DWARAKA DOSS GOVERDHAN DOSS VAISHNAV COLLEGE

PG DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

SYLLABUS

(2022 -23)
CHOICE BASED CREDIT SYSTEM
CBCS

OUTCOME BASED EDUCATION (OBE)

INSTITUTION

VISION

To impart value-based quality academia; to empower students with wisdom and to charge them with rich Indian traditions and Culture; to invoke the self, to broaden the same towards Nation building, harmony and Universal brotherhood.

MISSION

To ensure sustained progress and development in imparting quality education, to pioneer new avenues of teaching and research and to emerge as an institution with potential for excellence

DEPARTMENT OF M.A HRM

Vision

To impart a quality and value-based education and professional HR training that enables a holistic development in terms of HR competencies, conceptual knowledge and experiential learning compatible to the Institution and Industry requirement.

Mission

Educate and facilitate professional training of students through multiple approaches that nourish professional competency and self-development.
Build a strong interface between HR aspirants and HR professionals though network with Industry and instilling a sense of integrity,

PROGRAMME EDUCATIONAL OBJECTIVES

1. To produce Postgraduates professionally trained in Human Resource Management.

2. To establish HR Departments and independently, manage basic HR functions.

3. To get the Post graduates in Human Resource Management as industry ready resources for managing HR functions in Industry.

4. To equip graduates for decision making in all types and levels of HR functions.

5. To facilitate Human Resource Management for independent entrepreneurial ventures in HR business fields.

6. To develop vital skills in Human relations and team work in business organizations.

7. To make data driven decisions for effective management of HR in Industries.

8. To develop leadership qualities with human dimensions of empathy, trust, values, ethics in Organizations through HR practices.

9. To demonstrate scholarly attitude to pursue higher education and research in HRD and allied subjects.

10. To develop and maintain peace, harmony and human relations through scientific methods of Industrial relations.

11. To advice and guard the interest of employers and employees through appropriate knowledge on Labour Legislation.

Programme Outcomes and Graduate Attributes

Scholarship Knowledge

Get deep knowledge of professional Human Resource Management subjects through behavioural, social and other allied disciplines with the competency to use the acquired knowledge for the benefit of Organisations.

Critical Thinking

Understand labour problems critically, discriminate causative factors drawing appropriate conclusions and offering tactical HR solutions.

Problem Solving

Think scientifically and independently, conceptualize effective redressal of problem and offer wide range of HR solutions in a feasible manner with due consideration of interest to employer, employees and society.

Research Skills

Collect information specific to unique HR needs and problems through review of literature, experimentation, applying suitable research methodologies, techniques, tools, design, sample studies, analyse and interpret data, display, demonstrate and present findings for broader perspective and decision making.

Usage of Modern Tools

Develop, choose, learn and apply techniques, resources for prediction, refinement, modeling and understanding of the HR issues.

Collaborative and Multidisciplinary work

Have knowledge and understanding of individual and group behavior, take up opportunities and contribute positively for team work, cross functional work, diverse workforce, receptiveness, accommodative for achieving organizational goals.

Communication

Develop skills to receive, send, interpret, evaluate employee information and effectively communicate on complex HR issues within and outside the organizations write effective reports, design documentation, make effective presentations, give and receive clear instructions and maintaining societal communication.

Life Long learning

Maintain and prove scholarly attitude to pursue a career in HRD and Research with a zeal and vision to engage oneself for lifelong learning amidst constant and continuously emerging economical, technological, organizational and socio-political changes.

Ethical Practices and Social Responsibility

Develop ideas and solutions for practical problems and approach the same with bend of moral and social responsibilities.

Independent and Reflective learning

Develop professional skills in the disciplinary, inter disciplinary and multi-disciplinary areas of management sciences and professional associations.

Programme Specific Outcome

1. Scientifically study, critically evaluate, analyse, interpret and effectively apply the basic theories labour laws, principles, process of methods used in the fields of HRD.

2. Apply the knowledge of Human Resource Management in the areas of research, education practice, entrepreneurship and organizations.

3. Solve complex problems in the field of human relations, industrial relations, HRM with an understanding on tools to be used, analytical skills

to be applied with appropriate insight on human behavior, social dynamics, organisational development, industry safety, statutory compliances and socio-cultural aspects.

4. Apply the knowledge of people management to appreciate, develop and test the theoretical models of application in HR practices.

5. Use standardized tools and techniques, modern and classical methods to carryout structured experiences and develop skills to interpret explain and validate scientific data for intended objectives.

PEO TO MISSION STATEMENT MAPPING

Mission	PEO 1	PEO 2	PEO 3	PEO 4	PEO 5	PEO 6	PEO 7	PEO 8	PEO 9	PEO 10
M 1	3	2	3	2	2	3	3	2	3	3
M 2	2	3	2	2	3	2	3	3	3	3
M 3	3	2	3	3	2	2	3	3	3	3

MAPPING OF PEO TO PO

PEO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10
PEO 1	3	3	2	2	2	3	2	3	3	2
PEO 2	3	3	2	2	2	3	2	3	3	2
PEO 3	3	3	2	2	2	3	2	3	3	2
PEO 4	3	3	2	2	2	3	2	3	3	2
PEO 5	3	2	3	2	2	3	3	2	2	3
PEO 6	3	3	2	2	2	3	3	3	2	2
PEO 7	3	3	2	2	2	3	2	2	3	2
PEO 8	3	3	2	2	2	3	2	3	3	2
PEO 9	3	3	2	2	2	3	2	3	3	2
PEO 10	3	3	2	2	2	3	2	3	3	2

SCHEME ON EXAMINATIONS

As per the University Regulation the following split up of marks for Theory, practical and project are to be followed.

(i) SPLIT UP FOR INTERNAL AND EXTERNAL MARKS FOR THEORY AND PRATICAL PAPER:

S.No	Paper	Internal	External	Total
1	Theory	40	60	100
2	Practical	40	60	100

(ii) SPLIT UP FOR INTERNAL ASSESSMENT MARKS (40) FOR THEORY:

CIE- Continuous Internal Evaluation (40 Marks)

Blooms Category	Test	Assignments	Quizes	Current Affairs
Remember	20	5	5	10
Understand		5		
Apply	10			10
Analyze	5			
Evaluate	5			
Create				

Blooms Category	Weightage %
Remember	20
Understand	20
Apply	30
Analyse	10
Evaluate	15
Create	5

DEPARTMENT OF MA HRM

Choice Based Credit System
(2022 -23)

Course Component	Name of the Course 2022 -23	Allocation of Hours and Credits	
Semester - I	*Learning and Development*	4	60
	Labour laws relating Industrial relations and Social Security	4	60
	Fundamentals of Human Resource Management	4	60
	Organisational Counselling or Workplace Ergonomics	3	45
	Soft Skill – 1	2	30
	Internship (Service Sector)	4	
Semester -II	*Industrial Relations and Employee Welfare*	4	60
	Organisational Behaviour	4	60
	Performance Management System	4	60
	Specialized Course - Human Resource and Compensation Management	3	45
Internal Elective	*Internal Elective - Total Quality Management or Entrepreneurship in Business HRM*	3	45
	Internship (Manufacturing)	4	
	Soft skill– II	2	30
III	*Research Methodology*	4	60
	Labour Laws relating to working and Service Conditions	4	60
	Corporate Social Responsibility	4	60
	Open Elective -Organisational Soft skill	3	45

	Artificial Intelligence in HR Practices	4	60
	Soft Skill – II	2	30
	Internship (Summer)	4	
	Value Added Course – Professional Values and Etiquettes for HR Managers	2	30
	Internship(Summer)	4	
IV	*Organisational Development*	4	60
	Human Resource Development	4	60
	Global and Strategic HRM	4	30
	Project	4	
	Soft Skill	2	

SEMESTER - I
LEARNING & DEVELOPMENT

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

Course Outcome

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

Mapping of CO v/s PO:

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

Mapping of CO v/s PSO:

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

Correlation levels: 1- Weak   2-Medium   3-High   (60 hours)

Objectives

- To orient the student on the concepts of training, development and learning.

- To develop skills in planning and organizing training programs.

- To know the significance of Training for HRD and HRM practice

UNIT– I (CO1)

Definition – Learning – Differences on Training and Development and Learning and Education – Training need analysis – Preparing Training calendars – Skill Matrix.

