO-5	understand and decide the methods of data collection and process the data collected.	7	Un , An
CO-6	experiment with the collection, processing and interpretation of data.	7	Ap
CO-7	to train students in learning the accepted formats for writing research report.	7	An
CO-8	analyse the findings and formulate their own reports.	7	Cr



SEMESTER III			
Core XII	Research Methodology		Credits: 4
Code: 21PHRC31	Hrs/Week: 5	Hrs/Sem:90	

- Unit I**      **Introduction to Research and Research design**  
Meaning of Research – Objectives of Research – Types of Research – Research Process– Criteria of Good Research — Research Problem: Meaning- Selecting the problem –Techniques involved in defining a research problem- Review of literature-Research gap – Sources of literature.  
Research Design: Meaning– Concepts relating to research design- Types of research designs: Explorative, descriptive, diagnostic and experimental designs – Challenges in research.
- Unit II**      **Sampling Method**  
Sample Design: Definition – Steps of sampling design - Types of sampling designs – Sampling Errors - Scaling: Meaning- Goodness of Measurement scales- Scaling Techniques- Comparative: Paired Comparison, Rank Order, Constant sum and Non-comparative – Graphic rating. Itemized rating (Likert, Semantic, Stapel), Single/ multiple category scale, verbal frequency scale, Multidimensional scale.
- Unit III**      **Data Collection**  
Data Collection: Primary Methods- Observation, Interview, Questionnaire, Schedule – Difference between questionnaire and schedule- Guidelines for constructing questionnaire –Projective techniques - Collection of Secondary Data – Selection of appropriate method for data collection- Case study method - Data preparation Process – Problems in preparation process.
- Unit IV**      **Data Analytics**  
Measures of Central Tendency Model – Multiple Correlation Model – Simple and Multiple regression Model – Time series model- Extraction of Charts – Basics of SPSS.
- Unit V**      **Interpretation and Report Writing**  
Interpretation: Meaning- Techniques- Precautions. Report Writing – Steps in report writing- Layout of the research report- Types of reports - Mechanics of writing a research report- Oral presentation- Precautions for writing research reports.

**Text Book:**

1. Kothari. C.R. *Research Methodology*. New Delhi; Vikas Publishing Ltd,2004.

**Books for Reference:**

1. Gupta S.C and Kapoor.V.K. *Fundamentals of Applied Statistics Sultan*. New Delhi; Chand & Sons, 2006.
2. William Josiah Goode and Paul K. Hatt.*Methods of Social Research*.New Delhi; McGraw Hill, 2004.



SEMESTER III			
Core XIV			
Statistics For Management			
Code: 21PHRC33	Hrs/Week: 5	Hrs/Sem:90	Credits: 4

**Objectives:**

- 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.
- 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.	On completion of this course students will be able to	PSOs 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	to 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	to 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			
Statistics For Management			
Core XIV	Hrs/Week: 5	Hrs/Sem:90	Credits: 4
Code: 21PHRC33			

#### 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 – Managerial Implications.

#### 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– Managerial Implications..

#### 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– Managerial Implications..

#### 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– Managerial Implications.

#### 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– Managerial Implications.

#### 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 IV			
Core XVII		Human Resource Information System	
Code: 21PHRC42	Hrs/Week: 6	Hrs/Sem: 75	Credits: 4

### Objectives:

- To inculcate to the students the importance of a robust information collection and management system with a view to understand complex human behaviour and stake holder interest which impact the organisation and its performance.
- To educate the students about the complexity of data which when analysed thoroughly will enable them to understand the driving force behind stake holder behaviour with a view to provide solutions for long term sustenance of the organisation.

### Course Outcome:

CO No	Course Outcomes	PSOs Addressed	CL
CO-1	On completion of this course, students will be able to describe the role of Human resource Information Systems in business.	7	Un
CO-2	understand the concepts of HRIS and evaluate the usage of different software packages for HRIS.	7	Un, Ev
Co-3	effectively utilize database, DBMS and RDBMS to organise, store and retrieve data.	7	Un , Ap
CO-4	create database using MS – Access.	7	Un, Ap
CO-5	understand the concepts and methods of HR accounting	7	Un
CO-6	evaluate the steps in system development, and describe the process of system design and implementation.	7	Un, Ev
CO-7	discuss the types of IS threats and various kinds of security technology.	7	An
CO-8	discuss the emerging trends of HRIS and outsourcing of HR	7	An



SEMESTER IV			
Core XVII		Human Resource Information System	
Code: 21PHRC42	Hrs/Week: 6	Hrs/Sem:75	Credits: 4

