ACHARYA NAGARJUNA UNIVERSITY

A State Government University, Accredited with "A" Grade by NAAC

Nagarjuna Nagar - 522 510, Guntur, Andhra Pradesh, India.

MASTER OF HUMAN RESOURCE MANAGEMENT

SYLLABUS

2022 - 2023 onwards

UNIVERSITY COLLEGE OF ARTS, COMMERCE & LAW

PROGRAM CODE:

ANUCACL25

ABOUT UNIVERSITY

ACHARYA NAGARJUNA UNIVERSITY (ANU)

- A Brief Profile

Acharya Nagarjuna University, a State University established in 1976, has been constantly striving towards achieving progress and expansion during its existence for over four decades, in terms of introducing new courses in the University Colleges, affiliated colleges and professional colleges. Spread over 300 acres of land on the National High Way (NH-16) between Vijayawada and Guntur of Andhra Pradesh, the University is one of the front ranking and fastest expanding Universities in the state of Andhra Pradesh. The University was inaugurated on 11th September, 1976 by the then President of India, Sri Fakruddin Ali Ahmed and celebrated its Silver Jubilee in 2001. The National Assessment and Accreditation Council (NAAC) awarded "A" grade to Acharya Nagarjuna University and also has achieved 108 International ranks, 39 National ranks UI Green Metrics rankings and many more It is named after Acharya Nagarjuna – one of the most brilliant preceptors and philosophers, whose depth of thought, clarity of perception and spiritual insight were such that even after centuries, he is a source of inspiration to a vast number of people in many countries. The University is fortunate to be situated on the very soil where he was born and lived, a soil made more sacred by the aspiration for light and a state of whole someness by generations of students. With campus student strength of over 5000, the University offers instruction for higher learning in 68 UG & PG programs and guidance for the award of M.Phil. and Ph.D. in 48 disciplines spread over six campus colleges and one PG campus at Ongole. It also offers 160 UG programs in 440 affiliated colleges in the regions of Guntur and Prakasam Districts. It has a Centre for Distance Education offering 87 UG & PG programs. Characterized by its heterogeneous students and faculty hailing from different parts of the state and the country, the University provides most hospitable environment for pursuing Higher Learning and Research. Its aim is to remain connected academically at the forefront of all higher educational institutions. The University provides an excellent infrastructure and on- Campus facilities such as University Library with over one lakh books & 350 journals; Computer Centre; University Scientific Instrumentation Centre; Central Research Laboratory with Ultra-modern Equipment; Well-equipped Departmental Laboratories; Career Guidance and Placement Cell; Health Centre; Sports Facilities with Indoor & Outdoor Stadiums and Multipurpose Gym; Sports Hostel; Separate hostels for Boys, Girls, Research Scholars and International Students; Pariksha Bhavan (Examinations Building); Computers to all faculty members; Wi-Fi connectivity to all Departments and Hostels; Canteen, Student Centre & Fast-food Centre; Faculty Club; Dr. H.H. Deichmann & Dr. S.John David Auditorium cum Seminar Hall; Post office; Telecom Centre; State Bank of India; Andhra Bank; Energy Park; Silver Jubilee Park; Fish ponds; internet center; xerox center; cooperative stores; Water harvesting structures.

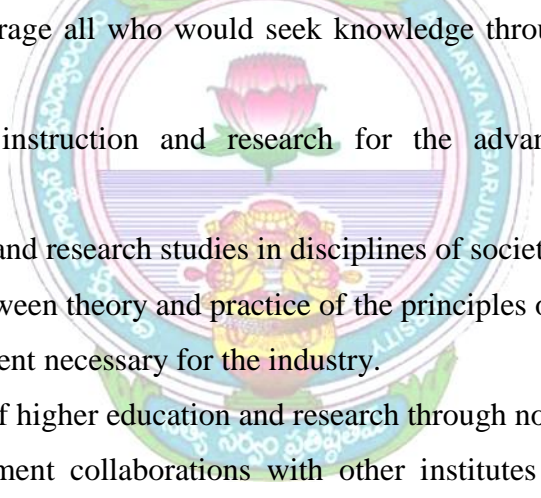# VISION, MISSION & OBJECTIVES OF THE UNIVERSITY

ACHARYA NAGARJUNA UNIVERSITY

VISION

To generate sources of knowledge that dispels ignorance and establish truth through teaching, learning and research.

MISSION

To promote a bank of human talent in diversified faculties – Commerce & Management Studies, Education, Engineering & Technology, Humanities, Law, Natural Sciences, Pharmacy, Physical Education & Sports Sciences, Physical Sciences and Social Sciences that would become an investment for a prosperous society.

OBJECTIVES

➢ To inspire and encourage all who would seek knowledge through higher education and research.

➢ To provide quality instruction and research for the advancement of science and technology.

➢ To promote teaching and research studies in disciplines of societal relevance.

➢ To bridge the gap between theory and practice of the principles of higher education.

➢ To develop human talent necessary for the industry.

➢ To open up avenues of higher education and research through non-formal means.

➢ To invite and implement collaborations with other institutes of higher learning on a continuous basis for mutual academic progress.

➢ To motivate and orient each academic department/centre to strive for and to sustain advanced levels of teaching and research so that the university emerges as an ideal institute of higher learning.

➢ To focus specially on the studies involving rural economy, justifying its existence in the rural setting.

VISION

&

MISSION OF

THE COLLEGE

ACHARYA NAGARJUNA UNIVERSITY

UNIVERSITY COLLEGE OF ARTS, COMMERCE & LAW

VISION AND MISSION OF THE COLLEGE:

University College of Arts, Commerce and Law presently consists of 19 teaching departments and seven research centres and running 27 courses. It had a very good team of qualified teachers with strong profiles. The vision of the college is to promote learning and research in the faculties of social sciences, humanities, law, education and management. It is intended to encourage research temperament and develop inputs for the betterment of the society. The mission of the college is to nurture the scholarship, leadership and produce outcome to promote the quality of life and address the challenges in human society.

VISION

&

MISSION OF THE DEPARTMENT

ACHARYA NAGARJUNA UNIVERSITY

UNIVERSITY COLLEGE OF ARTS, COMMERCE & LAW

DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

MASTER OF HUMAN RESOURCE MANAGEMENT

VISION OF THE DEPARTMENT:

To create transformative minds by innovation in Learning, Research and Creation of knowledge focusing Professional Excellence

MISSION OF THE DEPARTMENT:

- ✓ To provide professional excellence through innovative initiatives in learning, research, projects and international experiences.
- ✓ To meet the requirements of Industry by providing cutting edge knowledge through innovative Initiatives for social and economic development of the nation.
- ✓ To develop innovative and ethical future leaders to compete in a global environment

ACHARYA NAGARJUNA UNIVERSITY

UNIVERSITY COLLEGE OF ARTS, COMMERCE & LAW

DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

MASTER OF HUMAN RESOURCE MANAGEMENT

PROGRAMME EDUCATIONAL OBJECTIVES (PEO's):

- Create real time professionals to meet industrial requirements through University
- Industry interface and collaborative consultancy projects
- Develop employable young minds by providing multi skilling, cutting edge knowledge through research and real time projects
- Demonstrate sustainable talents in students for developing creative, transformative entrepreneurs for fueling the growth of the society and nation
- Develop Innovative Management Practices
- Demonstrate Problem Solving Skills.

PROGRAMME OUTCOMES (PO's):

- Investigation of multidimensional business problems using research-based knowledge and research methods to arrive at data driven decisions
- Ability to analyze, synthesize and apply the knowledge of management to the solutions of real-world complex business issues
- Sensitivity towards Global perspective
- Understand on the problem-solving and strategic planning ability and to cope with demands and challenges.
- Emanate Leadership, Creativity, Attitude, Skills, and Learning
- Towards empowering business excellence in the industry and academia.
- Measure and communicate performance to stakeholders.

PROGRAMME SPECIFIC OUTCOMES (PSO's):

- Introduce students to a variety of case studies, group discussions, and role-playing activities in human resource management and industrial relations.
- Provide students with intensive field training that will enable them to diagnose various Human Resource and Industrial Relations issues and challenges in order to determine the feasibility of feasible solutions.

✦ Develop the student as Human Resource professionals in accordance with industry requirements through experienced academicians and practitioners in applied management.

✦ Train future academicians and researchers in human resource domain.

✦ Integrate with the industry by providing practical exposure for students to meet the industry's requirements.

COURSE OUTCOMES (CO's):

➢ Understanding the evolution and contributions of management thought

➢ Outlining the evolving concepts in managerial planning and scientific decision making

➢ Analyzing the role of organizing with other managerial functions learn the application of overall control for effective management

➢ Learning fundamentals of verbal and non verbal communication skills.

STRUCTURE

ACHARYA NAGARJUNA UNIVERSITY
UNIVERSITY COLLEGE OF ARTS, COMMERCE & LAW
DEPARTMENT OF HUMAN RESOURCE MANAGEMENT
MASTER OF HUMAN RESOURCE MANAGEMENT
COURSE STRUCTURE

SEMESTER-I

S. No.	Components of Study	Course Code	Title of the Course	Hrs /Week	No. of Credit	IA Marks	Sem End Exam Marks	Total
1	Core	HRM 101 (22)	PRINCIPLES AND PRACTICES OF MANAGEMENT	5	4	30	70	100
2		HRM 102 (22)	HUMAN RESOURCE MANAGEMENT	5	4	30	70	100
3		HRM 103 (22)	LABOUR LEGISLATION AND CASE LAW-I	5	4	30	70	100
4		HRM 104 (22)	INDUSTRIAL & LABOR ECONOMICS	5	4	30	70	100
5	Compulsory Foundation Opt-1	HRM 105A (22)	A) EMPLOYEE WELFARE AND LABOR ADMINISTRATION	5	4	30	70	100
		HRM 105B (22)	B) HR COMPETENCY MAPPING	5	4	30	70	100
		HRM 105C (22)	C) ENTERPRISE RESOURCE PLANNING	5	4	30	70	100
6	Elective Foundation Opt-1	HRM 106A (22)	A) INFORMATION TECHNOLOGY & HR INFORMATION SYSTEM	5	4	30	70	100
		HRM 106B (22)	B) HR ACCOUNTING	5	4	30	70	100
7.	FIELD WORK + VIVA-VOCE		FIELD WORK (OBSERVATION VISITS TO INDUSTRIES) + VIVA-VOCE		2+2	--	--	50+ 50
	TOTAL			30	28	180	420	700

SEMESTER-II

S. No.	Components of Study	Course Code	Title of the Course	Hrs /Week	No. of credit	IA Marks	Sem End Exam Marks	Total
1	Core	HRM 201 (22)	HUMAN RESOURCE DEVELOPMENT	5	4	30	70	100
2		HRM 202 (22)	ORGANISATIONAL BEHAVIOUR-I	5	4	30	70	100
3		HRM 203 (22)	EMPLOYEE COMPENSATION MANAGEMENT	5	4	30	70	100
4		HRM 204 (22)	INDUSTRIAL RELATIONS MANAGEMENT	5	4	30	70	100
5	Compulsory Foundation Opt-1	HRM 205A (22)	A) RESEARCH METHODOLOGY & DATA ANALYTICS	5	4	30	70	100
		HRM 205B (22)	B) HR AUDIT & ANALYTICS	5	4	30	70	100
		HRM 205C (22)	C) WOMEN AND CHILDREN IN EMPLOYMENT	5	4	30	70	100
6	Elective Foundation opt-1	HRM 206A (22)	A) MANAGEMENT OF WORKFORCE DIVERSITY	5	4	30	70	100
		HRM 206B (22)	B) EMPLOYEE EMPOWERMENT & ENGAGEMENT	5	4	30	70	100
7.	Field Work + Viva-Voce		CONCURRENT FIELD WORK (PLACEMENTS IN GOVT AGENCIES/ESTABLISHMENTS) + COMPREHENSIVE VIVA-VOCE (OUTSIDE UNIVERSITY EXPERT + CHAIRMAN BOS + HEAD + SENIOR FACULTY IN HRM)		2+2	--	--	50+ 50
8	MOOCS		Value Added Course	--	4	--	--	100
	TOTAL			**30**	**32**	**180**	**420**	**800**

SEMESTER-III

S. No.	Components of Study	Course Code	Title of the Course	Hrs /Week	No. of credit	IA Marks	Sem End Exam Marks	Total
1	Core	HRM 301 (22)	ORGANIZATIONAL BEHAVIOR- II	5	4	30	70	100
2		HRM 302 (22)	LABOR LEGISLATION AND CASE LAW- II	5	4	30	70	100
3		HRM 303 (22)	PERFORMANCE MANAGEMENT AND COUNSELLING	5	4	30	70	100
4	Generic Elective – Opt - 2	HRM 304 a (22)	a) HRM IN SERVICE SECTOR	5	4	30	70	100
		HRM 304b (22)	b) MANAGEMENT OF TECHNOLOGY AND PRODUCTIVITY	5	4	30	70	100
		HRM 304c (22)	c) LEADERSHIP & TEAM BUILDING	5	4	30	70	100
		HRM 304d (22)	d) TALENT MANAGEMENT	5	4	30	70	100
6	Skill Oriented Course	HRM 305 (22)	CORPORATE GROOMING & MANAGERIAL SKILL DEVELOPMENT	5	4	30	70	100
7	Open Elective – Opt. - 1	HRM 306a (22)	a) MANAGEMENT OF UNORGANIZED LABOR	5	4	30	70	100
		HRM 306b (22)	b) LABOUR PLANNING & SOCIAL INSTITUTION	5	4	30	70	100
8.	Field Work + Viva-Voce		CONCURRENT FIELD WORK (21 DAYS) + VIVA-VOCE		2+2	--	--	50+50
9.			Value Added Course		4	--	--	100
	TOTAL			35	36	180	420	900

SEMESTER-IV

S. No.	Components of Study	Course Code	Title of the Course	Hrs /Week	No. of credit	IA Marks	Sem End Exam Marks	Total
1	**Core**	**HRM 401 (22)**	ORGANIZATIONAL CHANGE AND DEVELOPMENT	5	4	30	70	100
2		**HRM 402 (22)**	GLOBAL HR PRACTICES	5	4	30	70	100
3	**Generic Elective Opt. - 2**	**HRM 403A (22)**	a) STRATEGIC HUMAN RESOURCE MANAGEMENT	5	4	30	70	100
		HRM 403B (22)	b) HR & CORPORATE SOCIAL RESPONSIBILITY (CSR)	5	4	30	70	100
		HRM 403C (22)	c) KNOWLEDGE MANAGEMENT	5	4	30	70	100
		HRM 403D (22)	d) MANAGEMENT OF TRADE UNION	5	4	30	70	100
4	**Multidisciplinary course/Project work**	**HRM 404 (22)**	PROJECT WORK + BLOCK FIELD WORK		4+2			100+50
5	**Open Elective Opt-2**	**HRM 405A (22)**	a) PARTICIPATIVE MANAGEMENT AND COLLECTIVE BARGAINING	5	4	30	70	100
		HRM 405B (22)	b) GENERATIONAL DIVERSITY AT WORK PLACE	5	4	30	70	100
6.		**HRM 406 (22)**	Comprehensive Viva-Voce: (COMPREHENSIVE VIVA-VOCE (OUTSIDE UNIVERSITY EXPERT+INDUSTRY EXPERT + Chairman BoS + HEAD + SENIOR FACULTY IN HRM)		4	--	--	100
7.			One Week Industrial Study Tour + Observation Report		2			50
	TOTAL			25	36	180	420	800

First Semester

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UNIVERSITY COLLEGE OF ARTS, COMMERCE & LAW

DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

MASTER OF HUMAN RESOURCE MANAGEMENT

SEMESTER-I

HRM 101 (22): PRINCIPLES AND PRACTICES OF MANAGEMENT

COURSE DESCRIPTION AND OUTCOME:

Principles and practices of management is an introductory course on management process from managers' perspective. The course seeks to help students acquire the requisite knowledge, skills and abilities needed to successfully manage the organization. The course examines the logic and working of organizations and outlines the major functions of management. This course covers the explanations about the fundamentals of management discipline in organizational context. It details the different functions of management such as planning, organizing, staffing, directing, and controlling. The course also emphasizes on identification of critical issues and framing of strategies and scenarios required to execute management functions.

COURSE OUTCOMES (CO):

		Course Outcome	Level
CO 1		Understanding the evolution and contributions of management thought	Understand
CO 2		Outlining the evolving concepts in managerial planning and scientific decision making	Apply
CO 3		Analyzing the role of organizing with other managerial functions	Analyze
CO 4		learn the application of overall control for effective management	Create
CO 5		Learning fundamentals of verbal and non verbal communication skills	Skill

COURSE OBJECTIVES:

✓ The main objective of this course is to help the students to get aware towards varied management principles and practices.
✓ To help the students gain understanding of the functions and responsibilities of managers.
✓ To provide them tools and techniques to be used in the performance of the managerial job.
✓ To enable them to analyze and understand the environment of the organization.
✓ To help the students to develop cognizance of the importance of management principles.

COURSE LEARNING AND OUTCOMES:

⚐ Understand the concepts related to Business.
⚐ Demonstrate the roles, skills and functions of management.
⚐ Analyze effective application of PPM knowledge to diagnose and solve organizational problems and develop optimal managerial decisions.

⤸ Understand the complexities associated with management of human resources in the organizations and integrate the learning in handling these complexities**.**

COURSE CONTENTS:

UNIT – I
Management: Concept, Functions, Principles;; Management and Administration: Management as Science as well as Art; Management as Profession Management Theories; Systems Approach; Behavioral Approach; Contingency Approach; Managerial Roles.

UNIT – II
Planning: Definition, Concept Objectives; Strategic Planning: MBO; Decision Making; Forecasting Techniques; Organizing: Structure; Span of Control; Departmentalization and Divisionalisation: Centralization; Delegation; Decentralization; Line and Staff Functions.

UNIT – III
Directing: Concept, Nature; Leadership, Motivation Communication: Process, Barriers of Communication; Control: Meaning and Importance: Types of Control Methods; Characteristics of Effective Control System and Techniques.

UNIT – IV
Financial Management: Functions, Sources of Finance; Financial Reporting; Budgeting; Production Management: Functions; Operations and Layout; Facilities location, Project Management; Marketing Management: Concept Importance, Producer – Consumer Relationships; Consumer Behaviour; Marketing Research and Information Market Mix.

UNIT – V
Globalization and Management: Inventing and Re-inventing Organization; Cultures and Multiculturalism and Quality; Environment- Foundations of Management; Ethics and Business Case Analysis: The Question Paper shall have a compulsory question on Case Analysis**.**

Case Analysis: The Question Paper shall have a compulsory question on Case Analysis.

PRESCRIBED BOOKS:

1) Dipak Kumar Bhattacharya (2011) Principles of Management Pearson Publication,
2) Pillai, RSN.S.Kala (2013) Principles and Practices of Management Sultan Chand Publications
3) Bernard W.Taylor (2016) Introduction to Management Science, 12th Pearson Publication, 2016.
4) Bernard W.Taylor (2017) Principles of Management x 6th Edition, Mc.Graw Hill,
5) Principles of Management, Special India Edition, 2017
6) Charles W.L.Hills Steven L.Mc Shane (2018) Mangement Perason James AF stoner, R.Edward Freeman, Danie R.Gilbre Himalaya Mc.Graw Hill
7) Neeru Vasisth, Vibuthi Vasisth (2019 (Principles of Management (Text & Cases), 5th Edition, Taxman's Publications
8) Dr. Suraj Kuman Debnath Dr. Sarada Prasad Datta (2020) Principles of management, Tee Dee Publications
9) L.M Prasad (2021) Principles and Practices of Management, Sultan Chand & sons Publications 2021.
10) Samuel C.Creto S.Revis Certo (2021) Modern Management Concepts and Skills 14th Editions Pearson Publications.

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	3	3	2	3
CO2	2	3	3	3	3	2
CO3	3	3	2	3	3	3
CO4	2	2	1	3	2	2
CO5	1	1	1	1	2	3

HRM 102 (22): HUMAN RESOURCE MANAGEMENT

COURSE DESCRIPTION AND PURPOSE:

HRM is a specialization designed to produce HR professionals to hire and manage the workforce of the organization. Every organization has its own values, visions, ideals, working language, systems and methodology. The HR department of the organization is responsible for developing company's culture among employees. Their main objective is to hire the best of the talents and retain them. HR professionals are one of the main contributors to the valuable growth and the sustenance of a company.

