

D.K.M. COLLEGE FOR WOMEN (AUTONOMOUS)

VELLORE-1

AFFILIATED TO THIRUVALLUVAR UNIVERSITY

ACCREDITED BY NAAC WITH 'A'



DEPARTMENT OF MANAGEMENT STUDIES

M.A. HUMAN RESOURCE MANAGEMENT

SYLLABUS

FROM THE ACADEMIC YEAR

2024 – 2025

METHODS OF EVALUATION		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments / Snap Test / Quiz	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
Total		100 Marks

METHODS OF ASSESSMENT	
Remembering (K1)	<ul style="list-style-type: none"> • The lowest level of questions require students to recall information from the course content • Knowledge questions usually require students to identify information in the textbook.
Understanding (K2)	<ul style="list-style-type: none"> • Understanding of facts and ideas by comprehending organizing, comparing, translating, interpolating and interpreting in their own words. • The questions go beyond simple recall and require students to combine data together
Application (K3)	<ul style="list-style-type: none"> • Students have to solve problems by using / applying a concept learned in the classroom. • Students must use their knowledge to determine an exact response.
Analyze (K4)	<ul style="list-style-type: none"> • Analyzing the question is one that asks the students to break down something into its component parts. • Analyzing requires students to identify reasons causes or motives and reach conclusions or generalizations.
Evaluate (K5)	<ul style="list-style-type: none"> • Evaluation requires an individual to make judgment on something. • Questions to be asked to judge the value of an idea, a character, a work of art, or a solution to a problem. • Students are engaged in decision-making and problem – solving. • Evaluation questions do not have single right answers.
Create (K6)	<ul style="list-style-type: none"> • The questions of this category challenge students to get engaged in creative and original thinking. • Developing original ideas and problem solving skills

D.K.M. COLLEGE FOR WOMEN (AUTONOMOUS), VELLORE-1

M.A - HUMAN RESOURCE MANAGEMENT

SYLLABUS

(With effect from 2024 – 2025)

The course of study and the Scheme of Examinations

S. No.	Part	Course title	Hrs / Week	Credit	Subject Code	Title of the paper	Maximum marks		
							C I A	Sem. Exam	Total
SEMESTER - I									
1	III	Core Paper I	7	5	24CPHR1A	Management Principles	25	75	100
2	III	Core Paper II	7	5	24CPHR1B	Organizational Behavior	25	75	100
3	III	Core Paper III	6	4	24CPHR1C	Strategic Human Resource Management	25	75	100
4	III	Discipline Centric Elective-I	5	3	24CPHR1D	Managerial Economics	25	75	100
5	III	Generic Elective - II	5	3	24CPHR1E	Accounting for Managers	25	75	100
			30	20					500

S. No	Part	Course title	Hrs / Week	Credit	Subject Code	Title of the paper	Maximum marks		
							CIA	Sem. Exam	Total
SEMESTER - II									
1	III	Core Paper IV	6	5	24CPHR2A	Labour Legislation –I	25	75	100
2	III	Core Paper V	6	5	24CPHR2B	Learning & Development	25	75	100
3	III	Core Paper VI	6	4	24CPHR2C	Compensation Management	25	75	100
4	III	Discipline Centric Elective- III	4	3	24CPHR2D	Financial Management	25	75	100
5	III	Generic Elective – IV	4	3	24CPHR2E	Marketing Management.	25	75	100
6	IV	Skill Enhancement I	2	2	24SPHR2A	Corporate Communication Or Entrepreneurial Development	25	75	100
7	IV	Compulsory Paper	2	2	24CPHUR2A	Human rights	25	75	100
8	IV	Self-study paper	-	2		Research Aptitude	-	-	-
			30	26					700

S. No .	Part	Course title	Hrs / Week	Credit	Subject Code	Title of the paper	Maximum marks		
							CI A	Sem. Exam	Total
SEMESTER - III									
1	III	Core Paper VII	6	5		Labour Legislation – II	25	75	100
2	III	Core Paper VIII	6	5		Performance Management System	25	75	100
3	III	Core Paper IX	6	5		Research Methodology	25	75	100
4	III	Core Paper X	6	4		Workplace Counseling	25	75	100
5	III	Discipline Centric Elective- V	3	3		HR Analytics	25	75	100
6	IV	Skill Enhancement II	3	2		Computer Languages for Management	25	75	100
7	IV	Internship/ Industrial Activity	-	2		Internship / Industrial Activity	-	-	-
			30	26					600

S. No.	Part	Course title	Hrs / Week	Credit	Subject Code	Title of the paper	Maximum marks		
							CI A	Sem. Exam	Total
SEMESTER - IV									
1	III	Core Paper XI	6	5		Employee Relations Welfare	25	75	100
2	III	Core Paper XII	6	5		Organization Change & Organizational Development	25	75	100
3	III	Core Project	10	7		Project with viva-voce			100
4	III	Elective – VI (Industry/ Entrepreneurship)	4	3		International Human Resource Management	25	75	100
5	IV	Skill Enhancement Course/ Professional Competency Skill	4	2		Business Policy and Strategic Management (OR) Business Ethics & Corporate Social Responsibility	25	75	100
6	V	Extension activity	-	1		Extension activity	-	-	-
			30	23					500

Consolidated Table for Credit Distribution

	Category of Courses	Credits for each courses	Number of Courses	Number of Credits in each Category of courses	Total Credits	Total Credits for the Programme
Part III	Core Theory	5	9	45	82	92(CGPA)
		4	3	12		
	Project with viva-voce	7	1	7		
	Discipline centric/Generic centric elective	3	6	18		
Part IV	Skill Enhancement	2	3	6	10	3(Non CGPA)
	Human rights	2	1	2		
	Self- study paper	2	1	2		
	Summer Internship	2	1	2	3	
Part V	Extension activity	1	1	1		

SEMESTER- I

CORE PAPER - MANAGEMENT PRINCIPLES – 24CPHR1A

Course Code	MANAGEMENT PRINCIPLES	L	T	P	C
24CPHR1A	CORE PAPER – I	7	-	-	5
PREREQUISITE	Basic knowledge and application of Managerial skills				

LEARNING OBJECTIVES

1. To introduce the students to concepts and theories of Management.
2. To understand the basic functions of Management.
3. To give them an exposure to the different schools of management thoughts.
4. To give them Knowledge about leading and motivating people
5. To make them learn about the decision making process in the organization.

UNIT – I

INTRODUCTION TO BASIC MANAGERIAL CONCEPTS

21 HOURS

Management : Definition, Nature, Objectives, Need, Importance of Management, Management Principles – Process/ Functions of management, Management Roles, Levels of Management, Managerial Skills and Challenges of Management.

Development of management thought: 1. Classical Approach - FW Taylor’s and Scientific Management, Henry Fayol’s Contribution 2. Neo Classical or Behavioral Approach to Management - Human Relations Approach, Behavioral Sciences Approach, 3. Modern Approaches to Management- Systems Approach, Contingency or Situational Approach, Management Science or Mathematical Approach.