UNIT II (CO2)

Learning & Training Characteristics and Principles of Learning, Bloom's Taxonomy – Adult learning theories: Andragogy and Pedagogy - Facilitation Theory Experiential Learning - Action learning Blended learning and Problem-Based learning – Project Based learning Enhancement Factors – Return on Investment.

UNIT–III (CO3)

Training Types - on the Job - of the Job. Training Environment and Transfer of learning – Training Evaluation – Donald Kirkpatrick's Evaluation Model.- Training Effectiveness Feedback system LOCF

UNIT –IV (CO4)

Executive coaching – Train the trainer – Succession Planning – Career Management - Talent Management - Professional bodies/ Training organizations in India – Evolution and Importance : ISTD, NHRD

UNIT– V (CO5)

E-learning **–** emergence – importance – Tools and Software used for training - Government Initiatives in the field of learning, training and development eg: Skill India, Swayam and new initiatives.

Reference

1. Aswathappa, K. Human Resource Management – Text and Cases. New Delhi. Tata McGraw Hill, 2010.

2. Anderson Katie., Learning to Lead, Leading to Learn: Lessons from Toyota, 2020.

3. Dessler, Gary et al., Human Resource Management (15th ed.) India, Pearson Education, 2017.

4. Gupta C.B. Human Resource Management Text and Cases (19th ed.)India – Sultan Chand and Sons, 2018.

5. Gibb Stephen., Learning and Development, Palgrave Macmillan., 2020.

6. Kathy Beevers et al., Learning and Development Practice in the Workplace, CIPD - Kogan Page, 2019.

7. Pandu Naik, G. Training and Development – Text, Research and Cases, New Delhi, Excel Books, 2007.

8. Rebecca Page-Tickell, Learning and Development: A Practical Introduction, Rebecca page- Tickell, 2018

9. Rishi pal. Training and Development Methods, India Sultan Chand and Sons, 2011.

10. Tracy Richardson and Ernie Richardson., **the Toyota Engagement Equation,** 2017.

11. Zubin Rashid, Learning and Development: From Cost Center to Business Partner, Kindle edition, 2020

LABOUR LAWS RELATING TO INDUSTRIAL RELATIONS AND SOCIAL SECURITY(60 hours)

Department: M.A.HRM			Academic Semester: ODD
Semester: I	Section: 2020-2022		Course: Labour Legislation
		Contact Hours /week: 5	No. of credits: 4
CIA: 40		ESE : 60	Exam Hours: 03

COURSE OUTCOME

CO1	Understand and evaluate the industrial dispute measures and process followed in the industry.
CO2	Compare the safety measures followed for women worker, rights and duties of labour in the industries.
CO3	Evaluate the social security measures and its life changing practices, methods and procedures practiced and its role in employee wellbeing.
CO4	Create compensation methods that suits and retain labour force.
CO5	Find out employee engagement practices by monetary and non-monetary methods.

Mapping of CO v/s PO:

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

Mapping of CO v/s PSO:

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

Objectives:

- ❖ To understand the Historical development of Labour legislations
- ❖ To review the importance of labour legislations strengthening employee relations
- ❖ To evaluate administrative and enforcement of labour legislation relating to social security of employees

Unit- I :CO1

History of Labour Legislation – The Industrial Disputes Act, 1947 – Scope – objects – Industry – Public Utility Services - Industrial Dispute – Lay off – Lock out – Retrenchment – Closure – Workman – Types of disputes – Conciliation Machinery – Unfair Labour Practices – Adjudication – Notice of change – Arbitration - Adjudication – Awards – Strike – Service conditions not to be altered during the pendency of conciliation proceedings – Recovery of money from the employer

Unit II :CO2

The Industrial Employment (Standing Orders) Act 1946 – The Trade Union Act, 1926 – The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 - The Employee Compensation Act, 1923

Unit III : CO3

The Employees Provident Funds and Miscellaneous Provisions Act, 1952 – The Maternity Benefit Act, 1961 - Employees State Insurance Act, 1948 -

Unit IV :CO4

The Equal Remuneration Act, 1976 - The Payment of Wages Act, 1936 – The Minimum Wages Act, 1948 -

Unit V :CO5

The Payment of Bonus Act, 1972 – The Payment of Gratuity Act, 1972 – The Tamil Nādu Labour Welfare Fund Act, 1972 -The Regulations of case laws in respect of each of the above Acts

Reference:

1. Dr.V.GGoswami : Labour& Industrial Laws (Central Law Agency) 2020 Revised edition.

2. N.D Kapoor : Handbook of Industrial laws – (Sultan Chand & Sons) 2020 Revised edition.

3. S.C Srivastava : Industrial Relations and Labour Laws (Vikas Publishing House) - 2020 Revised edition.

4. N.S Zad : Industrial Labour& General laws (Taxmann publication) -2019 edition.

5. V.K Kharbhanda & Vipul Kharbanda : New Industrial &Labour codes (Law Publishing House) – 2020 Revised edition.

6. Dr. H K Saharay : Labour& Industrial Law (Universal Law Publishing) – 2020 Revised edition.

7. Labour Law Journals – Labour& Industrial cases, Factories Journal Report – Latest Reports

FUNDAMENTALS OF HUMAN RESOURCE MANAGEMENT
(60 hours)

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

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

Course outcome

Objectives:

1. Understand the Principles, policies and requisite skills needed for an HR professional.

2. Focus on the contemporary issues faced by an HR professional.

3. To integrate HR strategy to Business Strategy and substantiate with suitable concepts models and theories

UNIT - I (CO1)

Introduction to Management - Nature and Scope of Management - Principles of Management - Fayol Principle of Management - Scientific Principle of Management - Evolution of Management Thought - Roles and responsibilities of Manager - Skills required for a manager.

UNIT II (CO2)

Definition, Nature, Scope and Functions of Human Resource Manager - Operational & Managerial, Objectives of Human Resource Management, HRM Models, Difference between Human Resource Management and Personnel Management.

UNIT III (CO3, CO4)

Human Resource Planning and Designing of Jobs: Nature and Importance of Human Resource planning, Factors affecting Human Resource Planning, The planning process, Long-term and Short-term planning, Barriers to Human Resource Planning

UNIT –IV (CO4)

Recruitment and Selection: Recruitment - Process& types., Evaluation and Control, Placement, Interview, Induction, Selection process- Psychometric and Aptitude test, Barriers for effective selection; Separation – Exit Interview: Its Advantages and Disadvantages.

UNIT –V (CO5)

Training&Development, Performance Appraisal: Types and functions; Performance Appraisal- Appraisal process, Challenges on Performance Appraisal, Incentives and Benefits; Job Evaluation and its process, Alternatives to Job evaluation. - HR as a business Partner.

Reference

1. Fundamentals of Human Resource Management, Robert N Lussier, 2019, Sage Publications.

2. Human Resource Planning in the 21st Century, JoseineFahed, 2018, InfoTech Open,

3. Fundamentals of Human Resource Management, 2017, Raymond Goyce, McGraw Hill

4. Fundamentals of Human Resource Management, Talya Bauer, 2019, Sage Publications

WORKPLACE ERGONOMICS (45 hours)

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

Course outcome

CO1	Explain the significance of ergonomics in recent times as well as the scope of the subject in relation to other disciplines.
CO2	Demonstrate the different types of Ergonomics and its relavance to modern day organizations.
CO3	Develop and analyze the role of ergonomics and the steps that could enhance the employee safety.
CO4	Summarize the fundamental concepts such as span of attention, work flow and cost reduction.
CO5	Establish an assesment methodology for Ergonomics.

Mapping of CO v/s PO:

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

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

Mapping of CO v/s PSO:

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

Unit - I - Introduction to Ergonomics - CO1

Definition, Significance and Evolution of Ergonomics and its recent phenomena.Scope of Ergonomics with Psychology, Sociology and Human Resource Management.Principles of Ergonomics.

Unit - II - Types of Ergonomics (CO2)

Physical Ergonomics: Posture, Occupational Environment, Occupational injuries and Disorders.

Cognitive Ergonomics: Machine and human interaction, perception, memory, reasoning, decision making, mental workload, work stress.