COURSE OUTCOMES (CO):

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	Respond positively to problems in unfamiliar contexts	Understand
CO 2	Identify and apply new ideas, methods and ways of thinking	Apply
CO 3	Work effectively with colleagues with diverse skills, experience levels and way of thinking	Create
CO4	Be able to evaluate HRM related social, cultural, ethical and environmental responsibilities and issues in a global context	Analyze

COURSE OBJECTIVES:

- ✓ The main objectives skills and training in these areas so that a professional or a group of professionals know and provide the best for employees and employers
- ✓ MBA in HR is one of the most in demand degrees these days as every organisation needs skilled professionals to take care of their workforce as it is critical to the company's business and growth.
- ✓ It can avail a number of jobs across industries after MBA in HR with excellent salary packages

COURSE LEARNING OUTCOMES:

- ⌖ Respond positively to problems in unfamiliar contexts
- ⌖ Identify and apply new ideas, methods and ways of thinking
- ⌖ Work effectively with colleagues with diverse skills, experience levels and way of thinking
- ⌖ Be able to evaluate HRM related social, cultural, ethical and environmental responsibilities and issues in a global context

UNIT – I

Human Resource Management: Concept, Scope, Objectives, Functions, Evolution, Approaches to HRM Vs. PM., Line and Staff relations and Role of HRM; HRM Model Competitive Advantage.

UNIT – II

Human Resource Planning: Concept and objectives: Job Analysis, Job Description: Job specification: Job Design, Redesign, HR Inventory; GRP process; Forecasting and Determination of current and future HR requirements; Right-sizing and down sizing.

UNIT – III

Recruitment: Policy/Philosophy, Sources of Recruitment, Methods of Recruitment.

Selection: Concept, Process and Techniques: Application Blank: Selection Tests: Employment interview; selecting Managerial Personnel: Induction: Probation; Placement and Socializing the new employees.

UNIT – IV

Career Planning and Industrial Engineering: Career Planning and career paths: Promotions, Transfers and policies, Separation Policy and problems; Exit Interview. Work Study: Method Study and Time study: TQM; Business Process Re-engineering.

UNIT – V

Maintenance: communication and Counseling: welfare, Health and safety Separation: Turnover, Retirement, lay off, Retrenchment; Discharge; Dismissal, and V.R.S. Maintenance of HR Data Base; HR Audit; HR Research, HR Accounting, Human Resource Management Profession: Challenges and Opportunities in the Globalization.

Case Analysis: There shall be a compulsory question on case analysis in the subject.

PRESCRIBED BOOKS:

1) P.Subba Rao (2014) Essentials of Human resource Management and Industrial Relations 5th Edition, Himalaya Publishing House
2) Gary Dessler (2017) HRM, 15th edition Pearson Publication 2017
3) Raman Preet (2019) Future of HRM- Case studies with Strategic Approach, Wiley Publications
4) VSP Rao (2020) Human Resource Management 2nd Edition Taxman Publications 2020
5) Dr.Gauravjangra (2020) Human Resource Management Theory and Concept 2nd edition, www.easynotes.4u.com
6) Case studies in HRM, Wiley Publication, 2020
7) Sanjeev Bansal, Jaya Yadav, Hargovind Kakkar (2020) HRM CBCS, VSP Rao, 2nd edition, Taxman Publications 2020
8) T.N Chabra (2020) Introduction to HRM, ,Sun India Publications. 2020.
9) Rama Shankar Yadav (2021) HRM (Indian Adapatation), 13th edition Wiley Publications.
10) P.Gopalakrishnan (2021) Case Incident in HRM Understanding cases with Cartoon, wiley Publication.

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5
CO1	3	3	3	3	2
CO2	2	3	3	3	3
CO3	3	3	2	3	3
CO4	2	2	1	1	2

HRM 103 (22): LABOUR LEGISLATION AND CASE LAW-1

(The Occupational Safety, Health and Working Conditions Code, 2020)

COURSE DESCRIPTION AND PURPOSE:

This course determine the labor legislation and its importance in the Industries, What are the ILO legislations and conventions implemented by the ILO summit. This course highlights the Factories Act 1948 its provisions, Schedules, working hours, facilities to the workers working in the industries. This structure frames the Apprentices Act for trainers, and the Andhra Pradesh shops and Establishments Act the workers who are working in the shops and Industrial Establishment.

COURSE OUTCOME (CO):

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	Students will know the development and the judicial setup of Labour Laws.	Understand
CO 2	They will learn the salient features of welfare and wage Legislations also to integrate the knowledge of Labour Law in General HRD Practice.	Apply
CO 3	Students will learn the laws relating to Industrial Relations, Social Security and Working conditions and also learn the enquiry procedural and industrial discipline.	Create
CO4	Students should able to discuss the summarize the conditions of employment in the Mines, Industries, other sectors	Analyze

COURSE OBJECTIVES:

- ✓ To learn the students of Labor legislation India with the ILO Conventions and Recommendations
- ✓ To Help the students Mines Act 1952 and Its rules
- ✓ To Identify the frame work of contract labor regulations and Abolition Act 2001 and its rules for the students
- ✓ To Learn the Employment Exchanges (Compulsory Notification of Vacancies) Act, 1959.

COURSE LEARNING OUTCOMES:

- ⮞ Students will know the development and the judicial setup of Labour Laws.
- ⮞ They will learn the salient features of welfare and wage Legislations also to integrate the knowledge of Labour Law in General HRD Practice.
- ⮞ Students will learn the laws relating to Industrial Relations, Social Security and Working conditions and also learn the enquiry procedural and industrial discipline.

COURSE CONTENTS

UNIT – I

Industrial Jurisprudence: Concept and Objectives; Classification and Principles of labour Legislation: Growth of Labour Legislation in India; Indian Constitution and Labour Legislation: Labour Legislation and Judicial Activism; **International Labour Organisation (ILO) Conventions**: Recommendations and their impact on Labour Legislation; **Social Justice**: Concept and its Role in Labour Legislation: Natural Justice: Concept and Principles of Natural Justice.

UNIT – II

The Factories Act 1948, Contact labor (Regulation and Abolition) Act 1970, the Inter-state Mirgrant Workmen (Regulation of Employment and Conditions of service) Act, 1979, Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Act 1996

UNIT – III

The Mines Act, 1952, Dock Workers (Safety, health and Welfare) Act, 1986, Plantation Labor Act 1951,

UNIT – IV

Working Journalist (Fixation of Rates of wages) Act, 1958, Motor Transport Workers Act 1961, Sales Promotion employee (Condition of Service) Act(1976), Beedi and Cigar Workers (Conditions of Employment) Act 1966

UNIT – V

the Working Journalist and other Newspaper Employee (Condition of Service) and Miscellaneous Provision Act, 1955,Cine workers Cinema theatre workers (Regulation of Employment) Act 1981

Case Law: There shall be a compulsory question on Case Law in the Paper.

Note: The Case Laws in respect of below listed circulated to the students and the same covered in the question paper setting.

CASE LAW:

The Factories Act, 1948

1. Chintaman Rao Vs. State of Madhya Pradesh Reported in A.I.R., 1958 Sc 388.
2. J.K. Industgries Limited etc., Vs. the Chief Inspector of Factories and Boilers and Others etc., Reported in 1996 LLR 961 (SC)
3. Ardeshir H. Bhiwandiwala Vs. State of Bombay.
    Reported in A.I.R. 1962 SC (29)

The Contract Labour (Regulations and Abolition) Act, 1970

1. Gammon India Limited Vs. Union of India 1974(11) LLJ 489 (SC) Reported in 1974 (1), LLJ 489 (SC).
2. Hindustan Steel Works Construction Limited Vs. The Commissioner of Labour and Others, Reported in 1996 LLR., 865 (SC).
3. Steel Authority of India Ltd., and Others Vs. National Union Water Front Workers and Others. Reported in 2001 – II – LLJ (SC – 1087)

PRESCRIBED BOOKS:

1) L.C.Kaku A study on Mine Management, Legislation & General Safey, www.weblibox.com
2) Sharma R.C(2016) Industrial Relations and Industrial Legislation 2nd Edition Eastern Economy Edition
3) PBN sinha, Indu Bala Sinha (2017) Industrial Relations and Trade Unions & Labor Legislations, , 3rd Edition Person Publication
4) M.C. Kuchhal, VNK Kuchhal (2018) Business Legislation & Management, 3rd editions, Vikas Publications 2018
5) Jeremy Bentham (2020) Theory of Legilsation, , Alpha Edition
6) Lakshmi Narain Aggarwal, CBCS L.N (2020) Labor Legislation. Koli Publications,

7) Jayant K.Jaiswal (2020) OSHWCC- The Occupational safety Health, Working Conditions code,

8) Dr.O.P.Gupta (2021) Labor Legislations in India, Sanjay Publication 2021

9) Pooja Dubey & Dr.Sweta, (2021) Business Legislation and Industrial Relations , AB Publications,

10) Padam Singh, Sudeshna Singh, Praveen kumar (2021) Labor Legislation, Vayu Education of India 2021.

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5
CO1	3	3	3	3	2
CO2	2	3	3	3	3
CO3	3	3	2	3	3
CO4	2	2	1	1	2

HRM 104 (22): INDUSTRIAL AND LABOR ECONOMICS

COURSE DESCRIPTION AND PURPOSE:

The main objective of the course is to introduce students to the exciting applied field that is labor economics. The leading idea throughout the course is to understand the Labor economics and Business Environment. A major task for labor economics and business environment is to explain how the New economic policy issues and WTO frame work. The prerequisites of the course are introductory labor economics and Business environment to interrelated aspects of Labor economic issues and its impact on the Business environment policies and issues.

COURSE OUTCOMES (CO):

On the successful completion of the course, the student will be able to

	Course Outcome	**Level**
CO 1	Explain the Economic Reforms of labor Market in India in the present scenario	Explain
CO 2	Identify the Labor Participation and Labor Problems in India and to train the students to bring out the effective measures and suggestions of labor economy in India	Apply
CO 3	Students learn the wage policy and schemes for the women and child labor in India	Create
CO4	Analyse how the WTO agreements benefits to the Industries and the Indian economy	Analyze
CO5	Understand and Discuss the FDI investment in MNC and how it generates the employment in the industries.	Understand

COURSE OBJECTIVES:

✓ To understand the labor force participation rate of the students in the Industries
✓ To learn the labor supply and labor demand workers in industries while in the Manufacturing Industries.
✓ To study the WTO agreements of TRIMs and TRIPS.
✓ To Discuss the New economic Policy Issues and Industrial Policy resolution

COURSE LEARNING OUTCOMES:

⌃ Explain the Economic Reforms of labor Market in India in the present scenario
⌃ Identify the Labor Participation and Labor Problems in India and to train the students to bring out the effective measures and suggestions of labor economy in India
⌃ Discuss the wage policy and schemes for the women and child labor in India
⌃ Analyse how the WTO agreements benefits to the Industries and the Indian economy
⌃ Understand and Discuss the FDI investment in MNC and how it generates the employment in the industries.

COURSE CONTENTS:

UNIT – I

Meaning, Nature, Scope, Significance and framework of Industrial Economics. Firm: Concept, Objectives, Ownership and control, Size of the Firm, optimum firm; Passive and active behaviour of a firm. Industrial Structure: Private and Public Sector, Large, MSME (Medium and Small Scale Industries), Village Industries. Industrial Combinations: Mergers and Amalgamations (M&A), Integration.

UNIT- II

Indian Industrial Structure: Patterns and phases; Industrial Development in India since 1991; Industrial Policy 1991, MRTP Act; Role of public sector. Privatization: nature and extent of disinvestments. Foreign capital in industrial sector: Role of MNCs and Foreign Collaborations. Industrial sickness; Current Problems in Industrial Sector: Problems of small scale industries

UNIT III

Labour Market – Meaning and Definition, Feature or characteristics, types, Demand and Supply of Labour, New Dynamics and Economic Reforms of Labour Market in India. Indian Labour force – Meaning, Nature, Composition, Factors determining the Labour Force Participation Rate. Labour problems - meaning, origin, causes, classification, remedies, labour problems in India

UNIT- IV

History of Economic Systems, Market, Planned and Mixed Economy, Planning in India: Emergence and Objective; Planning Monetary Policy, Fiscal Policy. Union Budget as an instrument of growth and its Impact on Business, Industrial Policy

UNIT- V

Business Environment- Theoretical Framework of Business Environment: Concept, significance and nature of business environment Problems of Growth: Unemployment, Inflation, Regional imbalances and Social Injustice, WTO: the WTO agreement, TRIPS, TRIMS, Non-tariff barriers and Dispute settlement mechanism.

PRESCRIBED BOOKS:

1) Labor Economic A.K. Sharma 2006
2) J.E.King(2021) Labor Economics Springer Link Publication 2021
3) Pierre Cahue, Stephane Cascilla Andre zyllberg (2015) Labor Economics Eastern Economy Edition 2nd edition,
4) K.Ashwathappa (2017) Essentials of Business Environment (Text, Cases, Exercises), Himalaya Publishing House,.
5) Alok Goyal, Mridula Goyal, (2020) Business Environment, VK Publications
6) Shaikh Saleem (2020) Business Environment, 4th Edition Pearson Publications,
7) Borjas G.J. (2021) Labor Economics 5th Edition, Mc.Graw hill publications, 2021

8) Esrafil Ali (2021) Labor Economics Everest Publishing House

9) R.R. Barthwal (2021) Industrial Economics 4th edition, Newage International publishers, 2021

10) Dr.V.C. Sinha (2022) Business Environment New Edition SBPD Publsihing House

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5
CO1	3	3	3	3	2
CO2	2	3	3	3	3
CO3	3	3	2	3	3
CO4	2	2	1	1	2

HRM 105 A (22): EMPLOYEE WELFARE AND LABOR ADMINISTRATION

COURSE DESCRIPTION AND PURPOSE:

The Main aim of this course discuss the Employee welfare includes anything that is done for the comfort and improvement of employees' life, and is provided over and above the wages. Welfare helps in keeping the morale and motivation of the employees high so as to retain the employees for longer duration which helps the organization to achieve its goals. Welfare may increase the expenses but it will benefit the organisation in the long run, as it had proved to have direct correlation to productivity, loyalty, industrial relations, discipline and brand image. Employee welfare is a part of social welfare. Employee welfare includes anything that is done for the comfort and improvement of employees' life, and is provided over and above the wages. Welfare helps in keeping the morale and motivation of the employees high so as to retain the employees for longer duration which helps the organization to achieve its goals. It is also important for HR managers to understand various social security measures, State and Central government machinery responsible for implementation of various legislations on welfare and social security.

COURSE OUTCOMES (CO):

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	Understand the concept of employee welfare and various welfare facilities provided by the Central, State Governments and various agencies	Understand
CO 2	To Know different statutory and non-statutory welfare facilities	Apply
CO 3	Determine the difference between social security measures in India	Create
CO 4	Compare and contrast the State and Central Government Labour Administrative machinery	Analyze

COURSE OBJECTIVES:

- ✓ To understand the concept of employee welfare and various welfare facilities
- ✓ To Discuss various agencies responsible for providing welfare facilities
- ✓ To Explore the State and Central Government Labour administrative machinery

COURSE LEARNING OUTCOMES:

- ⌃ Understand the concept of employee welfare and various welfare facilities provided by the Central, State Governments and various agencies
- ⌃ Understand different statutory and non-statutory welfare facilities
- ⌃ Determine the difference between social security measures in India
- ⌃ Compare and contrast the State and Central Government Labour Administrative machinery

COURSE CONTENTS:

UNIT – I

Social Welfare, Labour Welfare: Concept, Scope and Philosophy of labour Welfare; Principles of Labour Welfare; Role of Welfare in Commitment and Structuring of labour force; Indian Constitution and labour Welfare;

UNIT – II

Historical Development of Labour Welfare in India; Impact of ILO on Labour Welfare in India; Agencies of Labour Welfare and their roles, State Management, Trade Unions and voluntary

UNIT – III

Labour Welfare Programmers: Statutory and Non-Statutory, Extra Mural and Intra Mural; Canteen, Creche, Housing, workers Education Scheme, Financing of Welfare Programmers; welfare officer; role Status and functions

UNIT-IV

Social Security: Concept and Scope; Social Assistance and Social Insurances, Development of Social security in India; Social Security Measures for Industrial employees; Towards a Comprehensive Social Security System in India.

UNIT – V

Labour Administration; Central Labour Administrative machinery in India; Labour Ministry; Labour Secretary; Chief Director General of Employment and Training; Director General of Factory Advice Service; Provident fund Organization; ESI Schemes; Labour Administration in A.P.

Case Analysis: The Question Paper shall have a compulsory question on case analysis.

PRESCRIBED BOOKS:

1) Dr.Debasish Biswas (2013) Industrial Relations Labor Welfare, Text Cases, 1st Edition,
2) Palavi Dinesh, N. Devpriya Dev (2015) Employee Welfare and Social Security, Vision Book House,
3) A.M.Sharma (2015) Aspects of Labor Welfare and Social Security, , 12th edition, Himalaya Publishing House
4) P.Subba Rao & A.M.Sarma (2015) Employee Welfare Social Security, , 5th Edition, Himalaya Publishing House,
5) M.KSingh, Vaju (2015) Social Welfare Administration and Social Policy Education of India, JBC press.
6) R.Sivarethinamohan (2020) Industrial Relations and Labor welfare Text Cases, , Prentice Hall India Learning
7) Dr.B.Jagadish Rao, Sahitya Bhawan (2020) Labor Welfare Law, Publication, Lucknow,
8) Hugh Bochel, Andrew Defty (2020) Welfare Policy Under New Labor codes Policy Press Publisher, 2020

9) Vijetha M Lambert (2021) Effectiveness of Employee Welfare Measures with reference to SCCL Swetha Thiruchanuru, Academic Publishing House 2021

10) K.Mariappa (2021) Employment Policy and Labor welfare in India.

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5
CO1	3	3	3	3	2
CO2	2	3	3	3	3
CO3	3	3	2	3	3
CO4	2	2	1	1	2

HRM 105 B (22): HR COMPETENCY MAPPING

COURSE DESCRIPTION AND PURPOSE:

Competency mapping certification conceives the required competencies and defines a competency framework by mapping the existing skills and competencies of the employees. It identifies gaps and then develops the competencies thereby providing an informed, systematic and measurable method for developing organizational capability. Competency Mapping is essential for enabling the employees of an organization. By identifying weaknesses, strengths, and areas of improvement, an HR professional can assist with this critical skill. This will lead to career development and organisational growth.

COURSE OUTCOMES (CO):

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	It allows the student to learn about an organization to understand its capabilities and the gaps to which it is exposed. A competency-based approach allows it to fine-tune all HR related downstream activities	Understand
CO 2	It becomes more focused and the specific competencies required become clear.	Apply
CO 3	It is easier with the skills being defined and the behaviors on which the employees are to be assessed are also clearly defined.	Analyze
CO 4	It facilitates Learning and Development and Organizational Development.	Create

COURSE OBJECTIVES:

✓ Identify competencies required for various job roles
✓ Design and develop the Competency Matrix
✓ Create positive and negative Competency indicators for different Competency area
✓ Evaluate the significance of different methods for conducting Job Analysis
✓ Use Competency Matrix for various HR functions in an organization
✓ Articulate and apply the stages of the Competency Mapping process

COURSE LEARNING OUTCOMES:

⋏ It allows the student to learn about an organization to understand its capabilities and the gaps to which it is exposed. A competency-based approach allows it to fine-tune all HR related downstream activities
⋏ It becomes more focused and the specific competencies required become clear.
⋏ It is easier with the skills being defined and the behaviors on which the employees are to be assessed are also clearly defined.
⋏ It facilitates Learning and Development and Organizational Development.

➤ It makes it easier for the students and organizations to plan, strategize and implement to optimize overall organizational capabilities.

COURSE CONTENT

UNIT I

Introduction to Competency Mapping: What is Competency? History, Evolution, Categorization of competencies, Competencies for competitive advantage.

UNIT II

Competency Models: Competency Models, Competency based HR Applications, Benefits of applying competency based models to HR, Issues related to developing Competency Mapping.

UNIT III

Formation of Competency Framework: Steps for creating competency framework, usage of competency framework, competency framework guidelines, Steps for writing competencies.

UNIT IV

Assessment Centers and Competency - based interviewing: History of Assessment centers, Use of assessment centers in industry, types of tools used, roles & responsibilities of assessors, Competency-based interviewing.

UNIT V

Competency Mapping next steps: Generic Competencies, Applying generic competency model for Leadership Role, Resistance and recommendations to Competency model. Application of Competency Mapping: Competency Linked Competitive remuneration and its implications, Competency based compensation structure, Development centers and managerial evaluations competency driven culture.