UNIT - II

PLANNING AND DECISION MAKING

21 HOURS

Planning: Definition, Nature, Structure of Planning, Advantages, Disadvantages, Steps in Planning, Forms of planning, Types of plans, Forecasting - Definition, Difference between Planning and Forecasting.

Decision Making: Definition, Types of Decisions, Steps in Rational Decision Making, Models of Decision Making Behavior, Decision Making Environment, Difficulties in Decision Making.

UNIT – III

ORGANIZING

21 HOURS

Organizing : Meaning, Definition, Process of Organizing, Characteristics of organization, Formal and Informal Organizations - Meaning, Definition Principles of Organizing, Importance of organization, Guidelines for effective organizing, Span of Management - Meaning and Importance, Factors governing span of management, Pros and cons of narrow and wide spans of control.

Types of organizations: 1. Line: Definition, Features, Variation, Merits and Demerits 2. Functional Organization: Definition, Features, Merits and Demerits, 3. Line and Staff: Definition, Features, Merits and Demerits.

Departmentalization: Definition and bases for Departmentalization, Organization Structure, Designing Organizational Structures, Contemporizing theories of Organization Structure.

UNIT – IV

DELEGATION, DECENTRALIZATION, CENTRALIZATION AND COMMUNICATION 21 HOURS

Delegation of Authority : Meaning, Advantages, Barriers to Effective Delegation, Guidelines for Effective Delegation.

Decentralization of Authority : Definition, Advantages, Disadvantages.

Centralization : Definition, Advantages, Disadvantages.

Communication : Definition, Process, Principles, Importance, Types of communication - Formal and Informal, Methods or Channels of Communication, Barriers of Communication.

UNIT – V

CO-ORDINATION AND CONTROL

21 HOURS

Co-ordination : meaning, Definition, Need, Requisites for Effective co-ordination, Types, Techniques of co-ordination, Difficulty of co-ordination.

Controlling : Meaning, Definition, Features, Principles, Objectives, Advantages & Limitations, Types of control methods - Past and Future Oriented, Controlling Techniques - Traditional and Modern techniques.

Text Books:

1. Prasad. L.M (2015) “Principles and practices of Management” Published by Sultan hand & Sons New Delhi, ISBN-13: 978-9351610502.
2. Peter Drucker (2006) “The Practices of Management” Published by Harper Business publications, ISBN: 9780062005441

Reference Books:

1. Hellriegel / Jackson/ Solum, Management (2007) “A Competency based approach” Published by South-Western College Pub Hardcover, ASIN: B008OWHOH8.
2. Allen, L.A., “Management and organization” (2008) Published by Mcgraw Hill publishing co., ltd.
3. Chandrabose.D (2004) “Principles of Management and Administration” Published by Prentice Hall India Pvt., Limited.
4. Tim Hannagan (2007) “Management concepts and practices”, Published by Macmillan India Ltd., ISBN-13: 978-0273711186
5. Koontz O'Donnell,(2012) Principles of Management Tata Mcgraw Hill publishing co., ltd.,

COURSE OUTCOMES:

Upon completion of the course students will be able

CO1: To understand the nature, levels and functions of the management.

CO2: To develop Short term and long term planning process in the company.

CO3: To design the different structures of Organization.

CO4: To showcase the ability of directing, motivating and communicating.

CO5: To apply the Managerial skills in resolving issues in the organization.

CO/PO	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	2	3	2	2	2
CO2	3	3	2	3	3	3	2	2
CO3	2	2	2	2	3	2	2	2
CO4	3	3	2	3	3	2	2	3
CO5	3	3	2	2	3	3	3	3

Strong – 3; Medium – 2; Poor - 1

SEMESTER- I

CORE PAPER – ORGANIZATIONAL BEHAVIOUR – 24CPHR1B

Course Code	ORGANIZATIONAL BEHAVIOR	L	T	P	C
24CPHR1B	CORE PAPER – II	7	-	-	5
PREREQUISITE	Basic understanding of Individual, Group &Organizational Dynamics				

LEARNING OBJECTIVES:

1. To acquaint with various forms of organizational dynamics
2. To familiarize with the concepts of organizational culture and climate
3. To understand the dynamics of stress and its management in organizations
4. To explain group dynamics and the needed skills to work in teams
5. To familiarize them with the process of organizational conflict.

UNIT – I

INTRODUCTION OF ORGANIZATIONAL BEHAVIOUR

18 HOURS

Introduction of Organizational Behaviour : OB Meaning, Definition, Nature, Role of OB, Foundations of OB, Importance of OB. **Individual Behaviour : Personality** - Meaning, Nature, Theories of Personality. **Perception**: Meaning, Definition, Factors influencing Perception, Perceptual Process, Perceptual grouping, Factors affecting interpretation of data- perceptual set, attribution, stereotyping, halo effect, perceptual context, perceptual defense, implicit personality theory and projection.

UNIT – II

ATTITUDES AND VALUES

18 HOURS

Attitudes and Value: Meaning, Definition, Nature, components of Attitudes, Formation of Attitudes, Functions of Attitude. Types of Values - Terminal, Instrumental, Categories of Values - Theoretical, Economic, Aesthetic, Social, Political, Religious.

UNIT - III

MOTIVATION

18 HOURS

Motivation: Meaning, Definition, Nature of Motivation ,Importance of Motivation, Motivational Challenges, Theories on Motivation, Motivation at work - Designing Motivating Jobs, **Leadership** : Meaning, Definition, Nature, Styles- Authorization, Participative, Free-rein style, Likert's Four Style, Theories of Leadership-trait, Behavioral and Contingency theories.

UNIT - IV

GROUP DYNAMICS

18 HOURS

Group Dynamics : Meaning of Group, Nature of Groups, Group Characteristics, Types of Groups, Reasons for Group Formation, Stages of Group Development, Functions of Groups, Benefits of groups in organizations, Disadvantages of Group Formation, Determinants of Group Behaviour, Communication and group decision making, Inter group relations, Team - Meaning, nature, Benefits, Types, Challenges, essentials for effective teamwork, Team Vs Group, Organizational Conflict - Meaning, Definition, Nature, Causes, Types of Conflicts, Levels of Conflicts, Stages / Process of Conflict, Management Conflicts.

UNIT - V

POWER

18 HOURS

Power : Meaning, Definition, Types of Power-Reward Power, Co-ercive Power, Referent Power, Legitimate Power, Expert Power ,politics-Meaning, Types of Political Activity, traits, Behavioral Analysis (T.A),Work Stress- Meaning and Definition of Stress , Work Stress Model, Burnout – Meaning, Stress Vs Burnout, Stress Management. Organizational Culture –Meaning and Definition, Levels of Culture, Strategies for Sustaining culture, Climate- Meaning, OCTAPACE, Geert Hofstedes study on Organizational Culture.