Organizational Ergonomics: Organisational Structure, policies, processes, communication, work design, designing of work timing, virtual organisation

Unit - III - Ergonomics and Employee Safety(CO3)

Occupational health, expected injuries, repititive stress, disbility, employer's intervention and solutions - MSD risk factors - Ergonomics management System -planning, support, performance evaluation, improvement, continual improvement

Unit – IV - Ergonomics and Productivity (CO4)

Span of attention, steps to improve the span of attention of employees, workflow, cost reduction intervention, reduction of repetitive tasks . Workplace Ergonomics at Home Environment.

Unit - V - Assessment Methodology (CO5)

Process of Assessment - Review, establishing a standard, objective assessment and feedback.

Reference:

1. Design for Ergonomics, Francesca Tosi, Springer Nature, 2019.

2. Office Ergonomics and Human Factors, CelienMcKeown, CRC press, 2018

3. Ergonomics for the Layman, PrabirMukhopadyay, CRC Press, 2020.

4. Transforming Ergonomics with Personalized Health and Intelligent Workplace, Vega Barbas, IOS Press, 2019.

5. Handbook of Research on Ergonomics, Juan Luis, 2018, IGI Global

ORGANISATIONAL COUNSELLING (45 hours)

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

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

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

Mapping of CO v/s PO:

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

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

Mapping of CO v/s PSO:

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

Objectives:

1. To approach the employee related problems with human touch.

2. To get oriented in basic counseling knowledge and skills.

3. To integrate counseling methods into HRD and HRM practices

UNIT - I (CO1)

Introduction to counseling – Definitions – Difference between Counseling and guidance– Ethics and values of counseling, counseling goals – Evolution of Counseling; Role of Counsellor; Skills involved in Counselling.

UNIT – II (CO2)

Counseling Theories: Psychoanalytical - Behavioral Approach - Carl Roger's Client Centered Theory - Cognitive Behavior therapy - Eclectic model - Existential theory - Gestalt theory.

UNIT – III (CO3)

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

UNIT - IV (CO4)

Models of Workplace Counseling - Workplace Counseling: Target Clients- Readiness for Employee Counseling, Counseling & Employees Growth - Ethical Issues in Workplace Counseling d. Stress and Workplace Counseling - Work-Life Balance.

UNIT -V (CO5)

Impact of Organizations on Work Place Counseling a. Setting up counseling at workplace b. Systemic approaches to organizations c. Organizational culture and counseling d. Employee assistance programs (EAP), Promotion counseling, Preretirement counseling. Counseling for displaced employees,

Reference:

1. Counselling with Reality Therapy, 2017, Robert Wubbolding Taylor and Francis.

2. Professional Practice in Counselling and Psychotherapy, Peter Jekins, Sage Publications, 2017.

3. Psychosocial Occupational Therapy, 2019, Nancy Carson, Elsevier Health Services.

4. Working with RiskinCounselling and Psychotherapy, 2015, Andrew Reeves, Sage Publications

Soft Skill I
(Handled by Department of English)

ABOUT SERVICE SECTOR INTERNSHIP

The two years intensive course which has three internships, ensures real industrial experience to the budding HRs along with enhancing the students' ability to adapt to different organizational culture. Service Sector Internship is the first internship for I M.A. HRM students of Dwaraka Doss Goverdhan Doss Vaishnav College. In service sector internship, the focus is on HR Development, HR Management and policy making. Students were placed in Top MNC companies in various background. The students imbibe the culture and gain an understanding of competitive tactics and strategies. Service sector internship was scheduled for the month of October – November. Assistant Professor Shivashankari was the faculty coordinator for Service Sector Internship. The students were placed in companies offering diverse services ranging from health care (hospitals), hotels, consultancy, retail and non-banking financial services. Pupils understood how a corporate company works and the role of HR amongst the white collar employees. The nature of work was observed and the students helped the employees in the organisation. The students were given a real time experience

INDUSTRIAL RELATIONS AND EMPLOYEE WELFARE - 60 hrs

Department: M.A. HRM			Academic Semester: EVEN
Semester: II	Section: I year		Course:INDUSTRIAL RELATION AND EMPLOYEE WELFARE
		Contact Hours /week:4	No. of credits:3
CIA:40		ESE :60	Exam Hours: 03

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

CO1	Able to emphatically listen and prepare root cause analysis of industrial relation issues and able to develop measures to solve it.
CO2	Understanding the overview of establishment of Trade Union movements in India. Procedures to establish Trade Union and functions.
CO3	Enriching collective bargaining method and negation skills.
CO4	Aware of industrial accident and precautionary measures to be followed. Emphatic listening to counsel the employees.
CO5	Equipping grievance handling skill with the understanding of welfare practiced as Monetary and non-monetary with respective industries.

Mapping of CO v/s PO:

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

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

Mapping of CO v/s PSO:

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

Course Objective:

❖ To Review the concept of Industrial Relations

❖ To understand the Industrial conflict and industrial conflict

❖ To review the functioning of department related to IR

Unit I : Industrial Relations CO1

Concepts - Importance – Nature – Scope – Factors hindering industrial relations – Role of State in industrial relations – Impact of IR and production activities – Five-year plans and industrial relations – National commission on Labour and industrial relations- Approaches to IR – Human Relations Approach - Social –Psychological – Gandhian – Marxist.

Unit II : Trade Union CO2

Growth of Trade Union Movement in India – Objectives – Importance – Functions - Non statutory code of discipline in industry – Problem of trade unions in India – Trade unions in informal sectors - Trade union classification – Trade union structure – Leadership.

Unit III : Collective Bargaining CO3

Concept –Nature & Scope - Importance – Prerequisites of Collective Bargaining – Factors hindering Collective Bargaining in India- process of Collective Bargaining – Levels of Collective Bargaining - Favorable conditions for Collective Bargaining – Collective Bargaining Agreement – Negotiation process – Negotiation skills.

UNIT -IV: Environment, Health & Safety CO4

EHS (Environment ,Health & Safety) Concept – Importance - Causes of Accidents – Problems and Prevention – Safety norms & provisions – Reporting procedures in case of hazards and accidents- – Basic Ergonomic principles - Factors leading to sustainable development growth – Occupational hazards – Diseases – Psychological problems – Counseling – Risk Management – Regulatory compliance . Employee Health and Safety. Factors leading to sustainable growth

Unit V : Employee Welfare & Grievance CO5

Concept – Nature – Scope of Welfare – Role of State in employee welfare – Functions of employee Welfare – Agencies of employee welfare – Welfare and productivity - Functions of Employee Welfare Board in Tamil Nādu - Grievance – Concept – Approach to grievance machinery – Nature – Grievance procedure – Domestic enquiry

Reference:

1. P.R.N Sinha, InduBalaSinha, SeemaPriyadarshiniShekhar : Industrial Relations ,Trade Union and Labour Legislation(Pearson Publication) 2020 Revised edition.

2 ArunMonappa, RanjeetNambudiri, PatturajaSelvaraj : Industrial Relations and Labour Law McGraw Hill Publication) 2020 Revised edition.

3 N.D Kapoor   : Handbook of Industrial laws – N.D Kapoor(Sultan Chand & Sons) 2020 Revised edition.

4 K.P Chakravarti : Domestic Enquiry & Punishment (Eastern Law House) 2020 Revised edition.

5 S.CSrivastava   : Industrial Relations and Labour Laws (Vikas Publishing House) - 2020 Revised edition.

6 N.SZad : Industrial Labour& General laws (Taxmann publication) -2019 edition
7 V.KKharbhanda&VipulKharbanda : New Industrial &Labour codes (Law Publishing House) – 2021.

1. Dr.H K Saharay   : Labour& Industrial Law (Universal Law Publishing) – 2020 Revised edition

ORGANIZATIONAL BEHAVIOUR
(60 Hours)

Semester: II	Section: I year		Course: Organizational Behaviour
Course Instructor:		Contact Hours /week: 5	No. of credits: 4
CIA :50		ESE : 50	Exam Hours: 03

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

CO1	The HR person can able to manage and lead work groups and teams with knowledge of Individual behaviour, attitude and its impacts in organizational functions.
CO2	Establishing Organization Design and Structure and able to understand the challenges in designing an Organisation structure. Understanding organization culture and climate.
CO3	The person will be able to design and execute effective communication channel to handle Group Dynamics and channelizing the functional groups.
CO4	Functioning as an efficient team player with the positive behaviour and attitude.
CO5	Can able create Motivational model and activities based on motivational theories and training given during the course of time.