PRESCRIBED BOOKS:

1) B.L.Gupta, (2011) Competency Framework for HRM, Concept Publishing Company, Private Limited,
2) Srinivas R. Kanduala (2013) Competency Based HRM Prentice Hall Learning
3) Seema Sanghi (2016) The Handbook of Competency Mapping, Sage Publication
4) Sudhir warier (2019)Competency Management A Practioner's Handbook, Ist Edition, Notion Press
5) Sumati Ray, Anindya Basa Roy (2019) Competency Based HRM, Ist Edition, Sage Publication
6) Indranil Gupta (2020) Competency Mapping & Assessment Notion Press, 1st Edition,
7) R.K.Sadhu (2021) Competency Mapping, International Edition, Excel Books

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5
CO1	3	3	3	3	2
CO2	2	3	3	3	3
CO3	3	3	2	3	3
CO4	2	2	1	1	2

HRM 105 C (22): ENTERPRISE RESOURCE PLANNING

COURSE DESCRIPTION AND PURPOSE:

This course provides you with an understanding of what Enterprise Systems (also commonly termed as Enterprise Resource Planning Systems, ERPs) are. After learning about what these systems are, we would touch upon why these systems are useful to companies, through which they would get to see the various jobs and positions that are associated with the use and deployment of ERPs. In this course, it would also develop an appreciation of the managerial aspects related to the selection and implementation of ERPs. The approaches taken in ERP implementation, and change management techniques to utilize when an organization is undergoing ERP implementation This course presents the topic of data warehouses and their value to the organization. It takes the student from the database platform to structuring a data warehouse environment. Focus is placed on simplicity and addressing the user community needs.

COURSE OUTCOMES (CO):

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	Make basic use of Enterprise software, and its role in integrating business functions	Understand
CO 2	Analyze the strategic options for ERP identification and adoption.	Apply
CO 3	Design the ERP implementation strategies.	Analyze
CO 4	Create successful ERP implementation	Create

COURSE OBJECTIVES:

✓ To provide a contemporary and forward-looking on the theory and practice of Enterprise Resource Planning Technology.
✓ To focus on a strong emphasis upon practice of theory in Applications and Practical oriented approach.
✓ To train the students to develop the basic understanding of how ERP enriches thebusiness organizations in achieving a multidimensional growth.
✓ To aim at preparing the students technological competitive and make them ready to self-upgrade with the higher technical skills.

COURSE LEARNING OUTCOME:

⌖ Make basic use of Enterprise software, and its role in integrating business functions
⌖ Analyze the strategic options for ERP identification and adoption.
⌖ Design the ERP implemention strategies.
⌖ Create successful ERP implementation.

COURSE CONTENT

UNIT –I

Introduction to ERP: Enterprise – An Overview, Integrated Management Information, Business Modeling, Integrated Data Model

UNIT – II

ERP and Related Technologies Business Processing Reengineering(BPR), Data Warehousing, Data Mining, On-line Analytical Processing(OLAP), Supply Chain Management (SCM),Customer Relationship Management(CRM), MIS - Management Information System, DSS - Decision Support System, EIS - Executive Information System.

UNIT – III

ERP Manufacturing Prospective: MRP - Material Requirement Planning, BOM - Bill of Material, MRP - Manufacturing Resource Planning, DRP – Distributed Requirement Planning, PDM - Product Data Management

UNIT- IV

ERP Modules Finance, Plant Maintenance, Quality Management, Materials Management Benefits of ERPR eduction of Lead-Time, On-time Shipment, Reduction in Cycle Time, Improved Resource Utilization, Better Customer Satisfaction, Improved Supplier Performance, Increased Flexibility, Reduced Quality Costs, Improved Information Accuracy and Design-making Capability

UNIT – V

ERP Implementation Lifecycle Pre-evaluation Screening, Package Evaluation, Project Planning Phase, Gap Analysis, Reengineering, Configuration, Implementation Team Training, Testing, Going Live, End-user Training, Post-implementation (Maintenance)

REFERENCE BOOKS:

1) Venkateshwaran (2009) Enterprise Resource Planning & Practices, SCI Techn Publication Private Limited,
2) S.Partha Sarathy (2013) Enterprise Resource Planning, Newage International Priviate Limited, Publishers
3) Veena Bansal (2013) Enterprise Resource Planning A Managerial Perspective, Pearson Publications
4) Lakshmi Yesdee (2014) Enterprise Resource Planning Publishers
5) Dr.Ashim Raj Singla (2016) Enterprise Resource Planning Cenage 2nd Edition, India Private Limited
6) Rajesh Ray (2017) Enterprise Resource Planning Edition, Mc Graw Hill Edition
7) Elbardan, Ahmed O. Kholeif (2017) Enterprise Resource Planning, Corporate Governance and Internal Auditing: An Hany Institutional Perspective Springer International Publishing
8) Alexis Lcon(2019) Enterprise Resource Planning 4th Edition, Mc Graw Hill 2019
9) Dr.P.C.Reddy, SK. Kataria (2022) Enterprise Resource Planning & Sons Publisher, 2022

10) Vinod Kumar Garg N.K.Venkatakrishnan (2022) Enterprise Resource Planning & Practices, , PHI Learning

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5
CO1	3	3	3	3	2
CO2	2	3	3	3	3
CO3	3	3	2	3	3
CO4	2	2	1	1	2

HRM 106 A (22): INFORMATION TECHNOLOGY& HR INFORMATION SYSTEM

COURSE DESCRIPTION AND PURPOSE:

Course covers issues and techniques related to Human resource information systems, Management Information systems and the integration of technology to create and sustain effective HRM practices that contribute to the effectiveness of organizations. This syllabus bring base level of information technology in business, and how it was adopted in the Business by using application software of MIS and HRIS in Various Industrial Units.

COURSE OUTCOMES (CO):

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	The student Learn the concept of Internet domains	Learn
CO 2	It helps the students to apply the HRIS package in their workspace	Apply
CO 3	The Syllabus monitors them well know about the Internet concepts of the WWW and Hyper link to send the files through Email easily.	Create
CO4	The students absorbs and understand the real time application knowledge of HRIS and MIS concepts	Analyze

COURSE OBJECTIVES:

✓ To enable the students to have a perspective on the basic knowledge on the Computer
✓ To Understand the basic concepts of Internet Domains
✓ To Learn the MIS systems in business Organizations
✓ To study the HRIS in Large Industrial Organization and to manage the Huge amount of the employee data in to the single platform.

COURSE LEARNING OUTCOMES:

At the end of the courses the students should be able to:

⮥ The student Learn the concept of Internet domains
⮥ It helps the students to apply the HRIS package in their workspace
⮥ The Syllabus monitors them well know about the Internet concepts of the WWW and Hyper link to send the files through Email easily.
⮥ The student absorbs and understands the real time application knowledge of HRIS and MIS concepts.

COURSE CONTENTS

UNIT - I

Introduction to Computers, Classification and Generation of computers Input and Output Devices: Storage Devices; Central Processing Unit; Computer Configuration; Binary System and Data Representation; Hardware and Software.

UNIT – II

Information Technology and Business: Information Systems; Concept , History of Internet, Basic concepts of internet – Internet Domains, website, web servers, URL, HTTP, Client and Servers

UNIT - III

MIS System: introduction to MIS, Meaning and Nature, Types of information and information systems. Information concepts and information technology: Definition and difference between data and information, relevance of information to decision making, source and types of information

UNIT -IV

Human Resource Information Systems: Introduction, Concept and Definition; Information Needs in HRM; HRIS Models; Acquiring and Implementing HRIS; Computers and HRIS and Users in HRM; Database in HRIS.

UNIT -V

Theory and Lab MS-office, MS-Word, MS-Excel, MS-Access

Case Analysis: The Question Paper shall have a compulsory question on Case Analysis.

PRESCRIBED BOOKS:

1) Yadav D(2011) Foundation of Information Technology. New Age International Private limited, Publisher.
2) Efrain Turban(2012) Introduction to Information Technology 2nd Edition, Wiley Publication
3) Introduction to Information Technology, 2nd Edition, Pearson Education, 2012
4) Introduction to Information Technology 2nd Edition, Pearson Education 2012.
5) Pradeep K.Sinha, Priti Sinha(2016) Information Technology Theory & practice, PHI Learning
6) V.Rajaraman (2018) Introduction to Information Technology, 3rd Edition, Online 2018
7) Eric Frick(2019) Information Technology Essentials An Introduction to Information Technology, ERIC Frick Industries.
8) Goyal Brothers (2021) Text book of Information Technology Ist Edition Prakashan Publications
9) Puneet Kumar, Sushil Bhardwaj (2021) Fundamentals of Information Technology, , Kalyani Publications 2021
10) Vaishali Sharma, Dhanpat Rai (2022) Fundamentals of Information Technology, Publishing Company Limited

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5
CO1	3	3	3	3	2
CO2	2	3	3	3	3
CO3	3	3	2	3	3
CO4	2	2	1	1	2

HRMC106 B (22): HR ACCOUNTING

COURSE DESCRIPTION AND PURPOSE:

Human Resource Accounting is the subject that helps in the process of identifying and measuring data about Human Resources and communicating this information to the interested parties. This course helps to design the Human Resource Accounting for Managers, and how to utilize efficient Human Resources in the Organization. This HR accounting syllabus frame the HR planning and Investment approaches in the Human resources for the organization. This course helps the students to specify the Design, Preparation & Implementation HR Accounting and also stress the importance of the Classification of Costs in HR Accounting, Social Control.

COURSE OUTCOMES (CO):

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	It allows the student to learn about an organization to understand its capabilities and the gaps to which it is exposed. A competency-based approach allows it to fine-tune all HR related downstream activities	Understand
CO 2	It becomes more focused and the specific competencies required become clear.	Apply
CO 3	It is easier with the skills being defined and the behaviors on which the employees are to be assessed are also clearly defined.	Analyze
CO 4	It facilitates Learning and Development and Organizational Development.	Create

COURSE OBJECTIVES:

- ✓ To understand the values of Human Resources in Organizations.
- ✓ To familiarize the process and approaches of Human Resources Accounting
- ✓ To study the Expenditure Vs. Productivity of the training for HR Accounting
- ✓ To examine the Process and Procedure of HR accounting
- ✓ To help the students for the HRA Oriented Reporting Processes in the organization

COURSE LEARNING OUTCOMES:

At the end of the course the students should be able to:

- ⚑ Understand the requirements of the workforce and organization performance through HR Accounting
- ⚑ Measure the Human value addition into money value
- ⚑ Analyze the Recruitment and Training cost of Human Resource accounting
- ⚑ Identifying the experiences shared by the HR Managers

COURSE CONTENTS

UNIT -I

Meaning & Definition of HRA – Importance - Development of the Concept – History of Score Card - HRA for Managers & HR Professionals - Investment in Human Resources – Quality of Work Force and Organizations' Performance - Efficient use of Human Resources – Modern Market Investment Theory - Enumerating the Assets- Calculating the Market Value of Assets – liquid and Non- Marketable Assets – Human Capital.

UNIT -II

Human Resource Planning – Human Capital Investment – Expenditure Vs Productivity – Training – Human Capital & Productivity - Human Resource Accounting – Measurement of Human Value addition into Money Value – Objectives of Human Resources Accounting – Approaches to Human Resource Accounting.

UNIT -III

Investment Approach – Investment in Human Resources - HR Value – Concepts, Methods & Mechanisms - Recruiting and Training Costs – Depreciation –Rates of Return – Organization Behavior Vs Turnover – Non Value Adds in the Management of Human Resources, Measures and Prevention - Organization Climate Approach – Improvement Determination of Changes in Human Resource Variables – Increased Costs, Cost Reduction and Future Performance.

UNIT -IV

HR Accounting – Design, Preparation & Implementation - Responsibility Accounting and Management Control - Management Control Structure and Process - Design of HR Accounting Process & Procedures for each of the HR Sub-system including Recruitment, induction, Performance Appraisal and Training - Classification of Costs in HR Accounting – Behavioral Aspects of Management Control – Social Control.

UNIT -V

HR Auditing and Accounting – HRA Software - HRA Oriented Reporting Processes Including P& L Accounts & Balance Sheet - Experiences and Extrapolations on HRA.

PRESCRIBED BOOKS:

1) Eric G.Flamholtz (2012) HR accounting Advances in concept, Methods, Applications, Springer Publications
2) Lambert (2012) HR Accounting in India, Academic Publsihing
3) Aravind S; Luhar Babita Kamojiya, Hiresh S.Luhar,(2015)HR accounting concepts, methods, Applications, 1st Edition, Himalaya Publishing House
4) Nisamaudheen.T, Laxmi (2016) HR Accounting & Auditing, Book Publication 2016
5) Moolchandani Yking (2020) HR Accounting Concepts, Objectives, Practical Approaches Dr.Preeti Jain Harbash Books,
6) Jack Philips, Butter Worth line Mann (2021) Accountability in HRM, Mc.Graw Hill Publication 2021.

7) Dr. Trupti Shivaram Shelkre vibhav galadagekar (2021) Human Resource Accounting & Audit Himalaya publishing House, 2021

8) Nisamudheen T. & MuflihaS, Laxmi (2021) Human Resource Accounting & Auditing Publication.

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5
CO1	3	3	3	3	2
CO2	2	3	3	3	3
CO3	3	3	2	3	3
CO4	2	2	1	1	2

Second Semester

MASTER OF HUMAN RESOURCE MANAGEMENT

SEMESTER-II

HRM 201 (22): HUMAN RESOURCE DEVELOPMENT

COURSE DESCRIPTION AND PURPOSE:

This course is an introduction and overview to the discipline of Human Resource Development. The holistic nature of the course addresses the processes of planning and implementing organizational training systems, assessing educational and developmental needs of employees, and examines the various applications of the HRD field used to enhance employee performance.

COURSE OUTCOMES (CO):

On the successful completion of the course, the student will be able to

		Course Outcome	Level
CO 1		Each student brings to the class a wealth of experience, and knowledge that should be tapped so that the classroom becomes a reciprocal learning environment	Understand
CO 2		Students should learn best through active participation in their education; therefore, willing corporate various active-learning strategies, such as leading and participating in group discussion, exercises in class to foster critical thinking, personally reviewing the literature, and student-facilitated discussion of a dimension of the field.	Apply
CO 3		It demand a great deal of personal reading and a greater level of critical thinking.	Analyze
CO 4		Students best clarify their ideas and understanding of concepts and issues through discussion and writing;	Create

COURSE OBJECTIVES:

✓ It Explain the basic concepts, terminology and holistic process of developing human resources in a wide variety of work sectors.

✓ Analyze the forces of contemporary trends or significant issues in the field as applicable to the major application areas

✓ Describe each of the major HRD functions and application areas

✓ It act in the role of a professional facilitator on a contemporary trend or problem within the field, and draw the class members toward a coherent, logical, and clear set of conclusions and implications.

COURSE LEARNING OUTCOMES:

⌃ Each student brings to the class a wealth of experience, and knowledge that should be tapped so that the classroom becomes a reciprocal learning environment

⌃ Students should learn best through active participation in their education; therefore, willing corporate various active-learning strategies, such as leading and participating in group discussion, exercises in class to foster critical thinking, personally reviewing the literature, and student-facilitated discussion of a dimension of the field.

⌃ It demand a great deal of personal reading and a greater level of critical thinking.

⮝ Students best clarify their ideas and understanding of concepts and issues through discussion and writing;

COURSE CONTENTS

UNIT – I

HRD-Macro Perspective: HRD Concept, Origin and Need, HRD as a Total System; Approaches to HRD; Human Development and HRD; HRD at Macro and Micro Climate.

UNIT -II

HRD–Micro Perspective: Areas of HRD; HRD Interventions Performance Appraisal, Potential Appraisal, Feedback and Performance Coaching, Training, Career Planning, OD or Systems Development, Rewards, Employee Welfare and Quality of Work Life and Human Resource Information; Staffing for HRD: Roles of HR Developer; Physical and Financial Resources for HRD; HR Accounting; HRD Audit, Strategic HRD

UNIT – III

Instructional Technology for HRD: Learning and HRD; Models and Curriculum; Principles of Learning; Group and Individual Learning; Transactional Analysis; Assessment Centre; Behaviour Modeling and Self Directed Learning; Evaluating the HRD

UNIT – IV

Human Resource Training and Development: Concept and Importance; Assessing Training Needs; Designing and Evaluating T&D Programmes; Role, Responsibilities and challenges to Training Managers.

UNIT – V

Training Methods: Training with in Industry (TWI): On the Job & Off the Job Training; Management Development: Lecture Method; Role Play; In-basket Exercise; Simulation; Vestibule Training; Management Games; Case Study; Programmed Instruction; Team Development; Sensitivity Training; Globalization challenges and Strategies of Training Program, Review on T&D Programmes in India.

Case Analysis: The Question Paper shall have a compulsory question on Case Analysis.

PRESCRIBED BOOKS:

1) Biswanath Ghosh (2000) HRD Vikas Prentice Hall India limited.
2) Sheikh AM (2007) HRD & Management. S.Chand & company.
3) T.V. Rao (2010) Reading HRD, Oxford & IBH Publishing Company
4) Pippariley (2012) HRD & Employment Relations Viva Books Publications
5) P.C Tripathi, (2013) HRD Sultan Chandson
6) HRD Randy(2020) L.Desimone, Jon M.Wermer, 6th Edition Cenage India Publications, Human Resource Development Dr.Mukund Chandra Mehta, Doelkar, 1st Edition Bharati Publication,
7) HRD Hrdvid(2021) Interfrace Approach, Atlantic Publisher Distributor Private Limited 2021
8) HL kaila (2020) HRD & Business Growth Wiley Publications India
9) HRD Gully Baba(2021) Publishing House Private limited, Latest Edition.

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5
CO1	3	3	3	3	2
CO2	2	3	3	3	3
CO3	3	3	2	3	3
CO4	2	2	1	1	2

HRM 202 (22): ORGANISATIONAL BEHAVIOR-I

COURSE DESCRIPTION:

This course provides a comprehensive analysis of individual and group behaviour in organizations. Its purpose is to provide an understanding of how organizations can be managed more effectively and at the same time enhance the quality of employees work life. In this course students will be exposed to many different views, concepts, and experiences concerning organizational behaviour. For many of the students, career success will be largely a function of our skills in understanding and influencing human behaviour. The "people skills" will be some of the most critical skills you can develop. The field of Organizational Behavior (OB) is concerned with the study of what people do in an organization, why they do it, and how that behaviour affects the performance of the organization.

COURSE OUTCOMES (CO):

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	To help the students to develop cognizance of the importance of human behaviour.	Understand
CO 2	To enable students to describe how people behave under different conditions and understand why people behave as they do.	Apply
CO 3	To provide the students to analyse organizational behavior for future action.	Analyze
CO 4	To enable students to synthesize related information and evaluate options for the most logical and optimal solution such that they would be able to predict and control human behaviourand improve results.	Create

COURSE OBJECTIVES:

✓ To Demonstrate the applicability of the concept of organizational behavior to understand the behavior of people in the organization.
✓ To Understand the applicability of analyzing the complexities associated with management of individual behavior in the organization.
✓ To Analyze the complexities associated with management of the group behavior in the organization.
✓ To concentrate how the organizational behavior can integrate in understanding the motivation (why) behind behavior of people in the organization.

COURSE LEARNING OUTCOMES:

⌖ To help the students to develop cognizance of the importance of human behaviour.
⌖ To enable students to describe how people behave under different conditions and understand why people behave as they do.
⌖ To provide the students to analyse organizational behavior for future action.

⮦ To enable students to synthesize related information and evaluate options for the most logical and optimal solution such that they would be able to predict and control human behavior and improve results.

COURSE CONTENT

UNIT – I

Organisational Behaviour (OB): Definition, Scope, Elements of Organizational Behaviour; Approaches to OB: Classical organization Approach: F.W.Taylor, Henry Fayol: Human Relations Movement and Behaviouralism.

UNIT – II

Foundations of Individual Behaviour: Personality; Learning; Attitudes; Alienation; Stress; Counselling;

UNIT – III

Foundations of Group Behaviour: Process of Group Formation, Types of Groups, Group Cohesiveness, Decision Making in Groups; Job Satisfaction

UNIT – IV

Conflicts: Goal Conflict, Role Conflict; Frustration; Defence Mechanisms; Transactional Analysis: Johari Window; Force Field Analysis.

UNIT- V

Organisational Conflict; approaches of Conflict management: Management of conflict and organizational Performance; Collaboration; concept Basis and Interventions on Techniques of Understanding Behavior; Transactional analysis and Johari Window

Case analysis: The question paper shall have a compulsory question on Case Analysis.

PRESCRIBED BOOKS:

1) S.S.Chanda(2006) Organizational Behavior S.Chand Publishing house
2) KCS Ranganayakulu (2006) Organizational Behavior Atlantic Publishers,
3) V.G.Kondalkar (2007) Organizational Behavior New Age Publication House
4) M.N.Mishra (2009) Organizational Behavior Vikas Publishing House 2009
5) Krishna Prakashan (2009) Organizational Behavior Media private Limited 2nd Edition 2009
6) Paul Smith, Marilyn Farmer (2012) Organizational Behavior Wendy yellowley, Routledge Publication
7) Angelo Kinchi (2021)Organizational Behavior, 5th edition Richard D.Irwin Incorporation,
8) P.Robbins, TiMothy A.Judge (2016) Organizational Behavior Pearson Publications,
9) F.C.sharma (2016) Organizational Behavior, , Shree Mahavir Book Depot
10) Organizational Behavior University of Minnesota Libraries Publishing House 2017.