Assignments:

Case Study / Success Stories –Project

Text Books:

1. Stephen P. Robbins, Organizational Behaviour, 15th Edition Personal education, New Delhi, 2013.
2. Fred Luthans, Organization behaviour, 12th edition, TATA McGraw Hill.

Reference Books

1. Hell Reigel, Slocum and Woodman, organization behaviour, south western, Thomson learning, 9th Edition.
2. R.S.Dwivdi, Human Relations and Organizational Behaviour, 5th edition, Englewood Cliffs, Prentice Hall 1995.
3. Staw, B.M. Psychological Dimensions of Organizational Behaviour, 3rd edition, Englewood Cliffs, Prentice Hall 1995.
4. Steven L. McShane, Mary Ann von Glinow, Organizational Behaviour, 7th edition, Tata Mc.Graw Hill.
5. Hersey & Blanchard: Management of Organizational Behaviour, 10th Edition, and PHI.

COURSE OUTCOMES:

Upon completion of the course students will be able

CO1: To know how the individual difference will affect the organization performance.

CO2: To analyze the Learning approaches and attitudes- behavior relationship

CO3: To apply motivational theories in practice to motivate employees

CO4: To ethically use the power in the appropriate place in the organization

CO5: To make employees to use the strategies for overcoming workplace stress

CO/PO	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	3	2	2	2	3	2	3	2
CO2	2	2	3	2	3	3	3	2
CO3	2	2	3	3	3	3	3	3
CO4	2	3	3	2	3	3	3	3
CO5	2	3	3	2	3	3	3	2

Strong – 3; Medium – 2; Poor - 1

SEMESTER- I

CORE PAPER - STRATEGIC HUMAN RESOURCE MANAGEMENT - 24CPHR1C

Course Code	STRATEGIC HUMAN RESOURCE MANAGEMENT	L	T	P	C
24CPHR1C	CORE PAPER - III	6	-	-	4
PREREQUISITE	Basic knowledge of Human Resource Management				

LEARNING OBJECTIVES:

1. To understand the various concepts and principles of HR.
2. To expose the students to the strategic role of specific HR systems.
3. To apply the approaches of SHRM in the organization.
4. To implement the competitive compensation practices in the Industry
5. To adopt the emerging trends in HRM.

UNIT – I

18 HOURS

HRM AND HUMAN RESOURCE PLANNING (HRP)

HRM: Definition, Objectives – Importance- Nature- Scope, Role and Qualities of a HR Manager.
Human Resource Planning: Meaning, Definition, Importance, Factors affecting HRP, Process involved in Human Resource Planning. Job Analysis, Need for Job Analysis, Steps in Job Analysis, Job Description and Specification.

UNIT – II

18 HOURS

RECRUITMENT AND SELECTION

Recruitment: Definition – Importance – Internal Sources and External sources, Modern sources of recruitment, Factors governing recruitment, Recruitment process.

Selection: Meaning, Definition, Steps in Selection process, Barriers to Effective selection - Induction and Placement, Training and Development – Nature of Training and development, Inputs in Training, Training Process.

UNIT – III

18 HOURS

JOB EVALUATION, PERFORMANCE APPRAISAL & COMPENSATION

Job Evaluation: Meaning, Definition, methods of Job evaluation. **Performance Appraisal:** Definition – objectives - Methods of Performance Appraisal - Process of Performance Appraisal; **Compensation:** Nature, Objectives, Components of Pay Structure, Factors Influencing Compensation Levels - Employee Engagement - Employee Separations.

UNIT - IV

18 HOURS

STRATEGIC HUMAN RESOURCE MANAGEMENT:

Definition of Strategy, **Strategic Human Resource Management (SHRM)**, Importance of SHRM, Difference between Traditional and Strategic Human Resource Management, “Best Fit” approach Vs. Best practices of SHRM, Role of HR Strategy & practices in National, Sectoral and Organizational context, Investment perspective of SHRM, Porter’s 5 ps model.

UNIT - V

18 HOURS

ALIGNING HR SYSTEMS WITH BUSINESS STRATEGY AND EVALUATING HR FUNCTION:

Sustained Competitive Advantage, How HR Adds value to the firm, HR as scarce resource, Non-substitutable resource. Linking HRM practices to Organizational outcomes; Assessing and Reducing costs, Behavioral impact of HR practices, Marginal Utility Models, Auditing HR practices and Department. Linking strategy to HRM practices, Corporate HR philosophy and companywide HR standards, HRM leading strategy formulation. Alternative HR Systems; Universalistic, Contingency, Configuration, Congruence and Integrated HR Systems. Evaluation HR function- Approaches to evaluation; HR Score card, Benchmarking, HR Accounting.

Text Books:

1. Ashwatappa. K, Human Resource Management: Text and Cases, Mcgraw Hill Education, 7th Edition, 2013.

2. David A. DeCenzo, Stephen P. Robbins, Susan .L. Verhulst, Fundamentals of Human Resource Management, 12th Edition, 2016.
3. Charles R.Greer, Strategic Human Resource Management, Pearson Education, 2003.
4. Jeffrey .A. Mello, Strategic Human Resource Management, Thompson Learning, U.S.A, 2002.

Reference Books:

1. Gray Dessler: Human Resource Management, Pearson, 15th Edition, 2015
2. Anuradha Sharma: Strategic Human Resource Management: An Indian Perspective ,2006
3. Kesho Prasad: Strategic Human Resources Management, Macmillan publishers, 2017.
4. SeemaSanghi, Human Resource Management, Macmillan Publishers India Ltd. (2012).
5. Ghanekar Anjali: Essentials Of Strategic Human Resource Management , 2009
6. Luis R. Gomez-Mejia, David B.Balkin and Robert L.Cardy. Managing Human Resource, PHI, 2002.
7. C.B.Mammoria, Personnel Management - Himalayan Publishing co, New Delhi.

COURSE OUTCOMES:

Upon completion of the course students will be able

CO1: To understand and apply the concepts of HRM.

CO2: To gain the competency to recruit and choose people for the organization

CO3: To apply the Performance Evaluation and Compensation Strategies in practice

CO4: To develop the employability skills needed for the workplace

CO5: To know about the feasibility and the link between business strategy and HR.

CO/PO	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	3	3	2	2	3	3	3	2
CO2	3	3	3	2	3	3	3	2
CO3	3	3	3	2	3	3	3	2
CO4	3	3	3	3	3	2	3	3
CO5	3	3	3	2	3	2	3	2

Strong – 3; Medium – 2; Poor - 1

SEMESTER- II

CORE PAPER - LABOUR LEGISLATION- I – 24CPHR2A

Course Code	LABOUR LEGISLATION- I	L	T	P	C
24CPHR2A	CORE PAPER – IV	6	-	-	5
PREREQUISITE	Basic legal knowledge in business and HR functions				

LEARNING OBJECTIVES:

1. To make the students understand about the Judicial setup existing in the country
2. To learn the laws relating to working conditions
3. To learn the laws relating to the Social Security
4. To know about the laws relating to wages and bonus.
5. To understand the laws needed for specific industry

UNIT - I

18 HOURS

CONCEPT OF LABOUR LEGISLATION:

Concept of Labour Legislation: Need, Principles, Constitution for Legislation- Directive Principles of State Policy (DPSP) (Art 38, 39, 39A, 41, 42, 43, 43A, 47, 48), Fundamental rights, International Labour Organization (ILO) and its aim, Principles of Natural Justice.