Mapping CO vs PO

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

Mapping of CO v/s PSO:

	PSO1	PSO2	PSO3	PS04	PSO5
CO1	3	2	2	2	2
CO2	2	2	3	2	3
CO3	2	2	1	3	1
CO4	3	3	2	2	2
CO5	3	3	2	2	2

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

Objectives:

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

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

UNIT - I   CO 1

Introduction to Organisational Behaviour: Concept of Organizational Behaviour (OB) - Importance of Organizational Behaviour - Key Elements of Organizational Behavior, Role of Managers in OB - Interpersonal Roles - Informational Roles - Decisional Roles, Foundations or Approaches to Organizational Behavior, Challenges and Opportunities for OB.

UNIT - II CO 2

Introduction to Organization Design : Meaning of Organization Design and Structure, Basic elements of Organization Structure, Types of Organization Design - Organisational design and Employee behaviour. , challenges in designing an Organisation structure. Organisational Culture and climate. Organisational Culture from International Perspective - Characteristics and construction of standardized psychological tests; Types of psychological tests; - Intelligent Quotient and Aptitude Tests.

UNIT –III CO 3

Group Dynamics – Classification of groups, Stages of group development, Group Behaviour, Communication in Groups and Group Decision making. Organisational Dynamics – Power and Politics

UNIT- IV CO4

Leadership - trait, Behavioural and contingency theories; Power and Politics; Trait, Behavioural Analysis (T.A.); Work stress, Significance of Emotional & Social intelligence, PLOT Analysis

UNIT-V CO5

Motivation –Definition- Meaning – Types of Motivation- Process of motivation; Theories of motivation - need hierarchy theory, theory X and theory Y, two factor theory, Alderfer's ERG theory, McClelland's learned need theory, Victor Vroom's expectancy theory, Stacy Adams equity theory.

Reference:

1. Organizational Behaviour, 2017, Dipak Kumar Bhattacharya, Sultan Chand Publications Ltd.

2. Organizational Theory, Design and Change | Seventh Edition, 2017, Joseph Gareth. Pearson,

3. Organisational Behaviour and Analysis: An Integrated Approach, 2018, Derek Rollinson, Prentice Hall.

4. Organisation Behaviour, 2018, Dr. F.C Sharma, Sahithyabawan

5. Introduction to work and organizational behaviour, 2015, John Bratton, Palgrave Macmillan

PERFORMANCE MANAGEMENT SYSTEM - 60 hours

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

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

CO1	Appreciate the relation of the Performance management system to HR Processes
CO2	Recognise thePerformance management planning process; Mid-cycle and End cycle review process
CO3	Develop role profile and objective setting
CO4	Demonstrate the different approaches to assesment and also recognise the various performance review issues
CO5	Explain the reality of Performance Management in the current scenario

Mapping CO vs PO

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

Mapping of CO v/s PSO:

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

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

UNIT - I (CO 1)

Definition of the Performance management system; Relation of the Performance management system to HR Processes; Evolution of Performance Management System; Different types of Performance Management System; Aims and Dimension of Performance Management System; Biases – Different types, Training to avoid biases.

UNIT - II (CO2)

Performance management planning process; Mid-cycle and End cycle review process; Goal theory of Performance Management System; Control theory; Social justice theory; Organizational justice theory.

UNIT - III (CO3)

Performance and development planning; Role profiles; Objective setting; Performance measures and assessment; Performance planning; Development planning; The performance agreement; Performance review meeting; Managing performance throughout the year; The continuing process of performance management; Updating objectives and work plans; Managing continuous learning; Coaching and Mentoring

UNIT -IV (CO4)

Approach to assessment; Factors affecting assessments; Methods of assessment; Overall analysis of performance; Narrative assessment; Rating; Forced distribution; Forced ranking; Quota systems; 360-degree feedback; Types of Measures: KPI, Balanced Scorecard, Field Review Method, Confidential Reports, Narrative Self- Assessment, Rating Scale.
The performance review meeting; Performance review difficulties; Performance review issues; Organizational issues; Focus, criteria and impact of Performance review; Using reviews as a communication channel; Balancing past performance against future potential; Performance review problems; Self-assessment; Giving feedback. 720 degree feedback

UNIT – V CO5

The Reality of Performance Management – Overall Findings of the Research, Best practice, Views about Performance Management – Problem, Issues Identified by Field Visits – Key to Success.

Reference:

1. Business Performance Through Strategic People Management by Michael Armstrong (2020) – Kogan Page

2. Managing Employee Performance and Reward: Systems, Practices and Prospects by Sarah Kaine (2020) - Cambridge University Press

3. Kaplan, R. S. & Norton, D. P., Using the Balanced Scorecard as a Strategic Management System, Harvard Business Review, January – February 1996, 0Review%20article%20BSC.pdf

4. Kaplan, R. S. & Norton, D. P., Transforming the Balanced Scorecard from Performance Measurement to Strategic Management: Part I, American Accounting Association

5. Lipe, M. G. &Salterio, S., A note on the Judgmental Effects of the Balanced Scorecard´s Information Organization, Accounting, Organization and Society 27, 2002

6. Malina, M. A. &Selto, F. H., Causality in a Performance Measurement Model, Atkinson School of Administrative Studies, Working Paper Series, 2007.

7. Robert, L. C. (2011). Performance Management Concepts Skills and Exercises, New York: M.E. Sharpe Publications.

8. Rao, N.S., (2017). Compensation System and Performance Management. New Delhi: Himalaya Publishing House.

HUMAN RESOURCE AND COMPENSATION MANAGEMENT
(60 hours)

Semester: II	Section: I year	Course Code:	Course: Human Resource Compensation Management
		Contact Hours /week: 50	No. of credits: 4
		ESE :	Exam Hours: 03

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

CO1	**Appreciate the significance and components of compensation**
CO2	Recognise thepay variation amongst the blue color workers and also the CEO to Worker pay ratio
CO3	Develop and design pay packages for employee and employee taking into consideration the various theories of compensation
CO4	Demonstrate the various steps involved in payroll processing and also pay fixing methods for expatriates and parent host country nationals
CO5	Explain the compensation practices across various countries and also the various approaches involved in fixing compensation

Mapping CO vs PO

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

Mapping of CO v/s PSO:

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

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

Objectives:

1. To enable student to understand the meaning and components of Compensation Management.

2. To throw insight into the different salary fixation method practiced by Organisations.

3. To facilitate the understanding and evaluate different theories of Compensation.

4. To focus on the role of HR interns of promoting effective compensation system

UNIT - I CO1

Introduction: Compensation Management - Meaning, Objectives of Compensation Management - Need and Significance - Components of compensation - significant factors affecting compensation policy, 3 Ps of Compensation.

UNIT - II CO2

Functions of Compensation Management - Role and Skill needed for a compensation manager - Concept of WPI – CPI - Blue and white color jobs salary fixing method – incentives schemes – concept, methods and impact, CEO to Worker pay ratio. Compensation Bench Marking

UNIT -III CO3

Theories of Compensation& Employee Benefit: Expectancy Theory - Equity Theory - Agency Theory. Classification of employee benefit, Designing a Benefit package, Implication to employer and employee.

UNIT IV CO4

Pay roll management – meaning - steps involved in payroll processing - benefits of payroll management – authorized deductions – Employee Stock Option – Fringe benefits – Pay variation for expatriates, parent, host countries nationals. Introduction to payroll software

UNIT V CO5

Role of Compensation in retaining and attracting top talent - pay transparency - communication training for compensation.Forms of Compensation practices across different countries.Various approaches to internal compensation - Expatriates - Host Country National, Parent country National

Reference:

1. Compensation Management by R C Sharma Sulabh Sharma, Jan 2020, Sage Publications India Pvt Ltd,

2. Compensation Management, Dipak Bhattacharya, 2014, Oxford Publications

3. Compensation and Reward Management, Biswanath Gosh, 2018, Sterling Publications Pvt Ltd.

4. Compensation And Organizational Performance: Theory Research And Practice by Luis R. Gomez-Mejia, 2019, Yes Dee Publishing

Compensation Management, 2019, Notion Press.