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5
CO1	3	3	3	3	2
CO2	2	3	3	3	3
CO3	3	3	2	3	3
CO4	2	2	1	1	2

HRM 203 (22): EMPLOYEE COMPENSATION MANAGEMENT

COURSE DESCRIPTION AND PURPOSE:

This Course is designed to provide the student with a thorough knowledge of various methods and practices of Compensation Management. It enables students to understand and perform job evaluation for various job positions of different fields. It also serves to develop and strengthen overall analytical skills of students Related to various HR Functions. It also highlights the importance of maintaining the capable education qualification, the value of developing their skills, and the significance of providing the appropriate atmosphere for them. Several important topics will be addressed in the class such as: Compensation professionals' goals within a human resource department. Ways to strengthen the pay-for-performance link. Ways to strengthen the pay-for-performance link.

COURSE OUTCOMES (CO):

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	To increase student knowledge and comprehension about the compensation function.	Understand
CO 2	Upon completion, the student should be able to recognize how pay decisions help the organization achieve a competitive advantage.	Apply
CO 3	Specifically, the student will be able to analyze, integrate, and apply the knowledge to solve compensation related problems in organizations	Analyze
CO 4	The student should learn the concept of total compensation by examining the integrated roles of base pay, employee benefits, and incentive programs within an organization	Create

COURSE OBJECTIVES:

✓ To learn basic compensation concepts and the context of compensation practice
✓ To illustrate different ways to strengthen the Wage Determination
✓ To learn the concepts of wage fixation in Public Sector Undertakings.
✓ To understand the Legally required employee benefits.
✓ To learn the Wage Incentive schemes in India

COURSE LEARNING OUTCOMES:

⮡ To increase student knowledge and comprehension about the compensation function.
⮡ Upon completion, the student should be able to recognize how pay decisions help the organization achieve a competitive advantage.
⮡ Specifically, the student will be able to analyze, integrate, and apply the knowledge to solve compensation related problems in organizations

COURSE CONTENT

UNIT – I

Employee Compensation Management: Concept, Principles; significance**; Wage Concepts**: Wage and Salary; Minimum Wage; Need-based Minimum Wage; Fair Wage; Living Wage; ;Money and Real Wages: **Wage Theories; Compensation Policy.**

UNIT – II

Wage Determination: Principles, Determinant Factors; Job Evaluation Methods and its Role in Wage Determination; Wage Differentials;

UNIT – III

Wage fixation: Statutory Wage Fixation, Wage Boards, Collective Bargaining, Adjudication, Pay Commissions; Wage fixation in Public Sector Undertakings.

UNIT-IV

Wage Payment Methods: Time and Piece Rate Systems, Payment by Results (PBR); Payment Methods in Different Countries; **Incentives**: Principles, Procedure for Installing Incentive System: Wage incentive Schemes in India; Linking Wages with Productivity.

UNIT – V

Wage Components: Significance, Basic Wage; Dearness Allowance; Bonus and General Allowances; Fringe Benefits; Managerial Compensation: Recent Trends in Indian Organizations and MNCs: Role of H.R. Department in Compensation Management.

Case Analysis: The Question paper shall have a compulsory question on Case Analysis.

PRESCRIBED BOOKS:

1) Richard I.Henderson (2006) Compensation Management knowledge Based World, Prentice Hall India, 2006
2) Dipak Kumar Bhattacharya (2014) Compensation Management 2nd Edition, Oxford University, Press 2014.
3) Jerrynewman, George Milkovichm, (2017) Compensation 12th edition,
4) Compensation Management Special India Edition, 9th Edition Mc.Graw Hill Education 2017
5) HL Kumar(2019) Employee Compensation 9th Edition, Universal Lexi Nexis Publication
6) RC Sharma(2019) Compensation Management, 1st Edition, Sage Publications.
7) Charbanda & Kharbanda (2020) Employee Compensation Act, 1923, Law Publishing House, 2020
8) Compensation Management SIA Publisher & Distributions Latest Edition 2022.

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5
CO1	3	3	3	3	2
CO2	2	3	3	3	3
CO3	3	3	2	3	3
CO4	2	2	1	1	2

HRM 204 (22): INDUSTRIAL RELATIONS MANAGEMENT

COURSE DESCRIPTION AND PURPOSE:

Industrial Relations and Labour Legislation Laws are concerned with the improvement of workers' economic conditions in India. These laws aim to develop and promote compatible labour management systems and relations, regulate work and production by the minimization of industrial conflicts, and to socialise various industries by establishing the government as the employer. Studying Industrial Relations and Labour Legislation opens up many opportunities for those candidates who wish to fight legally for workers and their economic rights.

COURSE OUTCOMES (CO):

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	Be aware of the present state of Industrial relations in India.	Understand
CO 2	Be acquainted with the concepts, principles and issues connected with trade unions, collective bargaining, workers participation, grievance redressal, and Trade Unionism	Apply
CO 3	Understand the Industrial Conflicts and Industrial relations in USA and UK	Analyze
CO 4	Students should able to learn industrial disputes and ways to resolve them	Create

COURSE OBJECTIVES:

- ✓ Clearly understand and explain the concept of Industrial Relations,
- ✓ Elaborate on the important causes and impacts of industrial disputes,
- ✓ Explain the role of trade unions in industrial setups,
- ✓ Outline the crucial provisions of Industrial Committees; Wage board; Evaluation and Implementation of Committees; Voluntarism; code of Discipline and code of Conduct; JMCS; Worker's Participation in Management; Employee Grievance Redressal System;

COURSE LEARNING OUTCOMES:

Upon completion of the course, the student would:

- ⚑ Be aware of the present state of Industrial relations in India.
- ⚑ Be acquainted with the concepts, principles and issues connected with trade unions, collective bargaining, workers participation, grievance redressal, and Trade Unionism
- ⚑ Understand the Industrial Conflicts and Industrial relations in USA and UK

COURSE CONTENTS

UNIT – I

Industrial Relations: Concept, Determinants of Industrial Relations; Perspectives of Industrial Relations; Evolution of Industrial Relations. Origin and Development of Industrial Relations. Economic Restructuring and Industrial Relations Systems in India,.

UNIT – II

Public Policy on Industrial Relations in India: Constitution and Labour, Industrial Policy Resolutions; Five Year Plans; Tripartism: Indian Labour Conference; Standing Labour Committee; Industrial Committees; Wage board; Evaluation and Implementation of Committees; Voluntarism; code of Discipline and code of Conduct; Industrial Trade Resolutions

UNIT – III

Labour Management Cooperation in India: Works committees; JMCS; Worker's Participation in Management; Worker Director; Employee Grievance Redressal System; Industrial employment Standing Orders and its Role in Industrial Relations; Management of Discipline in Industry; Misconduct; Process of Domestic Enquiry and Punishment.

UNIT – IV

Industrial conflict and IR code: Causes, Manifestation, measures of conflict resolution. Industrial Relations System in U.K., U.S.A., and Japan. Recent Trends in Industrial Relations, Industrial Relations in Globalization

UNIT – V

Trade Union act 1926, Trade Union movement; Historical development; growth of trade unions in India; Problems of Trade unions; challenges before trade unions, Recognition, Leadership, Political involvement, Inter and Intra Union Rivalry, Finance, Trade Union Structure; National Trade Union Federations; Emerging Trends in Unionism in India

Case Analysis: The Question Paper shall have a compulsory question on Case Analysis.

PRESCRIBED BOOKS:

1) SEN (2010) Industrial Relations Text and Cases Laxmi Publications 2010
2) Dr.Ajit JKumar Ghosh Manas (2011) Industrial Relations Text and Cases Publications
3) AM Sharma (2015) Industrial Relations & Labor laws, Himalaya Publishing House
4) C.S.Venkata ratnam, Manoranjan Dhal(2017) Industrial Relations, 2nd Edition Oxford University Press
5) PRN Sinha (2017) Industrial Law and TradeUnion, Labor laws, Pearson Publication
6) Dr.S.K.Puri (2017) Labor and Industrial Law, Prabhat Praksan Publications
7) S.N.Mishra (2018) Labor & Industrial Law Central Law Publication
8) S.C.Srivastava (2020) Industrial Relations and Labor Laws, Vikas Publishing House, 2020
9) Taxman (2022) New Labor and Industrial Laws Taxaman Publications 2022.

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5
CO1	3	3	3	3	2
CO2	2	3	3	3	3
CO3	3	3	2	3	3
CO4	2	2	1	1	2

HRM 205 A (22): RESEARCH METHODOLOGY & DATA ANALYTICS

COURSE DESCRIPTION AND PURPOSE:

The Research Methodology and Data Analytics helps the students how to conduct the sample survey for the employees by using the statistical tools and Sampling Methods in the Industry. This course provides the indepth analysis of the Social Research by understanding the Historical, case study and Experimental Method. The aim of this syllabus make the students to present the report writing easily in their survey. The ability of the students to present their data in the tabulation, pictograms and graphs by using the Power Point Presentation.

COURSE OUTCOMES (CO):

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	It enables and Understand the students how to frame the Hypothesis and Research Design for submitting their projects in the organization	Understand
CO 2	Know the Importance of the case study and statistical methods	Apply
CO 3	It makes the students How to collect the data by using sampling techniques of Stratified, cluster and Purposive sampling techniques	Analyze
CO 4	It helps the students while after collect the data from the employees present and convert the data into the statistical tools of ANOVA	Create

COURSE OBJECTIVES:

✓ To Understand the Research Process and Research Design
✓ To Know the Types of Social Research and experimental research in HRM
✓ To Learn the sampling techniques of Simple Random, stratified and Cluster Sampling
✓ To Analyze the Quantitative and Qualitative Analysis
✓ To Identify the statistical tools of Correlation, Multiple Regression.

COURSE LEARNING OUTCOMES:

⚲ It enables and Understand the students how to frame the Hypothesis and Research Design for submitting their projects in the organization
⚲ Know the Importance of the case study and statistical methods
⚲ It makes the students How to collect the data by using sampling techniques of Stratified, cluster and Purposive sampling techniques
⚲ It helps the students while after collect the data from the employees present and convert the data into the statistical tools of ANOVA

COURSE CONTENTS:

UNIT – I

Scientific Method and Social Phenomena: Science – Theory and Fact, Research: Research Bias, Equipment of a Researcher, Social Research and Social Survey. Research Process Review of Literature; Hypothesis; Research Design- Planning and Types

UNIT–II

Type of Social Research: Historical, Case study, Experimental and Community Studies; Experimental Research in India for Human Resource Management.

Statistical Methods: Definition, Scope, Importance and Limitations of Statistical Methods.

UNIT – III

Sampling: Random, stratified Random, Cluster and Purposive sampling; Data collection and Research Tools: Documentary Information, Observation, Interview, Questionnaire, Schedule, Interview Guide, Scaling Techniques: Likert, Gutman and Thurstone scales. Pilot Study; and pretesting for validity and reliability of the tools. Data analysis: Qualitative and Quantitative Data analysis, Report writing.

UNIT – IV

Presentation of Data: Classification, Frequency Distribution, Tabulation, Diagrams, Graphs, Pictograms and Cartograms.

Measures of Dispersion: Range, Mean Deviation, Quartile Deviation and Standard Deviation.

Correlation: Simple, Multiple and Partial Correlation (Karl Pearson's Coefficient or Correlation); Rank Correlation.

UNIT – V

Regression: Association of Attributes, Chi-square Test, Sample Tests, X Tezt, "t" Test and "f" Test. Index Numbers: Definition, Computation Consumer and whole sale price index in India, Types of index Computation – Laspayer's, Pasche's; Marshall; Edgeworth's and Fisher's Index, Mathematical Tests of Consistency.

PRESCRIBED BOOKS:

1) Dr.C.Rajendra Kumar (2008) Research Methodology, APH Publishing House, 2008
2) Mukul Gupta Deepa Gupta (2011) Research Methodology Prentice Hall India Learning Private Limited.
3) Dr.Ranith Kaur Bhalla Dr.Mohith Puri, Kanisha (2012) Advanced Research Methodology Publication
4) R.Paneerselvam (2013) Research Methodology, 2nd Edition Easter Economy Edition,
5) Dipak Kumar Bhattacharya(2013) Research Methodology, 3rd Edition, Pillappa Publication
6) R.D.Misra (2015) Research Methodology handbook of Concept Publishing Company
7) Deepak Chawla, Neena Sondhi, (2016) Research Methodology, Concepts and Cases, 2nd Edition Vikas Publishing House
8) C.R.Kothar, Gaurav Garg (2020) Research Methods & Techniques, Newage 3rd Edition International Publishers
9) Mustafa (2021) Research Methodology, AITBS Publisher
10) Sergey K.Aityan (2022) Business Research Methodology, I Edition Springer Publication.

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5
CO1	3	3	3	3	2
CO2	2	3	3	3	3
CO3	3	3	2	3	3
CO4	2	2	1	1	2

HRM 205 B (22): HR AUDIT & ANALYTICS

COURSE DESCRIPTION AND PURPOSE:

This course focuses on identifying effective data sources, developing meaningful metrics, designing long-term measures, and applying results in support of organizational strategy and tactics. A Human Resource Audit is a comprehensive method (or means) to review current human resources policies, procedures, documentation and systems to identify needs for improvement and enhancement of the HR functionality as well as to assess compliance with ever-changing rules and regulations.

COURSE OUTCOMES (CO):

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	It analyze problems and issues in HR and the relevance of HR Audit and analytics.	Understand
CO 2	It logically synthesize the tools, methods and techniques of HR analytics to understand real world corporate scenario.	Apply
CO 3	It identify the application and uses of HR analytics in various HR sub-systems	Analyze
CO 4	To create the HR audit strategies in the organisations	Create

COURSE OBJECTIVES:

✓ The objective of this course is to acquaint the students with:
✓ The concepts and significance of HR Audit and analytics
✓ The tools, methods, approaches and techniques of HR analyticsapplication of analytics in various HR sub-systems

COURSE OUTCOMES:

After studying this course, the student will be able to:

⤷ It analyze problems and issues in HR and the relevance of HR Audit and analytics.
⤷ It logically synthesize the tools, methods and techniques of HR analytics to understand real world corporate scenario.
⤷ It identify the application and uses of HR analytics in various HR sub-systems

COURSE CONTENTS:

UNIT-I

Human Resource Audit: Introduction, Objectives, Concepts, Components, Need, Benefits, Important Components of Human Resource Development Audit, Need for Human Resource Audit, Identifying the Human Resource Audit Goal, Defining the Audit Team, Approaches to Human Resource Audit benefits Of Human Resource Audit

UNIT - II

HR Audit Methodology and Issues: Introduction Conducting a Human Resource Audit Preliminary Steps, Goals of the Audit , Areas of the Audit, Issues in HR Audit Strategies , Alignment of HR Audit

UNIT- III

HR Audit and Workforce Issues: Introduction Workforce Communication and Employee Relations, Performance Management, Compensation System , Teambuilding System

UNIT - IV

Analytics for HR sub-systems HR Analytics for Staffing, Training & Development, Performance Management Systems, Career Planning Systems, Rewards and Compensation Management, Employee Relations Systems.

UNIT-V

Analytics for HR system HR Performance frameworks and measurement systems; Measuring HR Climate and People Management Capabilities; Competency Management Frameworks & Competency Mapping, Integration of competency-based HR System. Measuring HR Effectiveness, The HR Scorecard.

PRESCRIBE BOOKS:

1) Chhabra, N. T. (2005). Human Resource Management: Concepts and Issues. (1st ed.) New Delhi: Dhanpat Rai & Co. Pvt. Ltd.
2) Bhattacharya, K., D. (2006). Human Resource Planning. (2nd ed.) New Delhi: Excel Books
3) Rao, L., P. (2008). Enriching Human Capital through Training and Development. (1st ed.) New Delhi: Excel Books
4) Durai, P. (2010). Human Resource Management. (1st ed.) Noida: Dorling Kindersley (India) Pvt. Ltd
5) Bhatia, K. and Mittal, S. (2009). Manpower Development and Technological Change. (1st ed.) New Delhi: Excel Books.
6) Biswas, D., B. and Director, S. (2013). How to Use Finance and Accounting in HR (Collection). (1st ed.) New Jersey: FT Press. notes
7) T.V Rao, (2014) HR Audit 2nd Edition Sage Publication, 2014
8) Dr.Trupti Shivaram Shelke Vibhav Galadagekar (2015) HR Accounting & Audit , Himalaya Publishing House.
9) Rajni Gyanchadani (2017)HR Audit Everest Publishing House.

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5
CO1	3	3	3	3	2
CO2	2	3	3	3	3
CO3	3	3	2	3	3
CO4	2	2	1	1	2

HRM 205 C (22): WOMEN AND CHILDREN IN EMPLOYMENT

COURSE DESCRIPTION AND PURPOSE:

Women and children in employment helps the organization to design the workforce estimation of women in the Organized sector and unorganized sector. This courses spells the working conditions of the women and gender bias issues in the work place. This course discuss the Legal Protection to the women like the equal wages, maternity benefits. This purpose of this course also aims to focus on the child labor dimensions.

COURSE OUTCOMES (CO):

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	Examine the macro picture, Trends in women's Participation in the Labour Force	Understand
CO 2	Understand the Women Workers in Liberalising Economy, The Primary Sector, The Secondary Sector, The Tertiary sector, The Service Sector, Wage Levels, Working Conditions	Apply
CO 3	Analyse the Problems and Consequences of Child Labour, Human Rights and Child Labour, ILO and its Role	Analyze
CO 4	Apply the women Empowerment Organizations in India.	Create

COURSE OBJECTIVES:

✓ To enable the students have an clear idea on the women participation in the labor participation
✓ To outline the problems of the women like genderbias, physical, social and emotional problems
✓ To specify the wage , leave and rest room facility for the women in the workplace
✓ To understand the ILO consequences and summit on Child Labor.

COURSE LEARNING OUTCOMES:

At the end of this course the student should be able to

⌖ Examine the macro picture, Trends in women's Participation in the Labour Force
⌖ Understand the Women Workers in Liberalizing Economy, The Primary Sector, The Secondary Sector, The Tertiary sector, The Service Sector, Wage Levels, Working Conditions
⌖ Analyse the Problems and Consequences of Child Labour, Human Rights and Child Labour, ILO and its Role
⌖ Apply the women Empowerment Organizations in India.

COURSE CONTENTS:

UNIT -I

Women workers in India: A macro picture, Trends in women's Participation in the Labour Force, Work Force participation, Work force Estimation, distribution of Male and Female Workers by Broad Industry Groups, Distribution of Women Workers, The Organized sector, The Unorganized sector, Time use Analysis.

UNIT -II

Women Workers in Liberalising Economy, The Primary Sector, The Secondary Sector, The Tertiary sector, The Service Sector, Wage Levels, Working Conditions, Behavioral Conditions, at Work: Physical, Social, and Emotional Problems, gender bias, sexual Harassment, Entering main stream through voice and Empowerment, Women and vulnerability, Empowerment, Organizations in India.

UNIT -III

Legal Protection for Women: ILO Conventions and Recommendations, Labour Legislation on Women: Working Hours and Leave, Equal Wage, Maternity, Special Benefits, Promotional Activities, Government Programmes, Role of NGOs., Education and Training Interventions.

UNIT -IV

Child Labour: Concept, Types and Dimensions of Child Labour in India. Approaches to Child Labour: Elimination of Child Labour.

UNIT -V

Problems and Consequences of Child Labour, Human Rights and Child Labour, ILOand its Role, Legislative provisions on Child Labour, National Child Labour policy, NGOs., and Child Labour.

Case Analysis: The Question Paper shall have a compulsory question on Case Analysis

PRESCRIBED BOOKS:

1) Child Labor Labor (2003) A Global Challenge Tapan Kumar Shandilya Shakeel Ahmadkahn Deep and Deep Publications
2) Child Labor (2003), Dr Ashad Ahmad, Kalpaz Publications
3) Child Labor in India (2006) Usha Sharma Mittal Publiations.
4) Child Labor in India(2016)GurchatenS.Sanghera Oxford University Press
5) Dr.S.K.Puri, Prabhat (2017)Labor and Industrial Law Praksan Publications
6) S.N.Mishra (2018)Labor & Industrial Law, Central Law Publication
7) Handbook of Research on women in management and the Global Labor Market Elisabeth T.Perena IGI Publisher 2019
8) Praveen Jha Avinash Kumar (2020) Laboring women Orient SlackSwan Private Limited,
9) Mary E.John, Meena Gopa (2021), Women in World of Labor Prabhat Pakashan Publications.
10) Ebook by Ministry of labor and Employment Making India A better Place for all 2022

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5
CO1	3	3	3	3	2
CO2	2	3	3	3	3
CO3	3	3	2	3	3
CO4	2	2	1	1	2

HRM 206 A (22): MANAGEMENT OF WORKFORCE DIVERSITY

COURSE DESCRIPTION:

The course enlightens the students about the importance of learning workforce Diversity. The module shall lead students to increased cultural understanding. Students will be better prepared for diverse workplace and interact better with people from different cultures and social groups. It will explore the reasons diversity is fundamental for the success of any company or organization across industries. It will consider the current challenges and best practices in supporting, creating, and cultivating diverse, multicultural and socially just work places. This course will look at ways to create diverse environments through recruitment and retention, policies and practices, leadership development, as well as accessibility and climate

COURSE OUTCOMES (CO):

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	Learners will perceive the concepts and Process of Workforce diversity	Understand
CO 2	Learners will comprehend about the ways of matching Job Requirements and Human Resource Availability to include diversity	Apply
CO 3	Learners will be able to interlink between workforce diversity and HRM functions	Analyze
CO 4	Learners will comprehend strategies to manage workforce diversity	Create

COURSE OBJECTIVES:

- ✓ To describe the nature of workforce diversity.
- ✓ To explain the impact of technology in managing workforce Diversity.
- ✓ To discuss the interlink between workforce diversity and HRM functions.
- ✓ To explain the strategies to deal with workforce diversity.