UNIT- II

18 HOURS

LAWS RELATED TO WORKING CONDITIONS

The Factories Act, 1948-Health and Safety Welfare, Employment of Women and Children: Hours of Work, holidays and leave with wages, Inspection regulation and case laws, Forms and Registers

UNIT - III

18 HOURS

LAWS RELATED TO SOCIAL SECURITY

The Employees' State Insurance Act, 1948

The Employees' Provident Funds and Miscellaneous Act, 1952

The Payment of Gratuity Act, 1972

Relevant Case laws, Forms and Registers

UNIT - IV

18 HOURS

LAWS RELATED TO SPECIFIC INDUSTRIES

The Tamilnadu Shops and Establishment Act 1947, The Contract (Regulation and Abolition) Labour Act, 1970, Building and other Construction Act, 1996. The TN catering Establishment Act, 1955, The Inter-State Migrant Workmen (Regulation Of Employment And Conditions Of Service) Act, 1979, Relevant Case laws, Forms and Registers

UNIT - V

18 HOURS

LAWS RELATED TO WAGES

The Payments of Wages Act, 1936

The Minimum Wages Act, 1948

Relevant Case laws, Forms and Registers

Text Book:

1. Taxman (2017), Labour Laws, Taxman Publication, ISBN No.:9789350711583

Reference Books:

1. Kapoor N.D. (2011) Hand book of Industrial Law, Sultan Chand & Sons, New Delhi.
2. Vaidyanathan (2001) The TamilNadu Shops and Establishment Act 1947 and rules, Madras Books Agencies.
3. The Inter-State Migrant Workmen (Regulation Of Employment And Conditions Of Service) Act, 1979, Madras Law book Agency

COURSE OUTCOMES

CO1: To Understand the legal structure prevailing in the country.

CO2: To identify the situations of legal issues affecting both the employer and the worker.

CO3: To apply various labour legislations in the business.

CO4: To use the innovative approaches to the legal applications

CO5: To enable them to take ethical decisions in both personal and professional lives.

CO/PO	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	2	2	2	2	3	2	2	2
CO2	2	3	2	2	3	2	2	2
CO3	2	3	2	2	3	2	2	2
CO4	3	3	3	3	3	2	2	2
CO5	2	3	3	3	3	2	2	2

Strong – 3; Medium – 2; Poor - 1

SEMESTER II

CORE PAPER – LEARNING AND DEVELOPMENT – 24CPHR2B

Course Code	LEARNING AND DEVELOPMENT	L	T	P	C
24CPHR2B	CORE PAPER - V	6	-	-	5
PREREQUISITE	Basic Knowledge of Learning & Development				

LEARNING OBJECTIVES:

1. To understand the nature and process of Training and Development.
2. To adopt the different Strategies used in training.
3. To induce the leadership and mentoring skills among students.
4. To implement the evaluation of the training program.
5. To know about the emerging trends in learning& development.

UNIT - I

18 HOURS

INTRODUCTION TO LEARNING:

Introduction, Relationship, meaning, The basic principles of learning, Theories of Learning, The Learning Process, Mental and Physical Processes, The Learning Cycle, Age Influences on Learning Implications of the Learning Process for Instruction, Instructional Emphasis for Learning Outcomes, Learning Curve, The Forces Influencing Working and Learning, classification of learned capabilities.

UNIT - II

18 HOURS

INTRODUCTION TO TRAINING:

Definition, Meaning, Need For Training, Importance Of Training, Objectives Of Training, Concepts of Education, Training And Development, Inputs in Training, Overview Of Training Functions, Types Of Training.

UNIT - III**18 HOURS****PROCESS OF TRAINING:**

Steps In Training, Identification Of Job Competencies, Criteria For Identifying Training Needs (Person Analysis, Task Analysis, Organization Analysis), Assessment Of Training Needs, Methods And Process Of Needs Assessment.

UNIT - IV**18 HOURS****DESIGNING AND IMPLEMENTING A TRAINING PROGRAM**

Trainer Identification, Methods And Techniques Of Training, Designing A Training Module (Cross Cultural, Leadership, Training The Trainer, Change), Management Development Program, Budgeting Of Training. Traditional Training Methods: Presentation Methods, Hands-on Methods, Group Building Methods. Choosing Training methods.

E-Learning & Use of Technology in Training: Technology's Influence on Training, Technology & Multimedia, Computer-Based Training, Developing, Effective Online Learning, Blended Learning, Simulations, Mobile Technology & Training Methods, Intelligent Tutoring Systems, Distance Learning, Technologies for Training Support, Technologies for Training Administration, Learning Management Systems (LMSs), Systems for Training Delivery, Support & Administration.

UNIT - V**18 HOURS****EVALUATION OF TRAINING PROGRAM AND TRANSFER OF TRAINING**

Reasons for Evaluating Training, Overview of the Evaluation Process, Outcomes Used in the Evaluation of Training Programs, Determining Whether Outcomes Are Good, Evaluation Practices, Evaluation Designs/ Models (Kirkpatrick Model Of Evaluation, CIRO Model, Cost-Benefit Analysis, ROI Of Training), Threats to Validity, Types of Evaluation Designs, Considerations in Choosing an Evaluation Design, Determining Return on Investment, Determining Costs, Measuring Human Capital and Training Activity. Transfer of Training: Introduction, Training Design, Work Environment Characteristics influencing transfer, organizational environments encouraging transfer; Implementation of the training programme.

Text Books:

1. Raymond A Noe and Amitabh DeoKodwani, Employee Training and Development, Tata McGraw Hill, New Delhi, Fifth Edition, 2012.

Reference Books

1. Bewnet, Roger cd. Improving Training Effectiveness, Aldershot, Gower 1988.
2. Buckley R & Caple, Jim, The theory and Practice of Training, London, Kogan & Page.
3. Lynton R Pareek U. Training and development, 3rd edition, New Delhi, Vistaar.
4. Rae L etc. How to measure Training Effectiveness, Aldershot, Gower, 3rd edition.
5. Reid M.A. etc. Training Interventions, Managing Employee Development, 4th edition, London IPM.
6. Serge P. The Fifth Discipline: The Art and Practice of Learning Organization, 5th edition, London Century.

COURSE OUTCOMES:**Upon the completion of the course, students will be able**

CO1: To understand about the Learning and Development process & their issues in the companies.

CO2: To identify the learning objectives of every training program conducted.