TOTAL QUALITY MANAGEMENT

Hours: 45

Semester: II	Section: I year	Course Code:	Course: Total Quality Management
		Contact Hours /week: 50	No. of credits: 4
		ESE :	Exam Hours: 03

COURSE OUTCOME

CO1	**Appreciate the significance and components of compensation**
CO2	Recognise thepay variation amongst the blue color workers and also the CEO to Worker pay ratio
CO3	Develop and design pay packages for employee and employee taking into consideration the various theories of compensation
CO4	Demonstrate the various steps involved in payroll processing and also pay fixing methods for expatriates and parent host country nationals
CO5	Explain the compensation practices across various countries and also the various approaches involved in fixing compensation

Mapping CO vs PO

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

Mapping of CO v/s PSO:

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

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

Objectives

- To understand the Basics of Total Quality Management. Gain insight on tools and techniques of TQM.

- To understand the importance of Quality Circles, ISO certifications and Awards

Unit- 1 CO1

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

Unit – II CO2

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

Unit – III CO3

TQM tools & Techniques: Seven basic tools of quality - Six Sigma – Business Process Benchmarking – Best Practice adoption - PPM Model. Maturity Model.

Unit –IV CO4

Quality circles - Quality Function Deployment (QFD) – Taguchi quality loss function – Total Productive Maintenance - JQM Awards – Lean Methodology on Quality.

Unit –V CO5

Quality Management Systems: Recent trends and Quality Initiatives in organizations.
ISO 140001 – Its preparations

Reference

1. Bester field Dale H., Total Quality Management, (3rd ed.). India, Pearson Education, 2011.

2. Besterfield Dale H et al., Total Quality Management, Pearson Education, 2018.

3. .Evans. James R., Total Quality Management, India, Cengage Learning, 2007.

4. Jayakumar, V. Total Quality Management for MBA Students, Chennai, Lakshmi Publications, 2017.

5. **Dr. Kiran,Total Quality Management : An Integrated Approach, BSP,** 2016.

6. Naagarazan R.S., and Arivalagar A.A., Total Quality Management. New Delhi, New Age International, 2011.

7. [Poornima M. Charantimath](#)Total Quality Management Paperback, Pearson publication, 2017

8. SubburajRamasamy., Total Quality Management, New Delhi, Tata McGraw-Hill Education Private Limited, 2012.

ENTREPRENEURSHIP AND BUSINESS HRM (45 hours)

Semester: II	Section: I year		Course: Entrepreneurship and Business HRM
Course Instructor:		Contact Hours /week: 5	No. of credits: 4
CIA :50		ESE : 50	Exam Hours: 03

COURSE OUTCOME

CO1	Understand the types of entrepreneurs and the characteristics of entrepreneurs
CO2	Develop an understanding with regard to Joint venture, Merger and also about family businesses
CO3	Demonstrate with regard to Start-ups Project Formulation and also steps involved in setting up a new business
CO4	Develop a clear understanding about GST and also working capital
CO5	Appreciate an understanding about Government Policy for Small Scale Enterprises and growth Strategies in small industry.

Mapping CO vs PO

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

Mapping of CO v/s PSO:

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

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

UNIT – I: (CO1) ENTREPRENEURSHIP:

Definition –Types of entrepreneurships - Characteristics of successful entrepreneur - . Innovation -Factors of motivation that makes an Entrepreneur - Entrepreneurial scenario in India - Case histories of successful entrepreneurs. Difference between entrepreneur and Intrapreneur.

UNIT – II: (CO2) DIFFERENT TYPESOF SECTORS

Types of businesses – Family – partnership – Startups in detail - Cost Analysis and Customer Relationship. Joint venture, Merger, acquiring business units. Challenges and opportunities.

UNIT – III (CO3) SETTING OF SMALL BUSINESS ENTERPRISE

Small Enterprises – Definition, Classification – Characteristics, Ownership Structures – Start-ups Project Formulation – Steps involved in setting up a new business – Preparation of Preliminary Project Reports – Project Appraisal

UNIT - IV (CO4) FINANCING AND ACCOUNTING.

Need – Sources of Finance, Financial Institution, Management of working Capital, Introduction to Taxation – Income Tax, basic introduction of GST

UNIT V: (CO4, CO3) SUPPORT TO ENTREPRENEURS

Sickness in small Business – Causes and Consequences, Corrective Measures – Government Policy for Small Scale Enterprises – Growth Strategies in small industry – Expansion, Diversification, Joint Venture, Merger and Sub Contracting

References

1. Hisrich R D, Peters M P, "Entrepreneurship" 8th Edition, Tata McGraw-Hill, 2013.

2. Mathew J Manimala, "Entrepreneurship theory at cross roads: paradigms and praxis" 2nd Edition Dream tech, 2005.

3. Rajeev Roy, 'Entrepreneurship' 2nd Edition, Oxford University Press, 2011.EDII "Faulty and External Experts – A Hand Book for New Entrepreneurs Publishers: Entrepreneurship.

4. Khanka. S.S., "Entrepreneurial Development" S.Chand& Co. Ltd., Ram Nagar, New Delhi, 2013.

5. Donald F Kuratko, " Entrepreneurship – Theory, Process and Practice", 9th Edition, Cengage Learning 2014.

ABOUT MANUFACTURING SECTOR INTERNSHIP

The two years intensive course with three internships ensures real industrial experience to the budding HRs and enhances the students' ability to adapt to different organizational cultures. Manufacturing Internship is the second internship for I M.A. HRM students of Dwaraka Doss Goverdhan Doss Vaishnav College. The focus of the internship is on learning the nuances that are exclusive to the sector. Students were placed across different and diverse manufacturing concerns including automobiles, electrical equipment, medical equipment, auto parts, clothing, cement, etc… in companies such as Schneider Electric, Valeo, Ashok Leyland, TVS Lucas, Hyundai, Polycab, Salcomp, TI Cycles, Wheels India India Cements Ltd, etc… It was scheduled for a period of one month under the guidance of any of the Faculty Coordinator. The students had the opportunity to understand the dynamics of the industry, observe and obtain knowledge regarding the HR functions of different roles such as Industrial Relations, Safety, Welfare, Plant Layout and understand the nature of work performed.

Soft Skill II

(Handled by Department of English)

RESEARCH METHODOLOGY - 60 hours

COURSE OUTCOME

CO1	Illustrate different types of Research in practice
CO2	Construct Hypothesis and decide the sampling procedures to ensure originality in research.
CO3	Analyze and choose right method for data collection and scales used for measuring data validity and reliability.
CO4	Appraisal with regard to technical skill and software's available for data analysis.
CO5	Measure the data with the appropriate methods.

Mapping CO vs PO

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

Mapping of CO v/s PSO:

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

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

Objectives

- To understand the nature and importance of the scientific method and appreciate the principles of HRM research.

- To develop the capacity to independently conceptualize a problem and execute research.

- To develop technical competence to assess and analyze problems, needs and services in the field of HRM.

Unit- I CO1

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

Unit – II CO2

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

Unit –III CO3

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

Unit – IV CO4

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

Unit – V CO5

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

References

1. Babbie, E., "The Practice of Social Research "Thomson Learning Academic Resource Center, 2001.

2. Bhattacharyya, D K., Research Methodology, Excel Books, New Delhi, 2009.

3. Dawson Catherine. Dr., Introduction to Research Methods, 5th ed., Little, Brown Book Group, 2019

4. D.K. Lal Das., "Practice of Social Research" Rawat Publications, Jaipur, 2004.

5. **John W. Creswell** et al., Research Design: Qualitative, Quantitative, and Mixed Methods Approaches, Sage Publications, 2018.

6. Khan APH., Research Methodology, Publishing Corporation, New Delhi, 2011.

7. Kothari, C. R., Research Methodology: Methods and Techniques, New Age International Publishers, 2013.

8. Uma Sekaran, and Roger Bougie., Research Methods for Business: A Skill Building Approach, John Wiley & Sons, New Delhi, 2010.