- Unit I Introduction to HRIS**  
 HRIS – Meaning - Definition –Importance – Data and Information needs for HR Manager –Structure of HRIS – HRIS subsystems – Mechanics of Human Resource Information Systems (HRIS) - Software Packages For Human Resource Information Systems Including ERP Software Such as SAP, Oracle Financials and Ramco Marshall.
- Unit II Data Base Concepts and Application in HRIS:**  
 Database Concepts – Data, Information and Knowledge – DBMS Structure – Objectives of Database - Advantages and disadvantages of Database – Subsystems of DBMS – Functions of DBMS –RDBMS –Entities and attributes – tables – Queries- Forms. Data warehousing and Data Mining- Applications of DBMS using MS ACCESS – Designing an MS Access Data base
- Unit III HR Accounting**  
 Meaning - Definition – Concept – Objectives – Methods of HR accounting – Measuring Human Resource Strength – Skills Measurement – Matching Project requirements.
- Unit IV IS Development, Project Management, System Design and Implementation:**  
 System Development Life Cycle- System Development Models – Project Management: Planning tools – Project Management Framework – System Design: Definition- Conceptual design- Detailed system design- Implementation: Definition – Process.
- Unit V Security and privacy in HRIS and Future of HRIS:**  
 Principles of Information security – Threats- Issues of Internet Security - IS Security Technology - Social and Ethical Issues of IS - Information Security management for HRIS – Future of HRIS – Changing world of HR – Integration of HR system – Paperless office and outsourcing of HR.

**Text Book:**

1. Micheal J. Kavanagh *Human Resource Information Systems*.NewDelhi;Sage Publications India Pvt. Ltd, 2015.
2. Goyal.D.P. *Management Information System*.NewDelhi;Vikas Publishing House , 2009.

**Books for Reference:**

1. Davis.*Management Information System*.Chennai; McGraw Hill Education Pvt Ltd,2013.
2. Jawadekar.*Management Information System*.NewDelhi ;Tata Mc Graw Hill , 2009.
3. James.A.O'Brien.*Management Information System*.Chennai; McGraw Hill Education Pvt Ltd ,2017.



SEMESTER IV			
Core XIX Coaching , Mentoring and Counselling			
Code: 21PHRC44	Hrs/Week: 5	Hrs/Sem:75	Credits: 4

### Objectives:

- To enable students to gain understanding of coaching, mentoring and counselling and adhere to professional values to achieve the desired goals of the organisation.
- To gain expertise in providing quality coaching, mentoring and counselling services to employees, to help them find their solutions to problems and develop better ways to manage organisational issues.

### Course Outcome

CO No.	Course Outcome	PSOs Addressed	CL
	Upon completion of this course students will be able to		
CO-1	understand the concepts of Coaching, Mentoring and Counselling.	3	Un
CO-2	understand and exhibiting skills of coaching techniques.	3	Un
CO-3	Understand the concepts of mentoring and stages of mentoring relationship.	3	Un
CO-4	explain the counselling types and distinguish between individual and group counselling.	3	Un ,Cr
CO -5	describe the principles, functions, goals, concept and roles of employee counselling.	3	Un
CO-6	evaluate the problems faced by employees in industries.	3	Ev
CO-7	learn about Creating a physical environment for rapport building.	3	An
CO-8	identifying Roadblocks	3	Ap



SEMESTER IV			
Core XIX Coaching , Mentoring and Counselling			
Code: 21PHRC44	Hrs/Week: 5	Hrs/Sem:75	Credits: 4

- Unit I Coaching:**  
Coaching –Definition - Meaning – Types – Skills required for coaching – Coaching techniques – Establishing and managing the relationship – Getting to know each other – Getting to know you (Conversation ladder)–Circle of disclosure -The Zone of discomfort.
- Unit II Mentoring:**  
Mentoring – Definition – Meaning – Objectives – Characteristics – Importance of mentoring –Roles and Responsibilities of mentor – Skills of a mentor – Stages of mentoring relationship.
- Unit III Counselling:**  
Counselling – Definition – Meaning – Objectives – Principles – Process- Techniques - Different approaches – Theoretical aspects of Counselling - Types of counselling – Directive - Non-directive and Eclectic counselling. Individual and Group Counselling - differences between individual and group counselling.
- Unit IV Employee and work place counselling:**  
Employee counselling: Definition – Principles – Functions – Goals - Pre-requisites for employee counselling.  
Employee's problems in industry: Causes - Remedial steps - Deviant behaviour among workers – Emotionally disturbed – Psychotic and neurotic employees - Chronic absenteeism – Problem of Indiscipline in Industry - Readiness for Employee Counselling – Counselling and Employees Growth.
- Unit V Rapport and Dealing with Roadblocks:**  
Rapport – Creating a physical environment for rapport – Developing dialogue - Social – Technical – Tactical – Strategic – Self- insight – Behavioural – Change – Integrative.  
Dealing with roadblocks – Identifying road blocks – Deciding what to do – Layers of change – Living with road blocks – Using intuition to identify roadblock –Moving roadblocks.