CO3: To practice the different training methods and know their effectiveness.

CO4: To Analyze the need for training of the employees

CO5: To Apply the latest technology in enhancing training effectiveness of different companies.

CO/PO	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	3	3	2	2	3	2	2	2
CO2	3	2	2	3	3	3	2	2
CO3	3	2	2	3	3	2	2	2
CO4	3	2	2	2	3	3	2	2
CO5	3	3	2	2	3	2	3	3

Strong – 3; Medium – 2; Poor - 1

SEMESTER II

CORE PAPER - COMPENSATION MANAGEMENT – 24CPHR2C

Course Code	COMPENSATION MANAGEMENT	L	T	P	C
24CPHR2C	CORE PAPER - VI	6	-	-	4
PREREQUISITE	Basic Knowledge of Compensation and Reward System				

LEARNING OBJECTIVES:

1. To learn the basic concepts of the Compensation
2. To analyze the various dimensions of Compensation Management.
3. To impart skills in designing, analysis and restructure compensation management system, policies and strategies.
4. To understand the role of compensation in determining the competitive advantage of an organization.
5. To know the role of human resource manager in dealing with the employees and their compensation.

UNIT - I

18 HOURS

INTRODUCTION OF COMPENSATION

Introduction: Compensation meaning, objectives, nature of compensation, types of compensations, compensation responsibilities, Compensation system design issues: Compensations Philosophies, compensation approaches, decision about compensation, compensation- base to pay, individual Vs team rewards, Perceptions of pay Fairness, legal constraints on pay systems.

UNIT - II

18 HOURS

MANAGING COMPENSATION

Managing Compensation: Strategic Compensation planning, determining compensation-the wage mix, Development of a Base Pay System: Job evaluation systems, the compensation structure- Wage and salary surveys, the wage curve, pay grades and rate ranges, preparing salary matrix, government regulation on compensation, fixing pay, significant compensation issues, Compensation as a retention strategy

UNIT - III

18 HOURS

VARIABLE PAY AND EXECUTIVE COMPENSATION

Variable Pay and Executive Compensation: Strategic reasons for Incentive plans, administering incentive plans, Individual incentive plans-Piecework, Standard hour plan, Bonuses, Merit Pay, Group incentive plans- Team compensation, Gain sharing incentive Plans, Enterprise incentive plans- Profit Sharing plans, Stock Options, ESOPs, executive compensation elements of executive compensation and its management, International compensation Management.

UNIT - IV

18 HOURS

MANAGING EMPLOYEE BENEFITS

Managing Employee Benefits: Benefits- meaning, strategic perspectives on benefits-goals for benefits, benefits need analysis, funding benefits, benchmarking benefit schemes, nature and types of benefits, Employee benefits programs- security benefits, retirement security benefits, health care benefits, time-off benefits, benefits administration

EMPLOYEE BENEFITS LAW

Employee benefits required by law, discretionary major employee benefits, creating a work life setting, employee services- designing a benefits package

Text Books:

1. George Milkovich , Jerry Newman&C S Venkataratnam (2017), “Compensation” published by McGraw Hill Education, ISBN-13: 978-0070151581
2. Dipak Kumar Bhattacharyya (2014), “Compensation Management” published by Oxford University Press, ISBN-13: 978-0199456543

Reference Books:

1. Biswanath Ghosh (2012), “Compensation and Reward Management” published by Sterling Publishers Pvt.Ltd, ISBN-13: 978-8120777422
2. B. D. Singh (2017), “ Compensation and Reward Management” published by Excel Books, ISBN-13: 978-9350626313
3. J. Martocchio Joseph (2018), “Strategic Compensation: A Human Resource Management Approach” published by Pearson Education, ISBN-13: 978-9332584839
4. Dr. Kanchan Bhatia(2014), “ Compensation Management” published by Himalaya Publishing House, ISBN-13: 978-9352022151
5. Henderson (2007), “Compensation Management in a Knowledge - based World” published by Pearson Education India, ISBN-13: 978-8131711101

COURSE OUTCOMES:**Upon the completion of the course, students will be able**

CO1: To learn the existing compensation practices existing in different industries.

CO2: To Compare the Pay structure of different companies.

CO3: To devise strategies for Pay for performance plans and employee benefits

CO4: To understand the Compensation structure for international assignments and compensation of special groups

CO5: To understand the legally required benefits for the employees.

CO/PO	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	3	3	2	2	3	2	2	2
CO2	3	3	2	2	3	2	2	2
CO3	3	3	3	2	3	2	2	2
CO4	3	3	2	2	3	2	2	2
CO5	3	3	2	2	3	2	2	2

Strong – 3; Medium – 2; Poor - 1

SEMESTER II

GENERIC ELECTIVE - MARKETING MANAGEMENT – 24CPHR2E

Course Code	MARKETING MANAGEMENT	L	T	P	C
24CPHR2E	GENERIC ELECTIVE - III	4	-	-	3
PREREQUISITE	Basic Knowledge of Marketing				

LEARNING OBJECTIVES:

1. To identify the role of marketing in business
2. To adopt the basic marketing theories & principles in the organization.
3. To understand the fundamental premise underlying market driven strategies
4. To apply the four marketing mix
5. To analyze the buyer behavior & the marketing research.

UNIT - I

12 HOURS

INTRODUCTION

Marketing – Definitions - Conceptual frame work – Marketing environment: Internal and External - Marketing interface with other functional areas – Production, Finance, Human Relations Management, Information System. Marketing in global environment – Prospects and Challenges.

UNIT - II

12 HOURS

MARKETING STRATEGY

Marketing strategy formulations – Key Drivers of Marketing Strategies - Strategies for Industrial Marketing – Consumer marketing — Services marketing – Competitor analysis - Analysis of Consumer and Industrial Markets – Strategic Marketing Mix components.

UNIT - III

12 HOURS

MARKETING MIX DECISIONS

Product planning and development – Product life cycle – New product Development and Management – Market Segmentation – Targeting and Positioning – Channel Management – Advertising and Sales Promotions – Pricing Objectives, Policies and methods.

UNIT - IV

12 HOURS

BUYER BEHAVIOUR

Understanding industrial and individual buyer behavior - Influencing factors – Buyer Behaviour Models – Online buyer behaviour - Building and measuring customer satisfaction – Customer Relationships Management – Customer Acquisition, Retaining, Defection.

UNIT V

12 HOURS

MARKETING RESEARCH & TRENDS IN MARKETING

Marketing Information System – Research Process – Concepts and Applications: Product – Advertising – Promotion – Consumer Behaviour – Retail research – Customer driven Organizations - Cause related marketing - Ethics in marketing –Online marketing trends.