9. Ranjit Kumar., Research Methodology: A Step-by-Step Guide for Beginners, Sage Publications, New Delhi, 2010.

10. Panneerselvam, R., Research Methodology, Prentice Hall of India Pvt Ltd, New Delhi, 2004.

11. Prashanth Sarangi, Research Methodology, Taxman's Publications, 2010.

LABOUR LAWS RELATING TO WORKING AND SERVICE CONDITIONS 60 hrs

COURSE OUTCOME

CO1	Develop an insight regarding constitution and labour law.
CO2	Understand and to gain practical knowledge in The Factories Act, 1948 The Contract Labour (Regulation and Abolition) Act, 1970 The Plantation Labour Act, 1951 The Motor Transport Workers Act, 1961
CO3	Demonstrate the applicability of ACTS that govern the operation of Industries Gain clarity about the Mines Act 1952, Child Labour Act Act, 1986, The Inter-State Migrant Workmen Act, 1979.
CO4	Gain critical understanding of The Tamil Nādu Shops and Establishment Act, 1947, The Tamil Nādu Catering and Establishment Ac 1958, The Building and other construction workers Act, 1996
CO5	Gain insight regarding The Beedi and Cigar workers Act 1966 , The Working Journalists and other Newspaper Employees Act, 1955

Objectives:
- ❖ To understand the constitutional rights and legal frame work
- ❖ To review the importance of labour law
- ❖ To evaluate the working and service conditions

Unit- I : CO1

Constitution and labour law – Objectives – Importance - Fundamental right in relating to law – Equality before law and its application in labour law – Reservation policies – Article 16, 19 , 21 , 23 and 24 and its implication – Salient features of Labour codes- The code on wages , 2019 - Industrial Relations code – 2020 – Occupational Safety Health and Working Conditions code, 2020 – Code on Social Security, 2020

Unit II : CO2

The Factories Act, 1948 – The Contract Labour(Regulation and Abolition) Act, 1970 – The Plantation Labour Act, 1951 - The Motor Transport Workers Act, 1961

Unit III : CO3

The Mines Act, 1952 – The Child Labour (Prohibition and Regulation) Act, 1986- The Inter-State Migrant Workmen (Regulation of Employment and Conditions of Service) Act, 1979.

Unit IV :CO4

The Tamil Nādu Shops and Establishment Act, 1947 – The Tamil Nādu Catering and Establishment Act, 1958 - The Building and other construction workers (Regulations of Employment and Conditions of Service) Act, 1996.

Unit V : CO5

The Beedi and Cigar workers (conditions of employment) Act – 1966 - The Working Journalists and other Newspaper Employees (conditions of service and Miscellaneous Provisions) Act, 1955
The Regulations of case laws in respect of each of the above Acts

Reference:

1. N.D Kapoor   : Handbook of Industrial laws – N.D Kapoor (Sultan Chand & Sons) 2020 Revised edition.

2. S.C Srivastava : Industrial Relations and Labour Laws (Vikas Publishing House) - 2020 Revised edition.

3. N.S Zad   : Industrial Labour& General laws (Taxmann publication) -2019 edition.

4 .K Kharbhanda&VipulKharbanda : New Industrial &Labour codes (Law Publishing House) - 2021 Revised edition.

5. Dr.H K Saharay: Labour& Industrial Law (Universal Law Publishing) – 7th edition-2020 Revised edition

CORPORATE SOCIAL RESPONSIBILITY - 60 hours

COURSE OUTCOME

CO1	Develop an understanding about the nature and types of social responsibilities
CO2	Demonstrate an understanding about the CSR in Indian perspective
CO3	Gain clarity about the guidelines issued by Public Sector Undertaking
CO4	Understand about the Principles of corporate governance and strategic applications of CSR
CO5	Gain clarity about the sustainable development

Mapping CO vs PO

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

Mapping of CO v/s PSO:

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

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

UNIT – 1 CO1

Corporate Responsibility –Meaning, Types and nature of Social Responsibilities; Corporate Social Responsibility - Meaning, CSR principles and Models of CSR; Best practices of CSR; Need and importance of CSR; CSR in Indian perspective. Business Ethics; National and International CSR; Changing concepts of Social Responsibility

UNIT - II CO2

Government policies for CSR: Voluntary guidelines for CSR by Ministry of Corporate Affairs, CSR guidelines for PSU by Ministry of Heavy Industries and Public Enterprises, CSR in Public Sector. Government Partnership

UNIT - III CO3

Social auditing – Meaning, Uses, Principles, Stages; Social book keeping; Social Accounting; Social Auditing – Methodology and process of Social Auditing; The International Organization for Standardization (ISO) standards – The Accountability AA1000 Series, The Social Accountability International SA8000 standard, The ISO 26000 Guidance Standard on Social Responsibility. MDG's(Millennium Development Goals) and CSR; GRI (Global Reporting Initiative)

UNIT – IV CO4

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

UNIT - V CO4,CO3

CSR and Leadership: Globalization and Corporate Social Responsibility; Corporate Sustainability – Definition, Strategic imperatives for Sustainable development. Concept and role of partnership.

Reference:

1. Emiliani M L (2006) Improving Management Education.

2. Ghoshal S & Moran P (2005) Towards a Good theory of Management in SumantraGhoshal on Management ed. Birkinshaw J &Piramal G Prentice Hall

3. Beeslory, Michel and Evens, Corporate Social Responsibility

4. Bob Doppelt Leading Change Toward Sustainability: A Change-Management Guide for Business, Government and Civil Society 2003

5. Philip Kotler, Nancy Lee Corporate Social Responsibility: Doing The Most Good For Your Company And Your Cause 2008

6. Ugly Subhabratha Bobby Banerjee Corporate Social Responsibility: The Good, the Bad and the 2009

7. Corporate Social Responsibility: Balancing Tomorrow's Sustainability and Today's Profitability David.E.Hakins 2006

8. Darcy E Hitchcock, Marshall L.Willard The Business Guide to Sustainability: Practical Strategies and Tools for Organizations 2009

9. Michael Hophins Corporate Social Responsibility and International Development: Is Business the Solution? 2007.

10. Susan Hunnicutt Corporate Social Responsibility Earthscan, 2007

ORGANISATIONAL SOFTSKILLS

Objectives

1. To elucidate the significance of career planning and decision making.

2. To illustrate the steps involved in Career Development.

3. To identify the skillsets / strategies required for Job sustenance.

Unit-I

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

Unit II

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

Unit III

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

Unit IV(9 Hours)

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

Unit V

Campus to Corporate – E mail writing, Grooming skills, Joining formalities – Adjustments to work place – Adherence to Company policy. Professional etiquette,Dining etiquette.

Reference

1. Rajendra Pal & J.S. Korlahalli, Essentials of Business Communication - Sultan Chand & Sons - New Delhi.

2. Shirley Taylor, Communication for Business - Pearson Publications - New Delhi. •

3. Bovee, Thill, Schatzman, Business Communication Today - Pearson Education Private Ltd - New Delhi.

4. Penrose, Rasbery, Myers, Advanced Business Communication - Bangalore.

5. Simon Collin, Doing Business on the Internet - Kogan Page Ltd - London.

6. Mary Ellen Guffey, Business Communication – Process and Product International Thomson Publishing - Ohio.

Artificial Intelligence in HR Practices (45)

Department: M.A.HRM			Academic Semester: EVEN	
Semester: III	**Section:**	**Course Code:**	**Course: Artificial Intelligence in HR Practices**	
Course Instructor:		**Contact Hours /week: 3**	**No. of credits: 4**	
CIA: 50		**ESE : 50**	**Exam Hours:** 03	

Content delivery:	Chalk and Talk, Power Point Presentation, Quiz and Assignments, Google Classroom, Seminar, Group Discussion and Practical Session

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

CO1	Understand the basics of Artificial Intelligence and its usage in Decision making
CO2	Describe the concepts of Artificial Intelligence, benefits of automation and role of chatbots, voice bots in various sectors.
CO3	Analyse and Evaluate the AI assisted HR functions - Challenges in Applying Artificial Intelligence.
CO4	Practical Session on Basics of Artificial Intelligence
CO5	Practical Session on Artificial Intelligence in HR functions

Mapping of CO v/s PSO:

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

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

<h1 style="text-align:center">SUBJECT NAME: ARTIFICIAL INTELLIGENCE IN HR PRACTICES</h1>

Theory

UNIT I

Introduction–Definition & Meaning of Artificial Intelligence – Emerging Technology in HR – Need and Use of Automation – Understanding Data Structure – Role of data in machine learning - Problem Solving and Decision Making with the help of AI. – AI a boon or bane for HR.

UNIT II

Evolution of Artificial Intelligence - Concepts related to the AI application – Tools of HR automation – Overview of SAP, ERP, Power BI, Chatbot - limitations of using data in HR decisions – Benefits of HR Automation – Role of Chatbots in Onboarding- Voice bots and its uses in different sectors.