COURSE LEARNING OUTCOMES:

- ⋏ Learners will perceive the concepts and Process of Workforce diversity
- ⋏ Learners will comprehend about the ways of matching Job Requirements and Human Resource Availability to include diversity
- ⋏ Learners will be able to interlink between workforce diversity and HRM functions
- ⋏ Learners will comprehend strategies to manage workforce diversity

COURSE CONTENTS

UNIT- I

Managing Workforce Diversity - An Overview Meaning of Workforce, Workforce Diversity - Meaning, Features and Significance, Dimensions of Workforce Diversity, Advantages and Limitations of having a diverse workforce, Positive and Negative effects of workforce diversity in workplace

UNIT- II

Managing Workforce Diversity and HRM Functions, Steps to Recruiting and Retaining a Diverse Workforce, Workforce Diversity and HRM Functions – Diversity and Recruitment, Diversity and Supervision, Diversity and Training, Diversity and Compensation, Diversity and Performance Management, Diversity and Work life Balance, Role of Recruiter in Hiring Diversified Workforce, Workforce Diversity – Key to Organizational Performance, Workforce Diversity as a Determinant of Sustainable Competitive Advantage

UNIT- III

Organizational Strategies for Managing Workforce Diversity – Workplace Inclusion, Strategies through Corporate Leadership, Diversity Training and Mentoring Diversity Management Programmes – Concept, Corporate Culture and Diversity at workplace, Techniques of Managing Work Force Diversity, Approaches to Diversity Management System

UNIT – IV

Issues in Managing Diversity and Recent Trends, Best Practices in Achieving Workforce Diversity, Diversity and Multi-culturism, Global workforce diversity management,

UNIT- V

Recent Trends of Diversity, Role of Technology in Handling Workforce Diversity, Workforce Diversity Management for Creativity and Innovation, Ethical and Legal Issues in Managing Diversity.

REFERENCE BOOKS:

1) Phil Clement, John jones (2004) Diversity Training Kogan Page India Private limited.
2) Bahuadin G.Mujtaba (2009) Work Force Diversity Management Challenges Competencies, Strategies 2nd Editions,
3) Harvey (2015) Understanding Managing Diversity, Pearson Publications
4) Harvey & Allard (2009) understanding and Managing Diversity 4th Edition Prentice Hall India Publications.
5) Taylor & Francies (2015) Managing diversity in Public Sector Taylor & Franics Limited.
6) N.Powell (2015) Managing Diverse Work force Garry N.Powell, 3rd Edition Sage Publication
7) Marilyn Y.Byrd & Chaundal & Scott (2021) diversity at work place I Edition Routledge Publications
8) Jaquina Gilbert (2022) Diversity in Work place Essentials Virban Publishers.

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5
CO1	3	3	3	3	2
CO2	2	3	3	3	3
CO3	3	3	2	3	3
CO4	2	2	1	1	2

HRM 206 B (22): EMPLOYEE EMPOWERMENT AND ENGAGEMENT

COURSE DESCRIPTION AND PURPOSE:

Employees spend half of their life at the workplace, so technically the workplace is their second home. It is essential for them to have a good understanding of the place as well as the relationship with it Employee Engagement program enables the employee to understand the organizational practices, policies, benefits, and internal and external culture. It is a program that encourages the employees to connect and communicate with other employees and management. Employee Engagement Program is an approach to bring all the employees together, and motivate to contribute their best for self and Organisational growth. This enhances their commitment towards the goals and values.

COURSE OUTCOMES (CO):

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	It helps the students to Learn the principles and techniques of effective Employee Engagement to increase the productivity	Understand
CO 2	It Promotes the students Exhibit leadership skills to generate greater commitment amongst the teams	Apply
CO 3	It helps the students Learn to identify the root cause of the performance gap and effectively bridge the same	Analyze
CO 4	Learn to evaluate organisation and employees health and strength to recover from any pushback	Create

COURSE OBJECTIVES:

✓ Defend the value of employee engagement to an organization and explain it

✓ Design, build and implement the requirements for an employee engagement culture

✓ Craft specific HR practices aimed at increasing employee engagement and employee empowerment

✓ Identify, develop and champion the required change initiatives

✓ Build comprehensive employee engagement surveys and interpret their results

COURSE LEARNING OUTCOMES:

⮝ It helps the students to Learn the principles and techniques of effective Employee Engagement to increase the productivity

⮝ It Promotes the students Exhibit leadership skills to generate greater commitment amongst the teams

⮝ It helps the students Learn to identify the root cause of the performance gap and effectively bridge the same

⮝ Learn to evaluate organisation and employees health and strength to recover from any pushback

COURSE CONTENTS

UNIT -I

Employee Engagement and Empowerment: An overview – Definition, objectives, Scope – Key Players in Engagement and Empowerment-, - HRM and Employee Engagement and Empowerment – Recent trends.

UNIT –II

Theorizing Employee Engagement and Empowerment: Maslows Need Hierarchy, Herzberg's Two-Factor Theory, Theory X & Y, Achievement Motivation Theory, Expectancy Theory, ERG Theory, Socio-Technical Theory, Job Characteristics Theory, LMX Theory, Theory Z, and Social Cognitive Theory – Recent trends.

UNIT –III

Employee Empowerment: Key elements: Power, Information, Reward and Knowledge (PIRK)– Process of Employee Empowerment – Benefits of Employee empowerment - Levels of Employee Involvement: Enabling, Involving and Encouraging - Principles of Employee Empowerment- Recent Trends in Empowerment.

UNIT – IV

Employee Engagement: Meaning - Types of Employee- Components and Engagement - Elements of Engagement–Engagement framework: People, Reward, Company practices, Work, quality of life, Opportunities– Consequences of engagement – Roll of Top Managers in Employee Engagement - Employee Engagement using Social Media- Recent Trends in Engagement.

UNIT –V

Employee Engagement and Empowerment: Basic Issues and concern- Best Practices – Key Improving Performance - Impact on Organization Performance- Engagement Strategies – Drivers of Employee Engagement - Recent Trends.

PRESCRIBED BOOKS:

1) Susan Walker (2012) Employee Empowerment Kogan Publications
2) Venkoba Scholar world (2014) Employee Empowerment
3) Debashish Ramadoss Sengupta (2015) Employee Empowerment Press India Private limited
4) Antoni lacina (2020) Employee Empowerment Lacina AB Publications
5) Emma Bridger (2021) Employee Empowerment 3nd Edition Kogan page Online Version
6) Timothy R.Clark(2021) Employee Engagement Mind set Mc.Graw Hill Education
7) Pankaj Lochan (2022) Employee Empowerment Evince Publication Series
8) Dr.R.Kamaraj (2022) Employee Empowerment Orange Book Publication
9) Emma bridger (2022) Employee Empowerment A Practical Introduction 2nd Edition Kogan page Online Version.

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5
CO1	3	3	3	3	2
CO2	2	3	3	3	3
CO3	3	3	2	3	3
CO4	2	2	1	1	2

Third Semester

MASTER OF HUMAN RESOURCE MANAGEMENT

SEMESTER-III

HRM 301 (22): ORGANISATIONAL BEHAVIOR- II

COURSE DESCRIPTION:

This course provides a comprehensive analysis of individual and group behaviour in organizations. Its purpose is to provide an understanding of how organizations can be managed more effectively and at the same time enhance the quality of employees work life. In this course students will be exposed to many different views, concepts, and experiences concerning organizational behaviour. For many of the students, career success will be largely a function of our skills in understanding and influencing human behaviour. The "people skills" will be some of the most critical skills you can develop. The field of Organizational Behavior (OB) is concerned with the study of what people do in an organization, why they do it, and how that behaviour affects the performance of the organization.

COURSE OUTCOMES (CO):
On the successful completion of the course, the student will be able to

	Course Outcome	**Level**
CO 1	To help the students to develop cognizance of the importance of human behaviour.	Understand
CO 2	To enable students to describe how people behave under different conditions and understand why people behave as they do.	Apply
CO 3	To provide the students to analyse organizational behavior for future action.	Analyze
CO 4	To enable students to synthesize related information and evaluate options for the most logical and optimal solution such that they would be able to predict and control human behaviour and improve results.	Create

COURSE OBJECTIVES:

✓ To Demonstrate the applicability of the concept of organizational behavior to understand the behavior of people in the organization.
✓ To Understand the applicability of analyzing the complexities associated with management of individual behavior in the organization.
✓ To Analyze the complexities associated with management of the group behavior in the organization.
✓ To concentrate how the organizational behavior can integrate in understanding the motivation (why) behind behavior of people in the organization.

COURSE LEARNING OUTCOMES:

⌖ To help the students to develop cognizance of the importance of human behavior.
⌖ To enable students to describe how people behave under different conditions and understand why people behave as they do.

⮝ To provide the students to analyze organizational behavior for future action.

⮝ To enable students to synthesize related information and evaluate options for the most logical and optimal solution such that they would be able to predict and control human behaviour and improve results.

COURSE CONTENT:

UNIT – I

Motivation: Types of Motives; Theories of Maslow; Herzberg, McGregor, Alderfers, Porter and Lawler's Model; Job Enlargement, Job Enrichment, Behaviour Modification.

UNIT – II

Leadership: Concept, Leader Vs. Manager; Classical Studies on Leadership; Trait Theories; Behavioural Theories; Group and Exchange Theories; Contingency Theory of Leadership; Leadership Styles.

UNIT – III

Formal and Informal Organisations: Origin of Formal and Informal Organisations; Problems Associated with Informal Organisations.

UNIT – IV

Organisational Effectiveness (OE): Concept; Approaches to O E; Adoptive Coping Cycle for Effectiveness; Achieving OE; Organisational Climate: Concept, Determinants of Organisational Climate; Physical Environment; Values and Norms

UNIT-V

Organization Theory: Classical Theory; Neo-Classical Theory, Modern Behavioural Theories, contingency theory, system theory, modern structural models; Organizational Culture; Creating and Sustaining Culture; Work Culture

Case Analysis: The Question Paper shall have a compulsory question on Case Analysis.

PRESCRIBED BOOKS:

1) S.S.Chanda (2006) Organizational Behavior S.chand Publishing house
2) KCS Ranganayakulu (2006) Organizational Behavior Atlantic Publishers,
3) V.G.Kondalkar (2007) Organizational Behavior New Age Publication House
4) M.N.Mishra(2009) Organizational Behavior Vikas Publishing House
5) Krishna Prakashan (2009) Organizational Behavior Media private Limited 2ⁿᵈ Edition
6) Paul Smith, Marilyn Farmer Wendy yellow ley, (2012) Organizational Behavior Routledge Publication
7) Richard D.Irwin (2021) Organizational Behavior Angelo Kinchi, 5ᵗʰ edition Incorporation,
8) P.Robbins, TiMothy A.Judge (2016) Organizational Behavior Pearson Publications,
9) FCsharma, Shree Mahavir (2016) Organizational Behavior, Book Depot
10) Organizational Behavior University of Minnesota Libraries Publishing House 2017

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5
CO1	3	3	3	3	2
CO2	2	3	3	3	3
CO3	3	3	2	3	3
CO4	2	2	1	1	2

HRM 302 (22): LABOR LEGISLATION AND CASE LAW - II

COURSE DESCRIPTION AND PURPOSE:

Labour law is a subject that focuses more on how the laws are used in the organization and help employees. The law's main focus is to study the problems of the workers if they have faced any. The labour law was established to look after the working condition of labourers in the workplace. India is a nation that has a wide number of labour communities. Labour class has emerged as one of the most powerful sectors of society The scope of labour law course is emerging because the labour community keeps growing day-by-day with the need for professionals in this course. As there is advancement in technology, and the number of labourers is also increasing, the need for professionals in this field is also in demand.

COURSE OUTCOMES (CO):

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	Students will know the development and the judicial setup of Labour Laws.	Understand
CO 2	They will learn the salient features of welfare and wage Legislations also to integrate the knowledge of Labour Law in General HRD Practice.	Apply
CO 3	Students will learn the laws relating to Industrial Relations, Social Security and Working conditions and also learn the enquiry procedural and industrial discipline	Analyze
CO 4	Apply those concepts, and substantive institutional knowledge, to understanding contemporary developments related to work.	Create

COURSE OBJECTIVES:

- ✓ To know the development and the judicial setup of Labour Laws.
- ✓ To learn the salient features of welfare and wage Legislations.
- ✓ To learn the laws relating to Industrial Relations, Social Security and Working conditions.
- ✓ To understand the laws related to working conditions in different settings.

COURSE LEARNING OUTCOMES:

- ⌃ Students will know the development and the judicial setup of Labour Laws.
- ⌃ They will learn the salient features of welfare and wage Legislations also to integrate the knowledge of Labour Law in General HRD Practice.
- ⌃ Students will learn the laws relating to Industrial Relations, Social Security and Working conditions and also learn the enquiry procedural and industrial discipline

COURSE CONTENTS

UNIT – 1

Employee Compensation Act 1923, Employee State Insurance Act 1948, Employee State Insurance Act, 1948, Employees Provident Fund and Miscellaneous Provision Act 1952.

UNIT – 2

Employment Exchange (Compulsory Notification of Vacancies) Act 1959, Maternity Act 1961, Payment of Gratuity Act 1972,

UNIT – 3

Cine Workers Welfare Fund Act, 1981, Building and other Construction Workers Welfare Cess Act 1996,

UNIT – 4

Equal Remuneration Act 1976, Minimum wage Act, 1948,

UNIT – 5

Payment of Wages Act, 1936, Payment of Bonus Act 1965

Building and other Construction Workers welfare Cess Act 1996, Unorganised Workers Social Security Act 2008.

Case Law: There shall be a compulsory question on Case Law in the Paper.

Note: The Case Law in respect of below listed circulated to the students and the same covered in the question paper setting.

CASE LAW

1. The Industrial Disputes Act, 1947

    a) Banglore Water Supply and Sewage Board Vs. A. Rajappa and Others Reported in A.I.R 1978 (SC 548)

    b) Miss A. Sundarambai Vs. Government of Goa, Daman and Diu.Reported in 1989 (I) LLJ 61 (SC)

    c) Karibetta Estate, Kotagiri Vs. Its Workmen, Reported in 1960 (II) LLJ 257 (SC)

    d) Express News Papers Limited Vs. Their Workmen and Staff. Reported in 1960 (2) LLJ Page 227 (SC)

    e) Workmen, Fire Stone Tyre and Rubber Co.of India (P) Ltd. Vs. Management of Fire Stone Tyre Rubber Co.of India (P) Ltd.
       Reported in SCLJ, Vol.6 – Page 456.

    f) State Bank of India Vs. N. Sunder Money.
       Reported in AIR 1976 SC IIII.

    g) Workmen of American Express International Banking Corporation Vs. Management of American Express International Banking Corporation.

    h) Reported in 1985 (II) LLN, 817 (SC).

    i) Barauni Refinery Pragatisheel Shramic Parishad Vs. Indian Oil Corporation Ltd. And Others, Reported in 1990 II LLN, (SC) 288.

2. Employee State Insurance Act, 1948

    a) The Regional Director, E.S.I Corporation and Others Vs.

    b) Francis Decosta and another, Reported in 1996 LLR, 953 (SC).

3. Minimum Wages Act, 1948

    a) Haryana Unrecognised School Association Vs. State of Haryana.

    b) Reported in 1996 LLR, 560 (SC).

PRESCRIBED BOOKS:

1) A study on Mine Management, Legislation & General Safey L.C.Kaku , www.weblibox.com
2) Sharma (2016) Industrial Relations and Industrial Legislation R.C 2nd Edition Eastern Economy Edition 2016
3) PBN sinha, Indu Bala Sinha (2017) Industrial Relations and Trade Unions & Labor Legislations, , 3rd Edition Person Publication.
4) M.C. Kuchhal, VNK Kuchhal (2018) Business Legislation & Management, 3rd editions, Vikas Publications
5) Jeremy Bentham (2020) Theory of Legilsation, , Alpha Edition,
6) Jayant K.Jaiswal, (2020) OSHWCC- The Occupational safety Health, Working Conditions code , 2020
7) Dr.O.P.Gupta Sanjay (2021) Labor Legislations in India, Publication
8) Pooja Dubey & Dr.Sweta (2021)Business Legislation and Inudstrial Relations, AB Publications,.
9) Lakshmi Narain Aggarwal (2021) Labor Legislation, CBCS L.N. Koli Publications
10) Singh, Sudeshna Singh, Praveen kumar (2021) Labor Legsilation Padam, Vayu Education of India

JOURNALS:

1) Labour Law Reporter
2) Labour Law Journal
3) Indian Labour Year Book
4) Supreme Court of India Judgment.

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5
CO1	3	3	3	3	2
CO2	2	3	3	3	3
CO3	3	3	2	3	3
CO4	2	2	1	1	2

HRM 303 (22): PERFORMANCE MANAGEMENT AND COUNSELLING

COURSE DESCRIPTION AND PURPOSE:

With the changing times, as well as the change in the mindset of the employees, it has become critical to manage the life cycle of an employee into the business with more transparent and open policies, uniform reward and promotion decisions. While also encouraging them for further learning and growth which leads to a positive mindset in their job satisfaction, motivation and performance. It will help you evaluate the efficiency of the organization's Performance Management System and work towards aligning it with the business objectives. This course will further equip the students with the right knowledge, skills, and attitude towards paving a path of growth and success for their own team members and business.

COURSE OUTCOMES (CO):

On the successful completion of the course, the student will be able to

		Course Outcome	Level
CO 1		It helps the students to Understand how to be on the look-out for average and poor performers to guide and motivate them timely to become better performers	Understand
CO 2		Understand how to reward for good performance – both financially and non-financially	Apply
CO 3		Understand the importance of transparent and open communication for satisfaction and retention in the team	Analyze
CO 4		Learn how to coach and share constructive feedback	Create

COURSE OBJECTIVES:

✓ Understand the importance, purpose, and impact of a strong and robust Performance Management on the culture and growth of the organization
✓ Creating and implementing a robust process of performance management
✓ Strategize and align the performance management framework to culture, business growth, and other related systems – namely Career Development, Career Ladder and Succession Planning
✓ Understanding key behaviour required to promote performance management rather than conducting the exercise of performance appraisal as a ritual

COURSE LEARNING OUTCOMES:

⚐ It helps the students to Understand how to be on the look-out for average and poor performers to guide and motivate them timely to become better performers
⚐ Understand how to reward for good performance – both financially and non-financially
⚐ Understand the importance of transparent and open communication for satisfaction and retention in the team
⚐ Learn how to coach and share constructive feedback

COURSE CONTENT

UNIT – I

Performance Management as a Business Strategy: Theoretical Framework; Designing Performance Management Systems: Setting Goals, Measuring Performance, Rewarding Performance, Process Links, Feedback and Amendments.

UNIT – II

Performance Appraisal: Concept, PA Process, Methods of PA, MBO, 360 Degree Appraisal; Developing an Appraisal: Choosing the Appraiser; Role of HR Manager; Reliability and Validity of Appraisal.

UNIT –III

Feedback, Potential Appraisal, Career Planning, Identification of Training Needs, Benchmarking

UNIT-IV

Counseling: Meaning; Need for Counseling in Work Place; Goals of Counseling: Immediate, Long Term; Types of Counseling; Counseling Process: Problem Identification; Strategies and Skills; Counselor – Counselee Relationship.

UNIT – V

Content of Counseling: Preparation, Intake Procedure, Rapport, Counseling Environment; Specifics of Counseling: Observation, Listening, Nonverbal Behaviour, Communication, Questioning, Science, Transference, Follow-up; Post-Appraisal Counseling; Counseling for Separation.

Case Analysis: The Question Paper shall have a compulsory question on Case Analysis.