Text Books:

1. Philip Kotler and Kevin Lane Keller, Marketing Management, PHI 14th Edition, 2012
2. KS Chandrasekar, “Marketing management-Text and Cases”, Tata McGrawHill-Vijaynicole, First edition, 2010
3. Paul Baines, Chris Fill and Kelly Page, Marketing, Oxford University Press, 2nd Edition,2011.
4. Lamb, hair, Sharma, Mc Daniel– Marketing – An Innovative approach to learning and teaching , A south Asian perspective, Cengage Learning — 2012

Reference Books:

1. Micheal R. Czinkota & Masaaki Kotabe, Marketing Management, Vikas Thomson Learning, 2000.
2. Douglas, J. Darymple, Marketing Management, John Wiley & Sons, 2008.
3. NAG, Marketing successfully- A Professional Perspective, Macmillan 2008.
4. Boyd Walker, Marketing Management, McGraw Hill, 2002.
- 5 Paul Baines, Chriss Fill Kelly Pagb, Marketing, II edition, Asian edition

COURSE OUTCOMES:

Upon the completion of the course, students will be able

CO1 - To analyze the role of the marketing within the various companies

CO2 - To evaluate the viability of the product at different markets.

CO3 - To conduct market research and provide information to different companies

CO4 - To make them to employ the management functions in the marketing area.

CO5 - To employ the concepts of ethics in marketing decisions.

CO/PO	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	2	2	2	2	2	3	2	2
CO2	2	2	2	2	2	2	2	2
CO3	2	2	2	2	2	2	2	2
CO4	2	2	3	2	2	2	2	3
CO5	2	2	3	3	2	2	2	2

Strong – 3; Medium – 2; Poor – 1

SEMESTER – II

SKILL ENHANCEMENT – I: CORPORATE COMMUNICATION - 24SPHR2A

Course Code	CORPORATE COMMUNICATION	L	T	P	C
24SPHR2A	SKILL ENHANCEMENT COURSE-I	2	-	-	2
PREREQUISITE	Basic knowledge of Business Communication				

LEARNING OBJECTIVES:

1. To familiarize the students with the basic concepts of business communication and its applications in business.
2. To develop communication skills of the students.
3. To equip students to apply IT and audio visual tools for effective communication
4. To stimulate the thinking skills of the students.
5. To Improve both the technical and the business communication of the students.

UNIT - I

6 HOURS

COMMUNICATION

Communication: Functions and Importance of communication in Business organization; Communication process; Types and Channels of Communication –Barriers of Communication.

UNIT - II

6 HOURS

ORAL COMMUNICATION

Oral Communication: Inter personal communication – Interviews - Group discussions conversational skill - public speaking - Nature, Structure and styles of speeches - public meeting-board meeting - business presentations - Video Conferencing - Role of IT and computers in oral presentations - Cyber Security and Cyber Information.

UNIT –III

6 HOURS

WRITTEN COMMUNICATION

Written Communication: Letter writing: Different types - Report writing - Types of report appointment orders - Preparation of resume and job applications - memorandum.

UNIT -IV

6 HOURS

BUSINESS CORRESPONDENCE

Business Correspondence: structure and formats of various official documents like memo, note, quotation, inter office and intra office communications, correspondence with external organizations. Managing business communications; role of computer networks in business communication.

UNIT - V

6 HOURS

NON-VERBAL COMMUNICATION

Non-verbal communication: Art of listening - listening vs hearing – barriers to effective listening - Nonverbal communication - Body language - NLP

Text Books:

1. Guffey, Mary Ellen and Seefer, Carolyn M; Essentials of Business Communication, Cengage Learning, Ed. 2010
2. Lesikar, Raymond V, Basic Business Communication. McGraw Hill, 2005.

ReferenceBooks:

1. Chaturvedi, P D and Chaturvedi, Mukesh, Business Communication. Pearson Education. 2011
2. Stuart, Bonnye E.; Laurence Stuart, Sarow, Integrated Business Communication: In A Global Marketplace, Wiley India, 2012.
3. Raman, Meenakshi& Singh, Prakash, Business Communication(2/e), Oxford University Press, 2012.

COURSE OUTCOMES:**Upon completion of the course Students will be able**

CO1 – To understand the communication process used in the organizations.

CO2 – To apply both verbal and nonverbal communication in practice.

CO3 - To demonstrate the communication skills in the area of public relations.

CO4 - To have the skills that will maximize the effectiveness to be a part in team.

CO5 - To effectively solve the real life problems using the communication skills

CO/PO	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	3	2	3	2	3	2	2	2
CO2	3	2	3	2	2	3	2	2
CO3	3	2	3	3	2	3	2	2
CO4	3	2	3	2	2	3	3	3
CO5	3	3	3	3	2	3	3	3

Strong – 3; Medium – 2; Poor – 1

SEMESTER – II

SKILL ENHANCEMENT – I: ENTREPRENEURIAL DEVELOPMENT - 24SPHR2A

Course Code	ENTREPRENEURIAL DEVELOPMENT	L	T	P	C
CORE/ELECTIVE/ALLIED	SKILL ENHANCEMENT COURSE	2	-	-	2
PREREQUISITE	Basic Knowledge about Entrepreneurship				

LEARNING OBJECTIVES:

1. To acquire skills required to start and manage a business.
2. To highlight the need for entrepreneurship and to familiarize the growth of entrepreneurship in India.
3. To expose the students regarding the assistance from financial Institutions and Government.
4. To classify the different types of business in which the entrepreneurs will act.
5. To explore the latest trends in entrepreneurship.

UNIT-I

6 HOURS

Entrepreneurship –Meaning & Definition – Types of Entrepreneurs - Characteristics of a successful entrepreneur, - Entrepreneurial scene in India - Case histories of successful entrepreneurs -

UNIT –II

6 HOURS

Entrepreneurial Development Programme and training - Entrepreneurial Environment - - New Product Ideas and Evaluation - Project Identification -Project Formulation - Project Report - Project Appraisal - Profitability Analysis- Working Capital Management.

UNIT- III

6 HOURS

Project Planning - Social COST Benefit analysis - Financial Analysis, Project financing - Selection of site & Equipment - Institutions for ED - Financial Institution & Entrepreneur Development - Bank Finance to entrepreneur -.

UNIT- IV**6 HOURS**

Marketing Research Segmentation-Marketing Positioning-Developing Marketing Strategies, Pricing, Promotional Mix - Distributing channels

UNIT- V**6 HOURS**

Small scale industries- definition, characteristics, objectives-Development of small Scale Industries in India - Incentives for SSI from Central Government & State Government / Industrial sickness in SSI, causes and remedies- Selection of the site and Equipment - Plan for production.

Text Books:

1. CharntimathPoornima .M (2014) Entrepreneurship & Small Business Enterprises, Pearson, Second Edition
2. BholanathDutta (2009) Entrepreneurship Management, ExcellBooks,First Edition

Reference Books:

1. Robert J. Calvin : Entrepreneurial Management, McGraw-Hill, 2002
2. ShivganeshBhargava : Entrepreneurial Management, SAGE Publications India Pvt Ltd, 2008.