UNIT III

AI to streamline all HR functions – Employee Engagement with Conversational AI – Implementation of HR Tools in HR process – Cost & Benefit Analysis in implementation of AI - HR Challenges in Applying AI.

Practical

UNIT IV

Basic understanding of AI and HR functions

UNIT V APPLICATIONS

Chatbots – Role of Artificial Intelligence from NEO to Exit - AI governance strategy

References

1. AI Revolution in HRM – Ashwani Kumar Upadhyay, Komal Khandelwal, Jayanthi Iyengar – Sage Publication.

2. Digital HR Strategy Achieving Sustainable Transformation in the Digital Age 2020 Edition by Soumyasanto Sen , Kogan Publication.

3. Handbook of Research on Artificial Intelligence in Human Resource Management Edited by Stefan Strohmeier, Saarland University, Edwar Elgar Publication, Germany.

4. Data-Driven HR , Bernard Marr, Kogan Page Ltd.

5. Artificial Intelligence for HR, Ben Eubanks, Kogan Page Ltd.

PROFESSIONAL VALUES AND ETIQUETTES FOR HR MANAGERS (30 hours)

Semester: III	Section: II year		Course: Prof. Values and Etiquettes for HR Managers
Course Instructor:		Contact Hours /week: 5	No. of credits: 2
CIA :50		ESE : 50	Exam Hours: 03

COURSE OUTCOME

CO1	Organize oneself for higher standard of professional values
CO2	Analyse the concept of Moral Values and Universal Moral values
CO3	Illustrate an understanding regarding professional ethics in work place.
CO4	Recognize about the ethical dilemmas in work place and role of HR in developing ethical environment in organization
CO5	Discuss regarding work place etiquette and its importance

Mapping CO vs PO

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

Mapping of CO v/s PSO:

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

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

Objectives

- To identify the importance of professional and moral values for sustained professional growth.
- To understand the professional ethics and its need in work place.
- To realize/ explain the challenges in handling ethical dilemmas in management.
- To develop/ propose appropriate professional and business etiquettes for professionalism and personal development.

UNIT 1: Professional Values and Moral Values: - CO1

Professional Values -Concept of professional Values, Importance of Professional Values. Universal professional Values- Commitment, Ethics, Responsibility , Respect. Loyalty, Adaptability, Honesty. Individualism. Professional secrecy, Inclusion, Social responsibility, Tolerance. Trust, Humility, Delegate.

UNIT II

Moral Values-Definition and Concept of Moral Values – Need and Importance – Universal Moral Values- Integrity, Work Ethic, Self Confidence, Moral Autonomy, Consensus and Controversy, Professional and Professionalism, Professional Virtues.

UNIT III: Professional Ethics in HR Practice: - CO2

Definition and Concept of Professional Ethics-Need and Importance- Ethics and Organizations, Employee Duties and Rights, Anti discriminatory and Pre-judicial Employee Practices, Natural Acceptance of Human Values. Accountability, Collegiality, Royalty, Respect for Authority, Professional Rights, Intellectual Property Rights, Honesty, Moral Leadership, Code of Conduct.

UNIT IV: - Ethical Dilemmas in HR Practice: - CO3

Handling Ethical Dilemmas at Work Place -Role Conflict, Organization Change, Accuracy in reporting, Unfair Labour practices by Employer and Employee –Dilemmas in Decision Making-Remuneration and Reward Management, Health and Safety, Performance Appraisal, promotion and transfer. Role of HR in developing ethical codes and conduct in organization.

UNIT V: Workplace Etiquette: - CO4

Need and Importance of Workplace Etiquette-Etiquette for Personal Contact- Personal Appearance, Gestures, Postures, Facial Expressions, Eye-contact, Space distancing. **Multi-Cultural Challenges**: Cultural Differences and their Effects on Work Place Etiquette- POSH - Gender Sensitization

Reference:

1. John R Boatright, Ethics and The Conduct of Business, 8th Edition, Pearson Education, 2017, Noida.

2. R.C.Sekhar, Ethical Choices in Business, 2nd Edition, SAGE Publications, 2002, New Delhi.

3. Richard T. De George, Business Ethics, 5th Edition, McMillan Publishing, 2009, New Delhi.

4. M. Govindarajan ,S Senthil Kumar, M.S. Natarajan , Professional Ethics and Human Values, PHI Learning private limited, 2010, New Delhi.

5. Barbara Pachter, Marjorie Brody. Complete Business Etiquette Handbook. Prentice Hall, 2015.

6. Nancy Mitchell. Etiquette Rules : A Field Guide to Modern Manners. Wellfleet Press, 2015.

7. Raghu Palat, Indian Business Etiquette, Jaico Books, 2015.

8. Pease, Allan and Barbara Pease. The Definitive Book of Body Language. New Delhi: Manjul Publishing House, 2005.

Soft Skill

(Handled by Department of English)

ABOUT SUMMER SECTOR INTERNSHIP

The two years intensive course with three internships ensures real industrial experience to the budding HRs and enhances the students' ability to adapt to different organizational cultures. The Summer Internship is our third internship for Ⅰ M.A. HRM students of Dwaraka Doss Goverdhan Doss Vaishnav College. This internship spans over a period of 30 days, giving our students great deal of time (considerable amount of time) to gain experience that equips our budding HRs with essential skills to thrive in the dynamic job market conditions. The focus of this internship is to bring awareness about the culture and gain an understanding of competitive tactics and strategies and helping the learn the nuances that are inclusive to both the sectors. The students were given an option to intern either in a manufacturing sector or a service sector. Compared to the previous two internships which was limited with the walls of Chennai, this internship presented our students the opportunity to be placed across various companies, all over India. Thus, their knowledge of HR functions is not restricted to just Chennai companies' culture, but they are also exposed to the variety of cultures that exist in companies across other Indian states. With the exposure to various cultures, they can recognize the multiple ways the HR functions can be carried out. This internship provides a general understanding of theoretical aspects of HR functions in correlation to practical knowledge. In this internship, students were placed in companies belonging to ither manufacturing or service sector. To name a few, students had the opportunity to intern in TVS, Titan, CavinKare and ABB INDIA. The internship was scheduled from 1st of July 2022 to 31st of July 2022, under the guidance of the faculty coordinator Shivashankari K. The students worked alongside employees, experiencing the teamwork that happens in these corporate companies, understanding the dynamics of the industry, observing, and obtaining knowledge regarding the HR functions of different roles of both the sectors and understanding the nature of work performed

ORGANISATIONAL DEVELOPMENT - 60 hours

COURSE OUTCOME

CO1	Appreciate the theories of Organisational Development and evolution of organisational development
CO2	Diagnose the leadership model and organisational model and its relavance to the modern times
CO3	Recognise the role, competencies and scope of Organizational Development and its interventions and challenges
CO4	Explain the determinants and Components of Organisational Development
CO5	Demonstrate seven steps of Initiating Organizational Learning and evaluation of Organizational Development.

Mapping CO vs PO

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

Mapping of CO v/s PSO:

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

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

UNIT 1 CO1

Introduction to Organizational Development; Organization theory and Design; Evolution of Organizational Development – Characteristics, organizational effectiveness; Process of Organizational Development; Critical Thinking and problem solving – Real Organizational Development examples – Role play (Classify problems into Culture change, structure change, strategic change, process change, team change, leadership change; Phases in OD; OD intervention

UNIT – II CO2

Diagnosing the system, its sub-units and processes; Diagnosing using six-box model; Organization analysis and diagnosis evaluation; Organizational Development Interventions (Behavior, non-behavior and miscellaneous); Grid leadership model developed by Robert R. Blake and Jane Mouton, situational leadership and Facilitation theories; Theories of Planned Change (Action research model, Lewin's change model, Positive model)

UNIT – III CO3

Organizational Development Practitioner – role, competencies, scope; Characteristics of Organizational Development Interventions; Challenges in Interventions; Ethics in Organizational Development; Work groups and teams; Career stage model

UNIT – IV CO4

Organizational design – Determinants, Components, Types and Challenges of the design; Organization Culture Intervention; Team Intervention; Strategic Intervention; Techno Structural Intervention, Socio- Technical Intervention

UNIT – V CO5

Learning Organization; Senge's Approach Nonaka& Takeuchi's Approach; Seven Steps of Initiating Organizational Learning; Evaluation of Organizational Development; Change Agents: Skills, Resistance to change; Managerial resistance; Levin's change model; Organizational reality.