PRESCRIBED BOOKS:

1) Michael Armstrong (2006), Performance Management 3rd Edition kogan publications
2) A.S.Kohli & Tapomoy deb, (2008) Ist Edition Oxford Publications
3) Dipak kumar Bhattacharya(2011) Perfromance Management & strategies Pearson Publications
4) Robert Bacal , (2012) Performance Management 2nd Edition Tata Mc.Graw Hil Education.
5) Kevin R.Murthy, Leanette N.clevelan Maidson E.Hans (2019) Performance and Appraisal Management, Sage Publications
6) P.Madhavilatha , P.Kranti, P.Satya vathi (2021) Performance Appraisal and Counselling, Himalaya Publishing House
7) Dr.Saroj Kumar & Virkant Verma (2021) Performance Management & Counseling, Thakur Publication
8) SIA Publisher (2021) Performance Appraisal and Counseling SIA Publishers and Distributors
9) Dewakar Goel (2021) Performance Appraisal and Compensation Management- A Modern Approach 2nd Edition Prentice Hall of India.
10) Camcald Well & Verl Anderson (2021) Performance Management Nova Science Publishers.

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5
CO1	3	3	3	3	2
CO2	2	3	3	3	3
CO3	3	3	2	3	3
CO4	2	2	1	1	2

HRM 304 A (22): HRM IN SERVICE SECTOR

COURSE DESCRIPTION AND PURPOSE:

HRM or Human Resource Management in an organization is the process by which the human resources in an organization are planned, selected, trained and retained. Hence the main functions of HRM are Human Resource Planning in which the human resource needs of the organization are planned keeping into consideration the various environmental factors. The next function is recruitment and selection of employees through various processes like interviews, written tests, aptitude tests etc. Another important function is training and development of the employees of the system. Providing the benefits of compensation along with other perks in another function called Employee retention. These various aspects of human resource management hold true for all kinds of organisation including the service sector.

COURSE OUTCOMES (CO):

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	To distinguish between employment practices in Service industry and in manufacturing.	Understand
CO 2	To develop the skills to apply HRM concepts to different types of service organizations	Apply
CO 3	To integrate the knowledge of HR concepts to take correct business decisions.	Analyze
CO 4	Student will be able to learn the performance measurement in service sector.	Create

COURSE OBJECTIVES:

- ✓ To understand the concept and growing importance of HRM in service sector
- ✓ To understand how to manage human resources in service sector
- ✓ To understand the significance of human element in creating customer satisfaction through service quality
- ✓ To understand the issues and challenges of HR in various service sectors

COURSE LEARNING OUTCOMES:

- ⌲ To distinguish between employment practices in Service industry and in manufacturing.
- ⌲ To develop the skills to apply HRM concepts to different types of service organizations

COURSE CONTENT

UNIT –I

Concept of Service, Types of Service, Service Management, Evolving Environment of Services, Myths about Service, Service as a System, Attitudes towards Service Sector, Reasons for growth of the Service sector.

UNIT – II

Nature of Service sector: Characteristics of Services, Elements of Customer Service, Components of Service, Identifying customer Groups, Service Process, Classification of Servicing operating systems, Balancing Supply and Demand, Challenges for service managers, People and service, Maintaining and Improving Service Quality and performance.

UNIT –III

Human Resource Management in Service Organizations: Concept, Functions, Utilization, Development, Environment, Organizing HRM Functions in Service Sector, Competencies and service organizations, Performance Measurement, Empowerment in service organizations, Managing services across Boundaries.

UNIT –IV

Application in HRM in service sector: HRM in Hospitals, Hotels, Insurance and Banking, other Financial Institutions, Ports and Docks, Managing Salary Levels, Working Conditions, Legal provisions, Unionism, Problems and Challenges.

UNIT- V

HRM in IT Sector, Software Industry and BPO Sector, Wage Salary Levels, Working Conditions, Legal Provisions, Unionization, Distribution of Male and Female Workers, Gender Bias, Problems and Challenges.

Case Analysis: The Question Paper shall have a compulsory question on Case Analysis

PRESCRIBED BOOKS:

1) Marck Korczynski,(2001) HRM in Service Sector Palgrave Mac Millan Publications

2) Vindo Singh Tarun Singhal (2010), Gaining Competitive Advantage through HRM practices in Service Sector , Lambert Academic Publishing house.

3) Dr.A.K.Tiwari, Dr.Abhijaat sahu, (2015) HRM in Service Sector, Ist Edition Ruby Press & Company

4) Prerna Sharma Praveen Nagapal (2015) HRM in Service Sector, Vipuls BMS series 2

5) James S.Bowman, Jonathan P.West (2019) HRM in Public Services, Sage Publishing House

6) Rakhi Bhattacharya & Rajiv S.Mishra (2019), HRM in service Sector Management Ist edition. Himalaya Publishing House

7) VSP Rao (2020) HRM CBCS, , 2nd edition, Taxman Publications

8) T.N Chabra,Sun (2020) Introduction to HRM, India Publications.

9) Rama Shankar Yadav (2021) HRM (Indian Adapatation), 13th edition Wiley Publications

10) P.Gopalakrishnan (2021) Case Incident in HRM Understanding cases with Cartoon, wiley Publication.

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5
CO1	2	2	2	3	2
CO2	2	2	2	2	2
CO3	2	3	2	2	2
CO4	1	1	1	1	1

HRM 304 B (22): MANAGEMENT OF TECHNOLOGY AND PRODUCTIVITY

COURSE DESCRIPTION AND PURPOSE:

This course structure promote the students for the development of technology in the business, as well as the implementation of state policy on the development of technology, this course provides the requirements of the skill development of the workers in the organization and train them according to the requirements, the course proposes the productivity perspectives and measurement in the different sectors. The ability of the student train them according to the industrial requirements criteria.

COURSE OUTCOMES (CO):

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	Apply for the technology inputs in the Industries	Understand
CO 2	Understand the Modernization of labor relations in Industry	Apply
CO 3	Identify the Measures of Productivity in the Industry	Analyze
CO 4	Analyze the Ergonomics at the workplace for the employees	Create

COURSE OBJECTIVES:

- ✓ To study on the Development and technology
- ✓ To focus on the Technology transfer with the human face
- ✓ To identify the concept and models of productivity Measurement in Different sectors.
- ✓ To examine the six sigma approaches in the TQM.

COURSE LEARNING OUTCOMES:

- ⚲ Apply for the technology inputs in the Industries
- ⚲ Understand the Modernization of labor relations in Industry
- ⚲ Identify the Measures of Productivity in the Industry
- ⚲ Analyze the Ergonomics at the workplace for the employees
- ⚲ Deliberate the TQM process in the Industries

COURSE CONTENTS:

UNIT - I

Technology: Concept and Evolution; Economic Development and Technology Transfer; Kinds of Technology Transfer; Technology Transfer Through Alliances; State Policy on Development and Transfer of Technology; Liberalization and Impact of Technology.

UNIT – II

Impact of Technology Transfer: Technological Adaptation; Perspectives and Issues; Technological Change and its Implementation; New Technology and Work Organization; Technology and HRD; Trainability and Changes in Skill Development; Modernization and Labour Relations; Technology transfer with a Human face.

UNIT – III

Productivity: Concept and Significance; Perspectives on Productivity; Productivity Measurement: Concepts and Models of Productivity Measurement in Different Sectors: Manufacturing, Service; Measurement of Productivity at Enterprise Level; Productivity Management and External Environment.

UNIT – IV

Techniques of Productivity Improvement: Reducing Work Content; Method Study; Ineffective Time; Just in Time; Business Process Re-engineering; Behavioral Techniques; Ergonomics;

UNIT – V

Quality Management: Contribution of Deming and Juran; Total Quality Product Management (TQPM); TQM; ISO Certification; ISI Certification; Quality Circles; Kaizan; Quality Control and Future Organizations. ; Six Sigma approach

Case analysis: The Question Paper shall have a compulsory question on Case Analysis.

PRESCRIBED BOOKS:

1) P.N.Rastogi (2009), Management of Technology & Innovation Through Technological Excellence, Sage Publication Limited.
2) Alan L.Porter Scott, W.Cunningham (2011) Forecasting & Management of Technology, 2nd Edition ,Wiley Publications
3) Khalil (2012) Management of Technology Mc.Graw Hill Publications
4) U.Ravi Kiran (2016) Technology Management, Laxmi publications
5) Dr.M.L.Bhatia, (2018) Essentials of Technology Management Ist Edition, New Age International Private Limited
6) P.V.Rastogi (2018), Management of Technology & Innovation, Sage Publications.
7) CSV Murthy (2020), Technology Management, Ist Edition Himalaya Publishing House.

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5
CO1	3	3	3	3	2
CO2	2	3	3	3	3
CO3	3	3	2	3	3
CO4	2	2	1	1	2

HRM 304 C (22): LEADERSHIP AND TEAM BUILDING

COURSE DESCRIPTION AND PURPOSE:

This course is designed to provide a basic introduction to leadership and team building by focusing on what it means to be a good leader. Emphasis in the course is on the practice of leadership. The course will examine topics such as: understanding leadership; recognizing leadership traits; engaging people's strengths; understanding philosophy and styles; attending to tasks and relationships; developing leadership skills; creating a vision; establishing a constructive climate; listening to out- group members; handling conflict; addressing ethics in leadership and overcoming obstacles. Students will assess their leadership traits and skills to improve their own leadership performance.

COURSE OUTCOMES (CO):

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	To Understand how global leadership skills contribute to leadership effectiveness.	Understand
CO 2	To apply for the leader's role in team-based organizations.	Apply
CO 3	To analyse the potential contribution of outdoor training to the development of team leadership.	Analyze
CO 4	Create the basics of leadership during a crisis.	Create

COURSE OBJECTIVES:

✓ To provide a framework for the students to understand the importance of Leadership and team effectiveness in organizations.
✓ To develop an understanding of the interpersonal processes and group dynamics.
✓ To provide a theoretical understanding of leadership practices in organizations.
✓ To provide an understanding of factors influencing teamwork and team leadership.
✓ To evaluate the role of leadership in the development of an institution.

COURSE LEARNING OUTCOMES:

By the end of the course the student should be able to:

⋏ Explain how global leadership skills contribute to leadership effectiveness.
⋏ Understand the leader's role in team-based organizations.
⋏ Explain the potential contribution of outdoor training to the development of team leadership.
⋏ Explain the basics of leadership during a crisis.
⋏ Explain how evidenced based leadership can contribute to contingency and situational leadership.

COURSE CONTENTS

UNIT- I

Introduction to Leadership & Team Management; Leadership Myths; Interactional Framework for analyzing leadership; Leadership Development: Leader Development- The Action-Observation-Reflection Model LMX Theory and Normative Decision Model; Situational Leadership Model; Contingency Model and Path Goal Theory; Emotional Approach Charismatic and Transformational Leadership; Leadership for Tomorrow

UNIT- II

Leadership Attributes; Personality Traits and Leadership; Personality Types and Leadership; Intelligence and Leadership; Emotional Intelligence and Leadership Power and Leadership; The art of influence in leadership; Leadership and "Doing the Right Things; Character-Based Approach to Leadership; Role of Ethics and Values in Organisational Leadership

UNIT- III

Leadership Behaviour; Leadership Pipeline; Assessing Leadership Behaviors: Multi-rater Feedback Instruments; The Dark Side of; Leadership- Destructive Leadership; Managerial Incompetence and Derailment Conflict Management

UNIT-IV

Introduction to Groups and Teams; Characteristics of Leader, Follower and Situation; Group Dynamics; Team Formation, Delegation and Empowerment; Leading teams: Enhancing teamwork within a group; The leader's role in team-based organizations; Leader actions that foster Teamwork Effectiveness; Offsite training and team development

UNIT – V

Understanding Team processes and Team Coaching; Team decision making and conflict management; Virtual teams; Managing Multicultural teams; Building great teams, Building Effective Relationship with subordinates and peers; Fostering Followers satisfaction; The Art of Communication; Setting Goals and Providing Constructive Feedback; Enhancing Creativity problem solving skills

PRESCRIBED BOOKS:

1) Bookboon.com Leadership skills 1st Edition 2010 online Edition
2) M.L.Chibbu (2010) How to be successful Leadr Nataraj Publishers
3) T.B. Udaykumar Haldar(2010) Leadership and Team building, Oxford University Press
4) Simon western(2013) Leadership 2nd edition, Sage Publications
5) K.D. Tripathi, (2014) Team Building and Leadership Himalaya Publishing House.
6) Laura Radhee (2015) Principles of Leadership and Management Open Library Ist Edition
7) Peter G. Northouse, (2017) Introduction to Leadership Concept and practices, 4th Edition, Sage Publications
8) Ace Mc Cloud (2017) Team Building Pro Mastery Publishing

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5
CO1	3	3	3	3	2
CO2	2	3	3	3	3
CO3	3	3	2	3	3
CO4	2	2	1	1	2

HRM 304 D (22): TALENT MANAGEMENT

COURSE DESCRIPTION AND PURPOSE:

Talent management is the responsibility of both HR and line management. The process of talent management begins with defining the right talent profiles for your organization aligned with company needs, by discovering diverse sources of talent, and by developing talent potential through multiple training and planned deployment so that there is a supply chain of talents. This course will introduce you to the building blocks organizations use to manage the performance of individuals, teams, and total organizations. It has to create a work environment that enables employees to thrive.

COURSE OUTCOMES (CO):

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	Understand the model for Talent Management	Understand
CO 2	Define the roles of HR and line management in talent management	Apply
CO 3	Explore issues and possible solutions for retention of talent	Create
CO 4	To analyse the success factors in Talent Management	Analyze

COURSE LEARNING OBJECTIVES:

✓ It will explore the major facets of talent management from developing core competencies to the design and implementation of performance management systems
✓ It has to identifying, assessing, and developing talent, to delivering performance coaching for individuals and teams to driving employee engagement and retention.
✓ It will explore these practices through experiential learning.
✓ It will be expected to actively participate in team and individual-based projects, group discussion/ debate, assessments, presentations, and a variety of learning methodologies that will promote your professional growth

COURSE LEARNING OUTCOMES:

⌖ Understand the model for Talent Management
⌖ Define the roles of HR and line management in talent management
⌖ Explore issues and possible solutions for retention of talent

COURSE CONTENT

UNIT-I

Introduction to Talent Management Talent Management – Meaning, History, Scope of Talent Management, Need of Talent Management, Benefits and Limitations of Talent Management.

UNIT-II

Attracting talent, retaining talent, right sizing the workforce, work life balance initiatives, providing HR leadership to business, Principles of Talent Management, Sources of Talent Management, Talent Gap – Meaning, Strategies to Fill Gaps, The Talent Value Chain, Role of Talent Management in Building Sustainable Competitive Advantage to an Organisation

UNIT-III

Talent Management System – Meaning, Key Elements of Talent Management System, Critical Success Factors to Create Talent Management System Building Blocks for Talent Management – Introduction, Effective Talent Management System, Building Blocks of Effective Talent Management System Life Cycle of Talent Management – Meaning, Steps in Talent Management Process, Importance of Talent Management Process, Essentials of Talent Management Process Approaches to Talent Management Talent Management Strategy – Meaning, Developing a Talent Management Strategy, Mapping Business Strategies and Talent Management Strategies Talent Management and Succession Planning

UNIT-IV

Role of Information Technology in Effective Talent Management Systems, Talent Management Information System, Creating Business Value through Information Technology, Five Steps to a Talent Management Information Strategy, Contemporary Talent Management Issues, Talent Management Challenges, Current Trends in Talent Management, Best Practices of Talent Management, Ethical and Legal Obligations Associated with Talent Management Talent Management in India.

UNIT-V

Succession planning: Identifying managerial positions which are critical for the business - Identifying second line of leaders and developing their capabilities to occupy the critical positions in the event of the exit of current incumbents – Taking-up lateral hiring when there is discontinuity in the succession plans.

PRESCRIBED BOOKS:

1) Sultan Kermally (2004) Developing Talent Management, Viva Books Private limited
2) T.V.Rao(2011), Talent Management Making HRD Missionary business, Pearson education.
3) Rabi Narayanan Misra (2013) Talent Management Discovery publishing House.
4) Gowri Joshi, Veena Vahra (2018), Talent Management Cenage Learning India
5) Dorothy R.Berger(2018), Talent Management, 3rd Edition Mc.Grawhill Education
6) Saddler Hills (2018) Developing HR talent Building A Strategic Partnership, Gower Publisher.
7) Masood Hasan, AnilKumar Sing Somesh Dhamija(2019), Talent Management challenges and Opportunities Atlantic Publisher Distributors, Private Limited
8) Sonal Minocha (2019) Global Talent Management Sage Publications
9) Dr.Swati Padoshi (2018) Talent & Competency Management Himalaya Publishing house 1st Edition
10) Veera Thakur(2022) Talent Management Thakur Publications.

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5
CO1	3	3	3	3	2
CO2	2	3	3	3	3
CO3	3	3	2	3	3
CO4	2	2	1	1	2

HRM 305 (22): CORPORATE GROOMING & MANAGERIAL SKILL DEVELOPMENT

COURSE DESCRIPTION AND PURPOSE:

Grooming is important because people need to look nice. When you go out in public, you want to present yourself in the best light. Your appearance is important not only in making the right first impression but in building long-term relations that rely upon mutual respect and understanding. By following the grooming etiquettesit will be one step closer to building solid business relationships and (whatever our profession) having the most professional appearance possible. This course will help to master body language, be alert of unconscious nonverbal cues, refining and tuning your self-image to eventually projecting a professional image.

COURSE OUTCOMES (CO):

On the successful completion of the course, the student will be able to

	Course Outcome	**Level**
CO 1	Be aware of the nonverbal behaviour	Understand
CO 2	Be a professionally refined person	Apply
CO 3	Project a confident image by being well groomed	Analyze
CO 4	Building up a good self-image	Create

COURSE OBJECTIVES:

- ✓ To have a refined professional Image
- ✓ To be conscious about your Body Language
- ✓ To master your nonverbal cues
- ✓ To deal professionally with people
- ✓ To boost up your self-confidence while talking to people

COURSE OUTCOMES:

- ⌃ Be aware of the nonverbal behaviour
- ⌃ Be a professionally refined person
- ⌃ Project a confident image by being well groomed
- ⌃ Building up a good self-image

COURSE CONTENT

UNIT-I

Personal skills: Introduction to skills & personal skills Importance of competent managers, skills of effective managers, developing self awareness on the issues of emotional intelligence, self learning styles, values, attitude towards change, learning of skills and applications of skills.

UNIT - II

Problem solving and building relationship: Problem solving, creativity, innovation, steps of analytical problem solving, limitations of analytical problem solving, impediments of creativity, multiple approaches to creativity, conceptual blocks, conceptual block bursting. Skills development and application for above areas.

UNIT III

Effective Presentation Skills: Reducing the content to suit presentation, representing content on PowerPoint presentations, creating presentations, Practical exercises on presentations.

UNIT IV

Power Dressing and Corporate Etiquettes: Dressing for different Corporate Occasions, Do's and Don'ts of Corporate Dressing, Introduction to Body Language, Proxemics, Postures, Gestures, Facial Expressions and Other Miscellaneous body language cues. Mannerisms and Etiquettes to be followed in a Corporate Environment.

UNIT V

Overview of Life Skills: Meaning and significance of life skills, Life skills identified by WHO: Self awareness, Empathy, Critical thinking, Creative thinking, Decision making, problem solving, Effective communication, interpersonal relationship, coping with stress, coping with emotion. Life skills for professionals: positive thinking, right attitude, attention to detail, having the big picture, learning skills, research skills, perseverance, setting goals and achieving them, helping others, leadership, motivation, self-motivation, and motivating others, personality development, IQ, EQ, and SQ

PRESCRIBED BOOKS:

1) Dr.V.K.Jain Om Prakash Biyani (2007) Business Communication S.Chand & Co
2) J.Priyadharshini(2010) Business Communication Charulatha Publications
3) P.Varsheny (2012) Managerial Skill Development Alfa Publications
4) Sarvesh Gulati (2012), Corporate grooming, Rupa publications.
5) A Handbook of Personality Development (2021) , Finger Print publishing
6) R.K.Madhukar (2018) Business Communication 3rd Edition Vikas Publishing House
7) Shika Kappor(2020) Personality Development and Soft skills Wiley Publications
8) Nancy R.Mitchell, (2021) Etiquette Rules A Field Guide to Modern Manners

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5
CO1	3	3	3	3	2
CO2	2	3	3	3	3
CO3	3	3	2	3	3
CO4	2	2	1	1	2

HRM 306 A (22): MANAGEMENT OF UNORGANISED LABOR

COURSE DESCRIPTION AND PURPOSE:

The programme aims to sensitize the students about the existing gaps in the provision of social security for the unorganized sector workers and the need for universal social security. This course mainly focused on The term unorganized worker has been defined under the Unorganized Workers' Social Security Act, 2008, as a home based worker, self-employed worker or a wage worker in the unorganized sector and includes a worker in the organized sector who is not covered by any of the Acts mentioned in Schedule-II of Act i.e. the Employee's Compensation Act, 1923 (3 of 1923), the Industrial Disputes Act, 1947 (14 of 1947), the Employees' State Insurance Act, 1948 (34 of 1948), the Employees Provident Funds and Miscellaneous Provision Act, 1952 (19 of 1952), the Maternity Benefit Act, 1961 (53 of 1961) and the Payment of Gratuity Act, 1972 (39 of 1972).