COURSE OUTCOMES:

Upon the completion of the course, students will be able

CO1: To demonstrate the innovative ideas by improving their presentation skills.

CO2: To apply the marketing skills in the area of entrepreneurship

CO3: To develop New ventures and do feasibility analysis

CO4: To Analyze and prepare business plan

CO5: To Explore financial & institutional arrangement and encouragement of entrepreneurship

CO/PO	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	2	3	2	3	2	3	2	3
CO2	2	2	2	3	2	3	2	3
CO3	2	2	3	3	2	3	2	3
CO4	2	2	2	3	2	3	2	3
CO5	2	2	3	3	2	3	2	3

Strong – 3; Medium – 2; Poor - 1

SEMESTER – II

COMPULSORY PAPER - HUMAN RIGHTS

Course Code	HUMAN RIGHTS	L	T	P	C
24CPHUR2A	Compulsory paper	2	-	-	2
PREREQUISITE	Basic Knowledge about human rights				

Learning Objective:

The main objective of this subject is to learn about human rights and have a deep insight about UN and its declarations with regard to various global human rights.

UNIT- I Introduction to Human Rights

6 Hours

Definition of Human Rights – Nature, Content, Legitimacy and Theories on Human Rights – Historical Development of Human Rights.

UNIT – II International Rights

10 Hours

International Human Rights – Prescription and Enforcement up to world war II - Human Rights and the UNO – Universal Declaration of Human Rights – International Covenant on Civil and Political Rights - –International con-rejant on economic, Social and Cultural Rights and Optional Protocol.

UNIT-III Human Rights Declaration

3 Hours

Human Rights Declaration – U.N. Human Rights Declarations –U.N. Human Commissioner

UNIT-IV Human Rights in Europe and Africa

5 Hours

Amnesty International – Human Rights and Helsinki Process – Regional

developments – European Human Rights System – African Human Rights System – International Human Rights in Domestic Courts.

UNIT-V Rights of Minorities

6 Hours

Contemporary issues on Human Rights : Children’s Rights – Women’s Rights – Dalit’s Rights – Bonded Labour and wages – Refugees - Capital Punishment – Fundamental rights in the Indian Constitution – Directive Principles of State Policy – Fundamental Duties – National Human Rights Commission.

Reference Book:

HUMAN RIGHTS by T.S.Ravi – Margham Publications

SEMESTER III

CORE PAPER - LABOUR LEGISLATION – II

Course Code	LABOUR LEGISLATION – II	L	T	P	C
	CORE PAPER – VII	6	-	-	5
PREREQUISITE	Basic Knowledge of Labour laws in the organization				

LEARNING OBJECTIVES:

1. To face any challenges posed by the corporate environment and Trade unions.
2. To provide knowledge on settlement machineries, compensation and bonus calculation.
3. To apply the knowledge of labour laws in the industries.
4. To develop models for resolving organizational legal issues
5. To main proper documentation related to employment of workers

UNIT - I

18 HOURS

Law relating to employment of women and Children, Subsistence Allowance

Maternity Benefit Act 1961

The Child Labour (Prohibition and Regulation) Act 1986

The Tamil Nadu Payment of Subsistence Allowance Act, 1981

Relevant Case laws, Forms and Registers

UNIT - II

18 HOURS

Law relating to Bonus and Welfare Fund, Holidays

Payment of Bonus Act, 1965

Tamil Nadu Labour Welfare Fund Act, 1972,

The Tamil Nadu Industrial Establishments (National and Festival Holidays) Act, 1958

Relevant Case laws, Forms and Registers

UNIT - III

18 HOURS

Laws relating to IR

The Industrial Disputes Act, 1947

The Trade Union Act, 1926

The Industrial Standing orders Act, 1946

Relevant Case laws, Forms and Registers

UNIT - IV

18 HOURS

Accident Compensation and safety

The Mines Act 1952

The Employees' compensation Act 1923

Relevant Case laws, Forms and Registers

UNIT - V

18 HOURS

Miscellaneous Act

The Apprentice Act, 1961

Equal Remuneration Act, 1976

The Sexual Harassment of women at workplace (Prevention, Prohibition and Redressal) Act, 2013,

Relevant Case laws, Forms and Registers

Text Books:

1. Kapoor N.D. (2011)Hand book of Industrial Law, Sultan Chand & Sons, New Delhi.
2. Vaidyanathan (1996), Factory Laws Applicable in Tamil Nadu, Volume IV, Madras Books Agencies, Chennai.
3. The Sexual Harassment of women at workplace (Prevention , Prohibition and Redressal) Act, 2013,Commercial Law Publishers(India)Pvt.Ltd., Delhi

References:

4. Taxman(2013),Labour Laws, Taxman Publication, ISBN No.:9789350711583
5. The Tamil Nadu Industrial Establishments (National and Festival Holidays) Act, 1958, Madras Law Book Agency

6. The Tamil Nadu Payment of Subsistence Allowance Act, 1981, Madras Law Book Agency

COURSE OUTCOMES:

Upon the completion of the course, students will be able

CO1: To understand the legal structure relating to employment, compensation and industrial relations.

CO2: To identify the situations of employment issues affecting women, children and men.

CO3: To apply various latest legislations in the business.

CO4: To adopt the innovative approaches to the legal applications

CO5: To enable them to take ethical decisions in both personal and professional lives.

CO/PO	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	2	2	2	2	3	2	2	2
CO2	2	3	2	2	3	2	2	2
CO3	2	3	2	2	3	2	2	2
CO4	3	3	3	3	3	2	2	2
CO5	2	3	3	3	3	2	2	2

Strong – 3; Medium – 2; Poor - 1

SEMESTER III

CORE PAPER - PERFORMANCE MANAGEMENT SYSTEM

Course Code	PERFORMANCE MANAGEMENT SYSTEM	L	T	P	C
	CORE PAPER - VIII	6	-	-	5
PREREQUISITE	Basic Knowledge of Performance Management System				

LEARNING OBJECTIVES:

1. To gain a working knowledge of performance management systems.
2. To equip students with appropriate terminologies.
3. To apply the practices regarding performance management in Industries
4. To acquaint the students with the various methods, process and strategies used to measure performance employees
5. To develop High Performance team for leading organizations

UNIT - I

18 HOURS

THE FOUNDATION OF PERFORMANCE MANAGEMENT

Definition, Principles, Characteristics, Benefits and Scope of Performance Management, Why Employees Do not Perform in Organizations, Challenges of Performance Management.

UNIT - II

18 HOURS

PERFORMANCE APPRAISAL

Performance Appraisal : Meaning, Definition, Objectives, Significance of Performance Appraisal, Difference between Performance Management and Performance Appraisal, The Performance Appraisal process; Accurate –Valid, Reliable, Acceptable, Feasible, Specific, Based on Mission and Objectives, Measures of Performance Appraisal Programme, Legal issues associated with performance appraisal.