Reference:

1. Nilakant, V. and Ramnaryan, S., Managing Organisational Change, Response Books, New Delhi.

2. Beckhanrd, Richard and Harris, Reuben T., Organisational Transitions: Managing Complex Change, Addision, - Wesley, Mass

3. Pattanayak, Biswajeet and Kumar Pravash, Change for Growth, Wheeler Publications, New Delhi

4. Organization Development and Change - Thomas G. Cummings, Christopher G. Worley - 2019 –Cengage Learning.

5. Organisation Development Systems - VinayshilGautam, SurinderBatra - 2011 – Concept Publishing Company Pvt Ltd, New Delhi.

6. The Best Place To work: The Art and Science of creating an extraordinary workplace, Ron Friedman – 2014 -Tarcher Perigee

7. The Culture Code: The Secrets of Highly Successful Groups, Daniel Coyle – 2018 - Bantam

8. Measure what matters, John.E.Doerr -2018 -Penguin

9. Nine Lies About Work: A Freethinking Leader's Guide to the Real World, Marcus Buckingham, Ashley Goodall - 2019 – Harvard Business School

10. Embracing Organisational Development and Change, Van Nistelrooij, Antonie – 2020 – Springer

11. Kavitha Singh Organisational change and Development, Excel Books New Delhi, 2010

HUMAN RESOURCEDEVELOPMENT

COURSE OUTCOME

CO1	Develop an understanding about Manpower processes and an understanding about organisational goals
CO2	Demonstrate an understanding about Competency profiling, Balance score card and HR analytics
CO3	Elucidate clarity about MC Elory Model and Instructional Design , Evolution and its theories
CO4	Recognise the significance of Job rotation , equality and diversity
CO5	Appreciate about Global factors on HRD.

Mapping CO vs PO

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

Mapping of CO v/s PSO:

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

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

Objectives

- To gain a deep insight into the subject matter so that the student is able to develop suitable understanding on the topic.
- To integrate the theoretical understanding with practical application to the field.
- To build a knowledge base appropriate to Human Resource development.
- To enable the student to develop the attitude required for the successful application of Human Resource development in industries.

Unit-I CO1

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

Unit- II CO2

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

Unit- III CO3

Knowledge Management - MC Elory Model; Instructional Design – Evolution – Theories; HR Audit – Definitions Purpose - Levels – Process;

Unit – IV CO4

Job rotation – Definition – Benefits - Advantages - Characteristics; Managing Diversity – Steps – Diversity and Value – Equality and Diversity - Diversity programs; Cross cultural management – Meaning – Cultural differences – Communication across culture - Global Leadership Cross cultural training.

Unit – V CO5

Global indicating factors on HRD – Happiness indicator – Introduction – Tools – Locus of Control - Indian Policies on HRD

Reference:

1. Ashok Kumar Sannigrahi., Human Resource Development, New India Pub. Agency, 2011.
2.
3. Elwood F. Holton III and Richard A. Swanson, Foundations of Human Resource Development (2nd Ed), 2011.

4. Jon M. Werner and Randy L. DeSimone, Human Resource Development Publication 2011 | ISBN-10: 0538480998 | ISBN-13: 978-0538480994.

5. Rao., T.V., Future of HRD, Macmillan Publications, 2003.

6. Rick Bellingham, contributing editor Russ Campanello HR Optimisation, 2010.

7. Sanjivkumarsingh, Human Resource Development: HRD—IR Interface Approach, 2013.

8. SubhashRajoria Dr., Fundamentals of Human Resource Development, Red'shine publication pvt.ltd, 2019.

9. Santosh Gupta Human Resource Development: Concepts and Practices Deep and Deep Publications, 2008.

GLOBAL AND STRATEGIC HUMAN RESOURCE MANAGEMENT

Course Objective

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

(**60 Hours**)

Department: M.A.HRM			Academic Semester: EVEN	
Semester: IV	Section:		Course Code:	Course: Global & Strategic HRM
Course Instructor:			Contact Hours /Week: 4	No. of credits:4
CIA:50			ESE :50	Exam Hours: 03

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

CO1	Understand Globalization and Global Impact on Indian Economy acrossSectors. Modes o Entry strategies.
CO2	Illustrate the International Business Environment, GATT and WTO, Understanding International cultural aspects, Values and norms, religion and ethics, language, education impact of cultural differences on business
CO3	Explain the International HRM(IHRM) Definition, Difference between IHRM and Domestic HRM, Models of IHRM- 5PModel European Model.
CO4	Analyse and Evaluate SHRM process, difference between SHRM and Traditional HRM Benefits and Role.
CO5	Analyse and evaluate various recruitment, retention and training and developmentstrategies and choose the appropriate ones for a given situation. Describe the management trends and use the new strategic management tools inindustries to gain a competitive advantage.

Co vs Po

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

Mapping of CO v/s PS

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

S.NO	CONTENTS	HOURS	OUTCOME
1	Globalization and the Indian Business Environment Meaningand Implications, Phases, Global Impact on Indian Economy across Sectors. Modes of Entry strategies.	9	CO 1
2	International BusinessEnvironment: Review of the global economy, the global recession, Business environment in Developed and Developing Countries International tradetheories. GATT and WTO: Agreements and Implications. International cultural aspects- Values and norms, religion and ethics, language, education,impact of cultural differences on business.	9	CO 2
3	International HRM(IHRM) Definition reasons for goingglobal, Approaches to IHRM, Difference between IHRM and Domestic HRM, Reasons for emergence of IHRM, Models of IHRM-Matching model HarvardModel, Contextual Model, 5P Model European Model, Models - The Challenges of International Human Resource Management. – Overview of International Compliances, Tax, Work Permit, Visa Process and Offshoring business.	9	CO 3
4	Definition, Meaning -SHRM - Process - Types of Corporate Strategies - Difference between SHRM and HRM, - Porter generic model - Benefits of SHRM, Role of HR in Strategic Human Resource.	9	CO 4
5	HR strategies – Recruitment, Retention, Training & Development, and Retrenchment Strategies, Strategic management tools and recent trends in SHRM.	9	CO 5

Reference

1. Aswathappa, K. (2010) *Human Resource Management – Text and Cases.* New Delhi. Tata McGraw Hill.

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

3. Gyanchandani Rajni,(2014) *Strategic Human Resource Management.* Nirali Prakashan. Reference Books. Jack Lawrence .R & Glueck William F(2008)-*Strategic Human ResourceManagement*-Tata Mc Graw Hill Publishing Company Ltd.

4. Dr.B.RathanReddy(2015)*EffectiveHumanResourceTrainingandDevelopment Strategy*, (3rd ed.).Mumbai,Himalaya PublishingHouse.

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

6. K. Aswathappa(2017), "International Human Resource Management" published by McGraw Hill Education, ISBN-13: 978-0071077941

7. P. Subba Rao(2015), "International Human Resource Management" published by Himalaya Publishing House, SBN-13: 978-9352028375 2018-20 Page 58 Reference Books:

8. Dr. S. C. Gupta(2014), "International Human Resource Management" published by Laxmi Publications, SBN-13: 978-0230330795

9. Vance (2013), "Managing a Global Workforce Challenges and Opportunities in International Human Resource Management" published by Prentice Hall India Learning Private Limited, ISBN-13: 978-8120347946 3.

Research Project – I

Credits : 4   **Total Internal:**150 Marks

Duration: 90days   **Viva–voce External:** 50 Marks

Objectives:

▪ To orient the students to field research.

▪ To develop their skills in research problem formulation and research field/area

identification.

▪ To train them in developing tool of data collection.

▪ To align students Human Resource Management practice and decision making through scientific study.

UNIT–I: (30days) 1*50

a) Research area identification (In the area of specialization chosen)

b) Research problem formulation – research gap–Need of the study–

Abstract submission – determining objective of the study.

UNIT-II: (30days) 1*50

c) Completion of introductory Chapter(Chapter I)

d) Completion of Review of Literature (Chapter II)

UNIT–III (30days) 1*50

e) Identification of research field /agency & obtaining necessary approval /per

mission to conduct research.

f) Working out appropriate Research Methodology (Research design) (Chapter III)

g) Construction of tool of data collection

h) Submission of typed copy of report on the above components & obtaining approval from the research supervisor.

Soft Skill

(Handled by Department of English)