**Text Book:**

1.DavidMegginson and David Clutterbuck.*Techniques for Coaching and Mentoring*. UK;Heinemann Publications,2005.

**Books for Reference:**

1. Kochnar.S.K.*Guidance and Counselling*.New Delhi; Sterling Publications Pvt. Ltd, 2010.
2. InduDave. *The Basic Essentials of Counselling*.New Delhi; Sterling Pvt Ltd, 1983.



SEMESTER II			
Skills for HR Managers			
Core XI Practical –I		Credits: 3	
Code: 21PHRCR1	Hrs/Week: 4	Hrs/Sem:60	

**Vision:** To equip the students on various types of soft skills and their importance in achieving individual and organisational agenda and goals.

**Mission:** To impart knowledge about different types of soft skills which may not seem very obvious but are nevertheless critical tools for impacting human behaviour and business outcomes.

#### Course Outcome

CO No.	On completion of this course students will be able to	PSOs Addressed	CL
CO-1	become self-confident individuals by mastering the skills needed.	5& 8	Ap
CO-2	develop the way of thinking to increase creativity and critical thinking.	5& 8	Un , ap
CO-3	to converse fluently in english.	5& 8	Cr
CO-4	develop proper dressing skills and business dining etiquette effectively.	5& 8	Cr
CO-5	create newsletters, magazines and also write reviews on books and films.	5& 8	Ap , Cr
CO-6	create blogs and design brochures.	5& 8	Un ,Ap
CO-7	develop better workplace etiquettes.	5& 8	Un
CO-8	obtain a sense of responsibility for the multi-disciplinary nature of event management.	5& 8	Un, Cr



SEMESTER III			
Elective I		Performance Management	
Code:21PHRE31	Hrs. / Week : 4	Hrs / Sem : 60	Credits: 3

### Objectives:

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

### Course Outcome

CO No.	Course Outcome	PSOs Addressed	CL
	On completion of this course students will be able to		
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	to 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		
Performance Management		
Elective I	Hrs / Sem : 60	Credits: 3
Code:21PHRE31	Hrs/ Week : 4	

Unit I	<b>Introduction to Performance Management:</b> Performance Management: Meaning - Definition - Need - Scope - Integrated approach- Features - Principles - Dimensions - Process - Benefits. Performance Appraisal: Objectives- Purpose - Process - Criteria - Performance Management versus Performance Appraisal.
Unit II	<b>Performance Planning</b> Overview of Performance Planning - Meaning - Definition - Need - Objective - Planning Individual performance - Key Performance areas and Key result areas - Goal setting exercises - Process.
Unit III	<b>Measuring Performance</b> Principles of Measurement— Criteria for performance - Balanced Score card - Performance Review - Outcome Metrics - Economic Value Added and other Economic Measures - HR Audit.
Unit IV	<b>Performance Management Tools:</b> 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	<b>Performance Development and Evaluation:</b> 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.

#### Books for Reference:

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			
Self-Study Paper		Personality Development	
Code: 21PHRSS1	Hrs/Week: 0	Hrs/Sem:0	Credits: 2

**Vision:**

To enable the students to learn the basic concepts of personality and make them understand the type of personality they possess.

**Mission:**

To develop the personality skills of the students.

**Course Outcome:**

CO No.	Course Outcome	PSOs Addressed	CL
CO-1	On completion of this course students will be able to understand the key aspects of communication in organisation.	3	Un
CO-2	gain knowledge on Interpersonal relationships.	3	Un
CO-3	examine the concepts of personality.	5	An
CO-4	understand various factors affecting personality.	3	Un
CO-5	explain various personality traits.	3	Ev
CO-6	gain knowledge on five pillars of personality development.	3	Un, Ap
CO-7	analyse the concept of mind mapping.	5,6	An
CO-8	identify the various types of personalities in an organisation.	3,6	Ev

**Unit I**

**Aspects of communication:**

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

**Unit II Concepts of Personality:**

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 Traits- formation of personality - factors influencing person habits of highly effective people and personality habits- Be proactive -Begin with an end in mind -Put first things first -Think win- Seek first to understand then to be understood - Synergize - Sharpen the saw.

**Unit IV Pillars of Personality Development:**

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

**Unit V Types of Personality:**

Mind mapping - Competency mapping and 360 degree assessment and development - Types of persons - Extrovert- Introvert- Ambivert person

**Text Book:**

E.H.Mc Grath, 2005, Basic Managerial Skill for all-Prentice, Delhi, Hall of India Pvt ltd.

**Books for Reference :**

1. Shiv Khera, 2010, You can win, Delhi, McMillan India ltd.
2. Sri Jin Kaushal, 2014, Business Communication, Delhi, VK Global Publications Pvt. ltd.