COURSE OUTCOMES (CO):

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	To enable students to have understanding of legal provisions relating to vulnerable groups of workers and laws related to wages, environment protection and social security.	Understand
CO 2	To enable students to understand implications of industrial policies and factors affecting location and finance.	Apply
CO 3	To enable students to understand laws related to unorganised Labour and get familiarity with international organisation working for labour rights	Analyze
CO 4	To understand labour problems and welfare oriented remedial measures.	Create

COURSE OBJECTIVES:

✓ To familarize the students about the existing gaps in the provision of social security for the unorganised sector workers;
✓ To make the students about the legislative framework for social security, social security schemes for workers;
✓ To present the students with the new labour codes
✓ To enhance the behavioural skills of the participants

COURSE OUTCOMES:

⌃ To enable students to have understanding of legal provisions relating to vulnerable groups of workers and laws related to wages, environment protection and social security.
⌃ To enable students to understand implications of industrial policies and factors affecting location and finance.

⮝ To enable students to understand laws related to unorganized Labour and get familiarity with international organization working for labour rights

⮝ To understand labour problems and welfare oriented remedial measures.

COURSE CONTENTS

UNIT – I

Unorganised Labour: Unorganised labour:Concept, nature, size and structure its role in the national economy: size causes and problems

UNIT – II

Unorganized Labour in the Different sectors: Nature, Employment Status, Wage levels and Problems of Home based workers – Domestic workers – Sex Workers – Plantation Workers – Scavengers- Casual Labour, Agriculture Labour, Forest Labour, Bonded Labour, Contract workers, relevant acts and legal Provisions for all Sectors

UNIT – III

Construction workers, Mine and Quarry workers, Fisheries, Beedi workers, Inter State Migrant workers in shops and commercial establishments, Employees in small and Medium Enterprises, Relevant acts and Legal Provisions, Accident Risk at Work – social security and social measures – unorganized Workers depending on common prosperity resources

UNIT – IV

Human Rights and Unorganized Labor; Employment of Women and Children, Pattern of Women Employment Wages, Legal Provisions, social status, Problem, Women and Trade Unions, Employment of Children, Nature and extent, Legal Provisions, Problems of Girl child, ILO Conventions

UNIT – V

HRD Interventions for Unorganized Labor; Skill and Knowledge up gradation, Leadership Development, Creating awareness for Cooperative Organization, Involvement of Community Leaders, Non Government Organizations, Government Schemes, Organized the Unorganized Labor, Role of Trade Union, Role of ILO, CBWE and Jana Sikshana Smasthan

Case Analysis: The Question Paper shall have a compulsory question on Case Analysis.

PRESCRIBED BOOKS:

1) Dr.S.N.Tripathy (2008) Laws for Unorganized Labor in India Manglam Publishers
2) AM Sharma(2010) Welfare of Unorganised Labor Himalaya Publishing House
3) Ministry of labor & Employment ebook (2015)
4) S.C.Sriviastava (2020),. Industrial Relations and Labor laws, Text book, Vikas Publishing
5) L.C.Kaku A study on Mine Management, Legislation & General Safey, www.weblibox.com
6) Sharma (2016)Industrial Relations and Industrial Legislation R.C 2nd Edition Eastern Economy Edition

7) PBN sinha, Indu Bala Sinha (2017)Industrial Relations and Trade Unions & Labor Legislations, , 3rd Edition Person Publication

8) M.C. Kuchhal, VNK Kuchhal (2018) Business Legislation & Management, 3rd editions, Vikas Publications

9) Jeremy Bentham, (2020) Theory of Legilsation, Alpha Edition, 2020

10) Jayant K.Jaiswal, (2020)OSHWCC- The Occupational safety Health, Working Conditions code ,

11) Government of India , Report of the National Commission on Labour, New Delhi

12) Government of India , Report of the Royal Commission on Labour, New Delhi.

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5
CO1	3	3	3	3	2
CO2	2	3	3	3	3
CO3	3	3	2	3	3
CO4	2	2	1	1	2
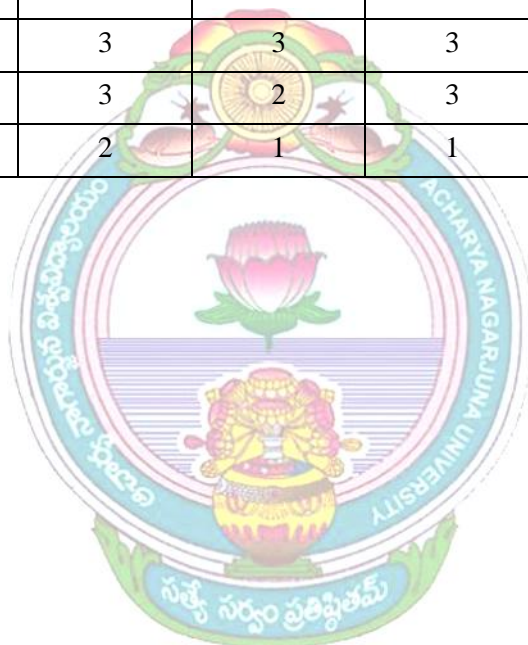
HRM 306 B (22): LABOR PLANNING AND SOCIAL INSTITUTIONS

COURSE DESCRIPTION:

Labor and Working Conditions' is to promote sound worker management relationships and enhance the development benefits of a project by treating workers in the project fairly while also providing them with safe and healthy working conditions. The study of the main social institutions that have the greatest influence on the labour behaviour development and employees' labour motivation Further, the main forms and influence directions are determined to each social institution for the person's labour behaviour development: the family, educational and upbringing institutions, the media (mass media), labour collectives.

COURSE OUTCOMES (CO):

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	To explain the Problems of Industrial labor	Understand
CO 2	To Discuss the Problems of Agricultural labor in India	Apply
CO 3	To Know the Problems of Agricultural Labor in India	Analyze
CO 4	To Understand the Imbalance in condition of Agricultural and Industrial labor in India.	Create

COURSE OBJECTIVES:

- ✓ To Understand the Industrial labor and welfare amenities in India
- ✓ To Discuss the problems of Agricultural labor in India
- ✓ To Focus on the Labor planning and reforms in India
- ✓ To Discuss the Socio Pathological factors

COURSE LEARNING OUTCOMES:

At the end of this course the students should be able to:

- ⌁ To explain the Problems of Industrial labor
- ⌁ To Discuss the Problems of Agricultural labor in India
- ⌁ To Know the Problems of Agricultural Labor in India
- ⌁ To Understand the Imbalance in condition of Agricultural and Industrial labor in India.
- ⌁ To Know about the social Pathology about the factors responsible for socio-pathological conditions

COURSE CONTENTS

UNIT-I

Problems of Industrial Labour in India- Number and Composition, Housing, Various Welfare amenities and Securities. Labour Productivity– Meaning, factors determining level of productivity, causes of low productivity and remedies

UNIT-II

Problems of Agricultural Labour in India Number and Composition, Under-employment and seasonal unemployment, Imbalance in the conditions of Agricultural & Industrial labour in India.

UNIT-III

Labour Planning & Reforms, Meaning of Economic Planning – Its needs, forms and objectives & Labour Planning under Economic reforms, Labour Planning in India under five-years plan – history and present position , Priorities and futuristic goals.

UNIT-IV

Social Pathology – definition-factors responsible for socio-pathological conditions.

Social Problems- Crime, Juvenile Delinquency, Alcoholism, Beggary and Poverty- Types, causes, extent, effects Prevention and Control.

UNIT-V

Society and Social Institutions.

Marriage – types of marriage, social customs governing marriage, Family – Origin, growth and subsequent changes-joint family system. Disintegrating process, Modern Family, Caste in India – meaning – functions – impact of industrialization on caste and culture.definition – causes – theories regarding causation of crime – control of crime

PRESCRIBED BOOKS:

1) Sharma R.C (2016)Industrial Relations and Industrial Legislation 2nd Edition Eastern Economy Edition
2) PBN sinha, Indu Bala Sinha (2017) Industrial Relations and Trade Unions & Labor Legislations, , 3rd Edition Person Publication
3) M.C. Kuchhal, VNK Kuchhal (2018) Business Legislation & Management, 3rd editions, Vikas Publications
4) Michael Hechter, Karl Dicterm, Reinhard Wippler (2018) Social Institutions, Routledge Publications.
5) Dr.Jyothis Suhas & Gagangras, Dr.Sudhir Yeole (2018), Social Institutions and Change, Online Version
6) P.K.Padhi(2019), Labor and Industrial Law 4th Edition
7) Jeremy Bentham (2020) Theory of Legislation, , Alpha Edition
8) Dr.Satish Kumar saha (2020) Industrial Relations and Labor Laws SBPD publications**.**
9) Labor and Industrial Law (2022) Commercial Law Publisher India Private Limited
10) A study on Mine Management, Legislation & General Safey L.C.Kaku , www.weblibox.com

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5
CO1	3	3	3	3	2
CO2	2	3	3	3	3
CO3	3	3	2	3	3
CO4	2	2	1	1	2

Fourth Semester

SEMESTER-IV
MASTER OF HUMAN RESOURCE MANAGEMENT

HRM 401 (22): ORGANISATIONAL CHANGE AND DEVELOPMENT

COURSE DESCRIPTION AND PURPOSE:

This course is focused on how organizations change, and how to be a change agent in an organization. It emphasizes the forces for change, the change implementation process, the qualities and skills of successful change agents, and the behavioral theory of how individuals and organizations change. Finally, it will help students better diagnose the organizations they will be entering in terms of the change agenda for them and for the company and help prepare them for their role as implementers and agents of change.

COURSE OUTCOMES (CO):
On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	Developing a basic understanding and appreciation for the issues and conditions creating the need for change in modern organizations.	Understand
CO 2	Learning how to apply some of the key concepts and tools organizational development and change leadership and management.	Apply
CO 3	Developing an understanding of the strategic role of change in the organization and the impact of change (or failure to change) on organizational performance	Analyze
CO 4	Learning how to apply a basic change management process in an organization	Create

COURSE OBJECTIVES:

✓ To provide you with an opportunity to become familiar with the basic theories of "change management,"
✓ To develop an awareness and fundamental knowledge of the need for change, why organizations change or fail to change, and how to plan for, manage and measure change,
✓ To understand awareness of the behaviorial change in organization
✓ To help further develop and Organizational Development in public and Private Enterprises.

COURSE OUTCOMES:

⅄ Developing a basic understanding and appreciation for the issues and conditions creating the need for change in modern organizations.
⅄ Learning how to apply some of the key concepts and tools organizational development and change leadership and management.

- Developing an understanding of the strategic role of change in the organization and the impact of change (or failure to change) on organizational performance
- Learning how to apply a basic change management process in an organization
- Exploring some of the ethical issues associated with change and organizational development.

COURSE CONTENTS

UNIT – I

Organizational Change: Concept and Significance; Managing Change; Concept of Analyzing the Environment; Perspectives on Change: Contingency; Resource Dependence; Population Ecology; Implications of Change.

UNIT – II

Types of Change: Continuous or Incremental Change; Discontinuous or Radial Change; Participate Change and Directive Change; Change Levers; Levels of Change: Knowledge Changes; Attitudinal Changes; Individual Behaviour Changes and Organizational Performance Changes.

UNIT – III

Implementing Change: Steps-Assembling a Change; Management in Establishing a New Direction for the Organization; Setting up of Change Teams; Aligning Structure; Systems and Resources; Removing road Blocks; Absorbing Changes into Organization

UNIT –IV

HR and Technological change: Introduction special features of new technology; organizational implications of technological change; Emerging profile HR; Employee Empowerment, Emotional Intelligence and employee productivity; Managing work stress

UNIT - V

Organizational Development (OD): Concept and Evolution; OD Interventions: Diagnostic Activities; Team Building; Sensitivity Training; Third Party and Inter Group Interventions; Educational and Structural Interventions; Indian Experiences of OD in Public and Private Enterprises.

Case Analysis: The Question Paper shall have a compulsory question on Case Analysis.

PRESCRIBED BOOKS:

1) S.S.Chanda (2006) Organizational Behavior S.C hand Publishing house.
2) KCS Ranganayakulu (2006) Organizational Behavior Atlantic Publishers,
3) V.G.Kondalkar (2007) Organizational Behavior , New Age Publication House
4) M.N.Mishra (2009) Organizational Behavior Vikas Publishing House
5) Harsh Patha (2010) Organizational Change, Pearson Publications
6) French Wendell (2017) Organisational Development Behavioral Science Intervention for organizational Improvement Pearson Publication
7) Gully Babu (2017) organizational change Gully Baba Publishing House.

8) Thomas G. & Christopher G. (2017) Organizational change and Development, 10th Edition, Cenage Learning India.

9) Radha Sharma (2017) Change Management &Organizational Transformation Mc.Graw Hill Publications.

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5
CO1	3	3	3	3	2
CO2	2	3	3	3	3
CO3	3	3	2	3	3
CO4	2	2	1	1	2

HRM 402 (22): GLOBAL HR PRACTICES

COURSE DESCRIPTION AND OBJECTIVES:

The aim of this course is to provide students with a robust understanding of international HR practices and issues. In addition, the course targets building awareness and appreciation of the international business context and how HR can contribute as a strategic partner to enhance multinational's performance and competitive advantage Therefore, this course aims at clarifying global HRM practices. To begin with, the course displays the drivers of business internationalization and the levels of corporate global integration. Then, the course outlines the structural alternatives for multinational enterprises and the cultural/national and legal considerations to account for. Afterward, the course addresses strategic international HRM and the employment cycle within an international context.

COURSE OUTCOMES (CO):

On the successful completion of the course, the student will be able to

	Course Outcome	**Level**
CO 1	Students aiming for a career in Human Resources.	Understand
CO 2	Students seeking knowledge of Global People Management.	Apply
CO 3	Managers seeking to improve their HR skills and interested in implementing effective Global HR practices.	Analyze
CO 4	Employees involved in HR practices such as staffing and performance management within a global environment	Create

COURSE OBJECTIVES:

✓ To Analyze the degree to which forms of human difference shape a person's experience of, and perspectives on work.
✓ To understand The impact of business internationalization on strategic HRM and its various functions, including HR planning, recruitment& selection, training& development, compensation management, performance management, safety& health and employee relations
✓ To Understand cultural differences and how to work in a multicultural environment.
✓ Analyze issues related to the selection, motivation, and development of talent in a global context (HRM).

COURSE LEARNING OUTCOMES:

⌃ Students aiming for a career in Human Resources.
⌃ Students seeking knowledge of Global People Management.
⌃ Managers seeking to improve their HR skills and interested in implementing effective Global HR practices.
⌃ Employees involved in HR practices such as staffing and performance management within a global environment.

UNIT -I

International Human Resource Management: Concept, Scope and Significance, Approaches to International Human Resource Management; Differences between – Domestic and international HR activities; Organizational Structure of Multinational Corporations; Theories and Models of Human Resource Management in MNC's.

UNIT- II

International Human Resource: Recruitment and Selection ; Cross National Differences in Personnel and Organization Policies ; Sources of Human Resources ; Home – Country, Host –Country, Third-Country Nationals ; Selection Criteria for International Assignment; Adaptability to Cultural Change, Motivation for a Foreign Assignment and Leadership Ability.

UNIT- III

Training and Development: Methods of training, Process of Expatriate and Repatriation Management Development in International Settings; Global Leadership Development; Process of Repatriation**.**

UNIT- IV

Compensation: Rewards and Benefits; Multinational Corporations and Compensation Systems, Performance Management in MNCs.

UNIT -V

Labour Relations and Conflict Resolution in Multinational Corporations; Forms of Industrial Democracy in Multinational Corporations; Issues and Challenges of IHRM.

Case Analysis The Question Paper shall have a compulsory question on Case Analysis

PRESCRIBED BOOKS:

1) Tony Edward (2007) International Human Resource Management, Pearson Publications
2) Yong sun Paik (2013), Managing Global Force Challenges & Opportunities PHI Learning
3) S.C.Gupta (2014) International Human Resource Management, Ist Edition, Laxmi Publications
4) Vernon & Elizabeth Houldsworth (2017), International Human Resource Management, Viva book Private Limited
5) K.Ashwatappa (2017), International Human Resource Management 2nd Edition, Mc Graw Hill Education
6) Dr.Saroj Kumar (2020) International Human Resource Management, Thakur Publications
7) J. Dowling, Marion Festing, International Human Resource Management, 7th Edition, Cenage Publications
8) Michael M.Harris (2020), International Human Resource Management, Taylor Francis Publications
9) Tony Edward & Chriskus (2021) International Human Resource Management, Pearson Education Limited.

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5
CO1	3	3	3	3	2
CO2	2	3	3	3	3
CO3	3	3	2	3	3
CO4	2	2	1	1	2

HRM 403 A (22): STRATEGIC HUMAN RESOURCE MANAGEMENT

COURSE DESCRIPTION AND PURPOSE:

This competency-based, course provides students with the understanding, knowledge, and skills to make strategic human resource management decisions. The course emphasizes practical activities, ranging from assessment of the strategy formulation, Global strategy and organizational culture to the analysis of competencies and the implementation of human resource decisions. Students carry out a detailed strategic analysis of a human resources strategy in their organizations, and, in doing so learn how to effectively manage human resources in a way that contributes to improved performance, productivity, and morale.

COURSE OUTCOMES (CO):

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	Take a strategic approach to human resource management.	Understand
CO 2	Assess the global human resources environment in which the organization operates.	Apply
CO 3	Forecast the human resource needs of the organization	Analyze
CO 4	Identify competency gaps in your organization or department.	Create

COURSE OBJECTIVES:

✓ To understand the strategic formulation and Company mission to formulate the strategic decision in the organization
✓ To understand the difference between the corporate strategy and global strategy
✓ To focus on the work force utilization and employment Practices of Strategic HRM
✓ To identify the compensation system and employee development

COURSE LEARNING OUTCOMES:

⌃ Take a strategic approach to human resource management.
⌃ Assess the global human resources environment in which the organization operates.
⌃ Forecast the human resource needs of the organization
⌃ Identify competency gaps in your organization or department.
⌃ Provide feedback to employees to help them reach personal and organizational goals.
⌃ Manage and motivate employees using the basic principles of strategic human resource management.

COURSE CONTENT

UNIT – I

Strategic Management: Nature and Significance; Dimensions of Strategic Decisions; Strategic Management Model and components; **Strategy Formulation**: Formulating a Company Mission; Forces Influencing the Strategy Formulation; Porter's Model;

UNIT - II

 Environment Forecasting: Analysing the Company Profiles; Formulating Long-Term Objectives and Grand Strategies; Strategy Implementation; **Institutionalizing the Strategy;** Structure, Leadership and Culture, Evaluating the Strategy; Corporate Strategy and Global Strategy.

UNIT – III

Human Resource Strategy (HRS): Concept, Approaches, HRS and Business Strategy; Change Management Strategies, Training and Development Strategies; **Organizational Performance and HRS**: HRM Strategy and Difficulties in its implantation.

UNIT- IV

Strategic Human Resource Processes: Work force Utilization and Employment Practices; Efficient Utilization of Human Resources; Dealing with employee shortages; selection of employees; Dealing with employee surpluses and special implementation challenges. Reward and development systems; Strategically Oriented Performance Management Systems; oriented compensation systems and employee development

UNIT – V

 New Economic Policy and HRM Strategy: Role of Human Resources in Strategy Formulation: Integrating Human Resources in Strategic Decisions; HRS and HRIS; **Human Resource Strategy**: Some Key Issues, HRM Strategy for Future.

Case Analysis: The Question Paper shall have a compulsory question on Case Analysis.

PRESCRIBED BOOKS:

1) Rajib Lochan Dhar (2008) Strategic Human resource Management Excel Books New Delhi

2) David Manking (2014) Strategic Human Resource Management, Oxford University Press,

3) John A.Pearce Richard B.Robinson (2017) Strategic Management Formulation, Implementation & Control 12th edition, Mc.Graw Hill Publications

4) Ashih Malik (2018), Strategic Human Resource Management, International Perspective, Springer Publications.

5) Ekta Sharma (2019), Strategic Human Resource Management ,Ist Edition Pearson Publications

6) Ananda Das Gupta (2020) Strategic Human resource Management, Routledge Publication

7) Dr.Ravi Kumar (2021), Strategic Human resource Management, Notion Press

8) Gary Rees(2021) Strategic Human resource Management- International perspective, 3rd Edition, Sage Publishing House

9) Catherine Bailey David MakinClare Kelliher(2021), Strategic Human Resource Management, Oxford University Press

10) Koren Beaven (2021), Strategic Human Resource Management, Kogan Page E- book

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5
CO1	3	3	3	3	2
CO2	2	3	3	3	3
CO3	3	3	2	3	3
CO4	2	2	1	1	2

HRM 403 B (22): HR & CORPORATE SOCIAL RESPONSIBILITY (CSR)

COURSE DESCRIPTION AND PURPOSE:

The aim of this course is to presents Human values refer to the basic inherent moral inclinations towards kindness, honesty, loyalty, love, peace, sympathy, truth, etc. that enhance the fundamental goodness of human beings and society at large. They are the values that human beings cherish and hold in common, consciously and otherwise, in most places and times and practices. Human values help in understanding attitude, motivation, behavior, and also influence one's perception of the world. They enable the interpretation of "right and wrong" and provide ways to understand humans and organizations. Human values and professional ethics are complementary to each other. Whereas human values convey personal conviction, ethics describe the accepted principles and standards of conduct about moral duties and virtues as applied to an organization. Codes of professional ethics guide the stakeholders of an organization about the desirable and undesirable acts related to the profession. The underlying philosophy of having professional ethics is to make people follow a sound uniform ethical conduct.

COURSE OUTCOMES (CO):

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	To create an awareness on Engineering Ethics and Human Values.	Understand
CO 2	To instill Moral and Social Values and Loyalty	Apply
CO 3	To appreciate the rights of others.	Analyze
CO 4	To create awareness on assessment of ethical theories	Create

COURSE OBJECTIVES:

✓ Identify the multiple ethical interests at stake in a real-world situation or practice
✓ Articulate what makes a particular course of action ethically defensible
✓ Assess their own ethical values and the social context of problems
✓ Identify ethical concerns in research and intellectual contexts, including academic integrity, use and citation of sources, the objective presentation of data, and the treatment of human

COURSE LEARNING OUTCOMES:

⚔ To create an awareness on Engineering Ethics and Human Values.
⚔ To instill Moral and Social Values and Loyalty
⚔ To appreciate the rights of others.
⚔ To create awareness on assessment of ethical theories

COURSE CONTENTS

UNIT-I

Concept of business ethics, the importance of ethics in business, myths about business ethics, morale reasoning, the morality of profit motive, ethics and philosophy, ethics and morality, benefits of business ethics, code of conducts; meaning and importance of social responsibility, the evolution of CSR, a morale argument of CSR, increasing relevancy of CSR, social responsibility and ethics, CSR domains.

UNIT -II

The problem of just wage, sexual harassment, gift-giving and bribery, the morality of advertising, office romance, the problem of fair pricing, trade secrets and corporate disclosure, product misinterpretation and Caveat Emptor, the morality of labor strikes, whistle-blowing, unfair competition, money laundering, conflict of interest, insider trading, privacy issues, discrimination and corporate intelligence.

UNIT -III

Scholastic philosophy, Kantian ethics, Machiavellian principle, utilitarianism of Jeremy Bentham, and John Stuart Mill, the morale positivism of Thomos Hobbes, Divine command ethics, virtue ethics.

UNIT-IV

Corporate Social Responsibility: Concept, Scope & Relevance and Importance of CSR in Contemporary Society. Corporate philanthropy, Models for Implementation of CSR, Drivers of CSR, Prestigious awards for CSR in India. CSR and Indian Corporations- Legal Provisions and Specification on CSR, A Score Card, Future of CSR in India. Role of NGO's and International Agencies in CSR, Integrating CSR into Business

UNIT-V

CSR towards Stakeholders-- Shareholders, Creditors and Financial Institutions, Government, Consumers, Employees and Workers, Local Community and Society. CSR and environmental concerns. Designing CSR Policy- Factors influencing CSR Policy, Role of HR Professionals in CSR Global Recognitions of CSR- ISO- 14000-SA 8000 – AA 1000 – Codes formulated by UN Global Compact – UNDP, Global Reporting Initiative; major codes on CSR. CSR and Sustainable Development CSR through Triple Bottom Line in Business

PRESCRIBED BOOKS:

1) CS Rupanjana De (2017) Corporate Social Responsibility- A Practical Guide Bloomsbury
2) Sanjay Kumar Panda (2018), Corporate Social Responsibility in India, Concept Publishing Company Private Limited
3) Sandeep Goel (2019), Corporate Governance Principles & Practices, Mc.Graw Hill
4) Madhumitha Chatterji (2020) Corporate Social Responsibility Oxford University Education Press.
5) Dr.Navjeet Sidhukundal (2020), Corporate Social Responsibility, Aggarawal Law House
6) Ravi Raju (2020), Exploring Corporate Social Responsibility, 2nd Edition Studera Press

7) Anjanaa Hazarika (2020), Corporate Governance & Work place Pentagon Press

8) Rama Shankar Yadav (2021) HRM (Indian Adaptation) 13th edition Wiley Publications.

9) C.A.Kamal Karg (2022), Corporate Social Responsibility, 3rd Edition, Aggarwal Law House

10) Rajesh S.Kadakia (2022) Corporate Social Responsibility Law & practice Taxman Publications.

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5
CO1	3	3	3	3	2
CO2	2	3	3	3	3
CO3	3	3	2	3	3
CO4	2	2	1	1	2

HRM 403 C (22): KNOWLEDGE MANAGEMENT

COURSE DESCRIPTION AND PURPOSE:

The objective of this course is to prepare students to understand the current theories, practices, tools and techniques in knowledge management (KM) to deal with the challenges with the organization and management of knowledge. This course addresses contemporary issues in managing knowledge, intellectual capital and other intangible assets by discussing the fundamental concepts of knowledge and its creation, acquisition, representation, dissemination, use and re-use, the role and use of knowledge in organizations and institutions, KM systems and its application in knowledge generation and transfer, and in the representation, organization, and exchange of knowledge, knowledge codification and system development, its testing, KM tools and portals, and finally ethical, managerial and legal issues in knowledge management.

COURSE OUTCOMES (CO):

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	Use a framework and a clear language for knowledge management concepts;	Understand
CO 2	Describe how valuable individual, group and organizational knowledge is managed throughout the knowledge management	Apply
CO 3	Define the different knowledge types and explain how they are addressed by knowledge management;	Analyze
CO 4	Describe the major roles and responsibilities in knowledge management implementations;	Create

COURSE OBJECTIVES:

✓ To provide students with an understanding of concepts and theories of knowledge management;

✓ To introduce students to concept of knowledge Management Matrix, and to understand the importance of Knowledge Management information.

✓ of user and organizational needs in context of knowledge management;

✓ To introduce students to knowledge management tools and technologies, and their use in context of knowledge management;

✓ To provide an overview of benefits, challenges and issues in management of knowledge in an organization.

COURSE OUTCOMES:

⌅ Use a framework and a clear language for knowledge management concepts;

⌅ Describe how valuable individual, group and organizational knowledge is managed throughout the knowledge management

⤳ Define the different knowledge types and explain how they are addressed by knowledge management;

⤳ Describe the major roles and responsibilities in knowledge management implementations;

⤳ Identify some of the key tools and techniques used in knowledge management applications.

COURSE CONTENT

UNIT -I

Introduction to KM, History of KM, Importance of KM, Information Management to Knowledge Management, K M Cycle, Industrial Economy to Knowledge Economy

UNIT- II

Mechanics of Knowledge Management–Tools and Technologies, Communities of Practice and Knowledge conversion, The knowledge Management Matrix.

UNIT -III

Social Nature of Knowledge, Social Network Analysis, Obstacles to knowledge sharing, Organizational learning & Social Capital. Knowledge Application –Individual level, Group level & Organization Level.

UNIT- IV

KM Strategy, Knowledge audit, GAP Analysis, Road Map, KM Metrics, Balance Score Card.KM Tools – Knowledge Capture & Creation tools, Knowledge sharing & Dissemination Tools, Knowledge Acquisition & Application tools.

UNIT -V

KM Team–Roles & Responsibilities, Political issues in KM, Ethics in KM, Strategies issues in Knowledge Management, Future of Knowledge Management

REFERENCE BOOKS:

1) Tiwana Amrit (1999).The Knowledge Management Toolkit. Prentice Hall PTR.
2) C.W.Holsapple (2003) Handbook of Knowledge management Springer Publications
3) Sudhir Warrier(2003), Knowledge Management Ist Edition S.Chand Publications
4) Kimiz Dalkir (2005). Knowledge Management in Theory and Practice. Elsevier.
5) Awad, E.M (2007). Knowledge Management. Pearson India, Delhi.
6) Fernandez I.B. & Sabherwal, R. (2010). Knowledge Management: System and Resources. PHI Delhi.
7) Hislop(2013), Knowledge Management in Organization, Oxford University Press
8) KaiMestinu(2013) Knowledge Management concept and Best Practices 2nd Edition, Springer publications
9) Kalus North(2018), Knowledge Management Value Creation Through Learning 2nd Edition Mc.graw Hill Publications.
10) Santhosh Sekhar (2021), Design Knowledge Management system Penman Books.

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5
CO1	3	3	3	3	2
CO2	2	3	3	3	3
CO3	3	3	2	3	3
CO4	2	2	1	1	2

HRM 403 D (22):MANAGEMENT OF TRADE UNION

COURSE DESCRIPTION AND PURPOSE:

The changing nature of industrial relations system means that trade union officials and those who are charged with the responsibility of managing trade union matters need to acquire professional skills, knowledge and ability for effective performance. This course is designed to expose trade union officials and managers of industrial relations to the skills, Knowledge and ability required to manage trade union.

COURSE OUTCOMES (CO):

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	To have familiarity with the changes and trends in industrial relations	Understand
CO 2	To sharpen skills of leadership.	Apply
CO 3	To discuss the role of trade unions in emerging economic political scenario	Analyze
CO 4	To have knowledge about recognition of trade unions and social responsibilities	Create

COURSE OBJECTIVES:

✓ To be able to understand the role of Trade Unions in Industries
✓ Able to define trade union Movement in USA and UK
✓ Able to analyse the Union Membership and Security in the Trade Unions
✓ Able to evaluate the cost of industrial action to a range of stakeholders

COURSE LEARNING OUTCOME:

⌖ To have familiarity with the changes and trends in industrial relations
⌖ To sharpen skills of leadership.
⌖ To discuss the role of trade unions in emerging economic political scenario
⌖ To have knowledge about recognition of trade unions and social responsibilities

COURSE CONTENT

UNIT - I

Trade Union: Concept, Objectives, Origin and Growth of Labour moment and Trade union Moment, Theories of Trade Union Moment, Marx, Webbs, Pearlman, Tannenbaum, Gandhi and Hoxie, Trade Union in contemporary Industrial Society, Trade union and Economic Development.

UNIT -II

Trade Union moment in UK and USA, Profile of Indian Workers, Trade union Moment in India, National Moment and Trade union moment, Political Involvement in Trade Unions, National Trade Union Federation: Philosophy, Structure, Objectives, White Collar Unions, Trade Unions in Civil Services, Managerial Unionism, Women in Trade Unions, Organization of Unorganized Labour.

UNIT -III

Management of Trade Unions in India: Registration, Structure, Functions, Membership, Union Security, Leadership, Trade Union Disputes.

UNIT -IV

Union Administration: Union Democracy, Decision making and Execution, Union Elections, Communication System, Trade union Finance, Income and Expenditure, Political Fund, Remuneration Systems, Multiplicity of Trade unions, Inter and Intra union Relations.

UNIT -V

Recognition of Trade Union: Methods of Membership Verification, Secret Ballot, Rights of Recognized Trade unions, Role and Status of Minority Unions, Role of Trade union in Industrial Relations, Trade unions and social responsibilities, Emerging trends in Unionism in India.

Case Analysis: The Question Paper shall have a compulsory question on Case Analysis

PRESCRIBED BOOKS:

1) Trade Union Act (2020), Labor Law Agency
2) Jeremy Bentham (2020) Theory of Legilsation Alpha Edition
3) Dr.Bhimsingh (2020), Trade Unions in India- Industrial peace, Prabhat Prakashan Publication.
4) Jayant K.Jaiswal (2020) OSHWCC- The Occupational safety Health, Working Conditions code
5) Lakshmi Narain Aggarwal (2020) Labor Legislation, CBCS L.N. Koli Publications
6) William Grant (2021), Trade Unions, Forgotten Book Publishers
7) Dr.O.P.Gupta Sanjay (2021) Labor Legislations in India, Publication
8) Pooja Dubey & Dr.Sweta,(2021) Business Legislation and Industrial Relations , AB Publications
9) Padam Singh, Sudeshna Singh, Praveen kumar (2021) Labor Legislation, Vayu Education of India
10) Lexis Nexis (2022), Trade Union Act 1926, EBC Web store.

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	**PO2**	**PO3**	**PO4**	**PO5**
CO1	3	3	3	3	2
CO2	2	3	3	3	3
CO3	3	3	2	3	3
CO4	2	2	1	1	2

HRM 405 A (22):PARTICIPATIVE MANAGEMENT AND COLLECTIVE BARGAINING

COURSE DESCRIPTION AND PURPOSE:

The main aim of this course Participative management acts as a force to motivate employees to meet specific organizational goals. The main idea behind this style of management is not only using physical capital but also making optimum utilization of intellectual and emotional human capital. This is the process of involving people in decision making process to ensure that everyone's psychological needs are met. It, in turn, increases the job satisfaction among employees and improves the quality of their work life. Motivated employees are the biggest assets of an organization and participative management is an effective strategy to retain the best talents of the industry.

COURSE OUTCOMES (CO):

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	To think whether workers' participation in management is necessary.	Understand
CO 2	The aims and objectives of Participative Management and counselling	Apply
CO 3	The importance of PM in contemporary organizations.	Analyze
CO 4	The rationale for workers' participation in management	Create

COURSE OBJECTIVES:

✓ The concept of Workers' Participation in Management,
✓ The various forms of Workers' Participation in Management
✓ The present state of Workers' Participation in Management in India.

COURSE LEARNING OUTCOMES:

⌃ To think whether workers' participation in management is necessary.
⌃ The aims and objectives of Participative Management and counselling
⌃ The importance of PM in contemporary organizations.
⌃ The rationale for workers' participation in management.
⌃ The forms and levels of workers' participation in management in India and outline the preconditions for their success

COURSE CONTENTS

UNIT – I

Participative Management (PM): Concept, Objectives; Evolution; Industrial Democracy; Workers Control; Co-partnership and Participative Management; Approaches to Maslow, McGreger, Chris Argyris, Likert on Participative Management;

UNIT – II

Forms of Participative Management: Forms and Levels of Participation; Barriers of Participation; Participative Management in India, Yugoslavia, U.K and West Germany, Training and Education for Participation.

UNIT – III

Degree of Participative Management: Informative, Consultative, Associative, Administrative and Decisive; Quality of Work Life, Measures in QWL in Factors in QWL

UNIT – IV

Collective Bargaining (CB): Concept, Growth of CB; Theories of Collective Bargaining; Determination of Bargaining Unit; Recognition of Bargaining Agent; CB Process; Pre-requisites for Effective C.B.

UNIT – V

Types and Contents of Collective Agreement; Administration of Collective Agreement; Public Policy on Collective Bargaining; Recent Trends In Collective Bargaining in India; Collective Bargaining in U.K and U.S.A.

Case Analysis: The Question Paper shall have a compulsory question on Case Analysis.

PRESCRIBED BOOKS:

1) Lorne C.Plunkett 1991) Participative Management –Implementing Empowerment John wiley sons
2) M.Mustafa O.sharma 2002), Worker participation in Management, Deep & Deep publications
3) S.V.Hariharan & S.Ganeshan (2003), Participative Management & Organizational Effectiveness BR publishing Corporation
4) Mohammad Abdul A.Mannan (2008), Worker Participation in Decision Making- A study in Developing country, Daya Books DOI.
5) Amita yadav, Dr.Urmila Bharati, Dr Rajani Kant (2020) Participative Management Bharati Publications
6) Gary Dessler(2017) HRM, 15th edition Pearson Publication
7) Raman Preet (2019) Future of HRM- Case studies with Strategic Approach, Wiley Publications
8) VSP Rao (2020) Human Resource Management 2nd Edition Taxman Publications 2020
9) Dr.Gauravjangra (2020) Human Resource Management Theory and Concept 2nd edition, www.easynotes.4u.com

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5
CO1	3	3	3	3	2
CO2	2	3	3	3	3
CO3	3	3	2	3	3
CO4	2	2	1	1	2

HRM 405 B (22): GENERATIONAL DIVERSITY AT WORK PLACE

COURSE DESCRIPTION AND PURPOSE:

This course is to presents the Generational Diversity at the work place, There has been a lot of discussion about the different generations and their features. Often, this is in regards to identifying what generations are out there, who belongs to them, and what impact they have-- or are having--on society as we know it. Not all of this is positive, per se, but it is information that is still being brought out in to the public eye on a large scale. Utilizing information about the different generations and how they operate is something that is becoming increasingly popular in the business world. Every generation has its own strengths and weaknesses, and skills that can only be developed through experience. This generational diversity is a gold mine of professional resources that is already active in the workforce--so why aren't businesses using it?

COURSE OUTCOMES (CO):

On the successful completion of the course, the student will be able to

	Course Outcome	Level
CO 1	Identify the various categories of diversity found in the workplace, including: cultural, religious, sexual orientation, racial, differently abled, generational, and gender.	Understand
CO 2	Identify individual personal biases and the potential impact of those biases on workplace performance.	Apply
CO 3	Describe the importance of achieving and maintaining a diverse workforce.	Analyze
CO 4	To study the Generations of Work culture from Baby boomers to Generation.	Create

COURSE OBJECTIVES:

✓ Identify characteristics and gain a better understanding of the five generations
✓ Understanding the Gap between the generations and the challenges that it brings
✓ Improve communication skills and teamwork
✓ Identify ways to resolve workplace conflict
✓ Accept personal responsibility in working together

COURSE LEARNING OUTCOMES:

⌖ Identify the various categories of diversity found in the workplace, including: cultural, religious, sexual orientation, racial, differently abled, generational, and gender.
⌖ Identify individual personal biases and the potential impact of those biases on workplace performance.
⌖ Describe the importance of achieving and maintaining a diverse workforce.

COURSE CONTENTS

UNIT- I

The Silent Generation

The Silent Generation- This will encompass individuals born between the date range of 1925 and 1945, Common Characteristics of the Silent Generation; American Generation Fast Facts; McCarthyism; Prohibition; Great Depression; Silent Generation: Characteristics and Other Important Facts; The Silent Generation, "The Lucky Few"; The U.S. Home Front During World War II

UNIT- II

The Baby Boomer Generation

From Baby Boomers to Generation Z; Baby Boomers; What Baby Boomers' Retirement Means For The US Economy; How Are Baby Boomers Affecting The Workplace?; Cold War History; Baby Boomers In The Workplace; Important Characteristics of Baby Boomers eLearning Professionals Should Know; What's The Baby Boom Generation Know For?; Baby Boomers' Defining Characteristics

UNIT-III

Generation X Gen X ; Three Mile Island; Watergate Scandal; Solving For X: How Several Events Shaped A Generation; Generation X Characteristics; The Micro generation Between Gen X and Millennials; The Common Characteristics of Generation X Professionals;

UNIT-IV

Generation Z

Generation Z Characteristics: Several Infographics On The Gen Z Lifestyle; Traits Of Generation Z Key Differences Between Gen Z and Millennials

UNIT-V

Generational Differences in Work Motivation

Generations of Workers: Boomers, Gen X, Millennials, and Gen Z; Why Leaders Need to Embrace Employee Motivation; Generational Differences: When They Matter, and When They Don't; Motivating Multigenerational Workforces, Generation Z Will Differ From Millennials In The Workplace; What Motivates Your Workers? It Depends On Their Generation; Motivating Gen X, Gen Y Workers; Work-Life Balance Defined; Performance Management;

PRESCRIBED BOOKS:

1) Bennis, W.G., & Thomas, R. J. (2002). Geeks & geezers: How era, values, and defining moments shape leaders. Boston: Harvard Business School.
2) Deal J. (2007). Retiring the generation gap: How employees young and old can find common ground. John J. Wiley & Sons Inc., San Francisco, CA.
3) Alsop, R. (2008). The trophy kids grow up: How the Millennial generation is shaking up the workplace. San Francisco, CA: Jossey-Bass.

4) Jennifer Abrams, valeri Von Frank(2013), Multigenerational Work place, CORWIN sage Publications Company

5) Ron Zemka, clairc Raina Bob czack(2013), Generations at work, Amazon Publisher.

6) Emma Parry (2014) Generational Diversity at Work New Research Perspectives Routledge Publications Year

7) Valerie M.Grubb(2017) Clash of generations, Wiley Publsihers.

8) Dr.Candace steele, F. Lippin(2017) Generation Z at the work place , DOI.

9) Lindsey Pollak(2019) How to lead & succeed in Multigenerational Work place The Remix, Harpa Business Publications.

MAPPING OF PROGRAM OUTCOMES WITH COURSE OUTCOMES:

	PO1	PO2	PO3	PO4	PO5
CO1	3	3	3	3	2
CO2	2	3	3	3	3
CO3	3	3	2	3	3
CO4	2	2	1	1	2

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