UNIT - III

18 HOURS

PERFORMANCE APPRAISAL METHODS AND PROBLEMS

Traditional methods of performance appraisal (Rating Scales, Checklist, Forced Choice Method, Forced Distribution Method, Critical Incidents Method, Behaviorally Anchored Rating Scale, Field Review Method, Performance Tests and Observations, Confidential Reports, Essay Method, Cost Accounting Method, Comparative Evaluation Approaches - Ranking Method, Paired Comparison Method)

Modern methods of performance appraisal (Management by Objectives, Psychological Appraisals, Assessment Centers, 360-Degree Feedback, 720-Degree Feedback, and other performance appraisal methods widely used by the Organizations)

How to Design an Appraisal Programme, Problems Occurring in Rating: Leniency or Severity, Central tendency, Halo effect, Rater Effect, Primacy and Regency Effects, Perceptual Set, Performance Dimension Order, Spillover Effect, Status Effect, Rating Criteria for assessing performance: Quality, Quantity, Timeliness, Cost Effectiveness, Need for Supervision, Interpersonal Impact, Community Service.

UNIT - IV

18 HOURS

PERFORMANCE MANAGEMENT & REWARD SYSTEMS AND PERFORMANCE CONSULTING

Performance linked remuneration system, performance linked career planning & promotion policy. Competency Mapping – it's Types. **Performance Consulting**: Concept, Need & Role of the performance consulting, contracting for performance consulting services, organizing performance improvement department. Building and leading High performing teams - Team oriented organizations - Developing and leading high performing teams.

UNIT - V

18 HOURS

PERFORMANCE MANAGEMENT PRACTICES IN INDUSTRY

Unique Performance Management systems followed in 1. Tata Consultancy Services 2.Ford 3.Deloitte 4.Titan industries 5.DHL Global services 6.Murugappa group 7. ICICI Bank Ltd 8.Reliance Retail 9.Future Value Retail Ltd. 10.Scope International - Recent Trends and Future Directions in the field of Performance Management.

Text Books:

1. Herman Aguinis (2009) “Performance Management”, Pearson Education Publishers. ISBN 978-278693379.
2. Michael Armstrong and Angela Baron (2007) “Performance Management”, Jaico Publishing House. ISBN 978-8172248529

Reference Books

1. Robert Bacal (1999), “Performance Management”, McGraw-Hill,
2. T.V Rao(2015), “Performance Management” Sage Publications, ISBN 978-9351507307
3. A.S Koli&T.DeB “Performance Management”Oxford University Press, ISBN 978-0195693379.
4. John Whitmore (2017) “Performance Management” Nicholas Publications, ISBN 978-1473658127
5. Dipak Kumar (2011) “Performance Management” Pearson Education Publishers. ISBN 978-8131754221

COURSE OUTCOMES:

Upon the completion of the course, students will be able

CO1: To identify the importance of performance management systems in various organization

CO2: To design the Process of performance management

CO3: To Apply Theories of goal setting and performance analysis process

CO4: To conduct Performance review discussions process

CO5: To Evaluate Individual/team performance.

CO/PO	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	3	2	3	2	3	2	2	2
CO2	3	2	3	2	3	2	2	2
CO3	3	3	3	2	3	2	2	2
CO4	3	3	3	2	3	2	2	2
CO5	3	3	3	2	3	3	2	2

Strong – 3; Medium – 2; Poor - 1

SEMESTER III

CORE PAPER - RESEARCH METHODOLOGY

Course Code	RESEARCH METHODOLOGY	L	T	P	C
	CORE PAPER - IX	6	-	-	5
PREREQUISITE	Basic Knowledge of Research				

LEARNING OBJECTIVES:

1. To acquaint the students with concepts and techniques used in Research
2. To enable them to apply this knowledge in business decision-making.
3. To give in-depth knowledge in emerging statistical tools in Research.
4. To explore the different methods of data collection
5. To prepare report catering to different industry requirements

UNIT- I

18 HOURS

INTRODUCTION OF RESEARCH

Research: Meaning, Scope and Objectives, Types of Research, Steps Involved in Research Process, **Research problem:** Definition - Criteria for selecting research problem, techniques involved in defining research problem. **Research Design:** Meaning and Types – Descriptive, Exploratory, Experimental Researches., Relevance of Research for decision making in various functional areas of Management.

UNIT- II

18 HOURS

METHODS OF DATA COLLECTION, SAMPLE AND HYPOTHESIS

Methods of data Collection: Census, Sample, Library. Techniques of Data Collection - Observation, Interview, Questionnaire and Schedules - Measurement and Scaling techniques - normal, ordinal, ratio, interval - Reliability and validity of the tool, pre - testing of the tool, Selection of samples, meaning of sample, Universe, Sampling Techniques and sample size determination for survey research. Formulation of Hypothesis - Hypothesis testing.

UNIT- III**18 HOURS****DATA ANALYSIS**

Data Analysis: Editing, Coding of data: Univariate, Bivariate – Measures of dispersion - chi-square test - correlation and Regression analysis - Single and Two factor analysis of variance - Application of statistical tests - Parametric and Non-Parametric and interpretation of test results.

UNIT - IV**18 HOURS****MULTIVARIATE ANALYSIS**

Multivariate Analysis - Elementary concepts of factor analysis, Multiple Regression Analysis, Discriminate analysis, cluster analysis and conjoint analysis and their application in Management problem solving.

UNIT- V**18 HOURS****PRESENTATION OF RESEARCH AND REPORT WRITING**

Presentation of Research results: Tabulation, Need, Nature and Guidelines - ungrouped and grouped frequency tables, Charts and Diagrams, organizing report. **Report Writing:** Types and Layout of Research Report, Mechanics of report writing, Precautions in Preparing the Research Report, Use of Executive summary, appendix and Bibliography.

Text Books:

1. C.R. Kothari-Research Methodology: Methods and Techniques, New Age International Publishers, Second edition.
2. Donald Cooper&Pamela Schindler , Business Research Methods, McGraw-Hill Education, 12th Edition.
3. S.P.Gupta - Statistical Methods, Sultan Chand & Sons, 28th Edition.

Reference Books

1. Aczel A.D. and Sounderpandian J., “Complete Business Statistics”, 6th edition, Tata McGraw – Hill Publishing Company Ltd., New Delhi, 2012.
2. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 11th edition, Thomson (South – Western) Asia, Singapore, 2012

3. Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, 2012
4. N. D. Vohra, Business Statistics, Tata McGraw Hill, 2012.
5. Richard I Levin and David S.Rubin, Statistics for Management, Pearson Education, 7th Edition, 2011.
6. Srivatsava TN and Shailaja Rego, Statistics for Management, Tata McGraw Hill, 2008.

COURSE OUTCOMES:

Upon the completion of the course, students will be able

CO1: To identify the research problem

CO2: To apply the different methods of data collection in real life situations

CO3: To understand the relevance of research for decision making

CO4: To analyze the data using statistical tools

CO5: To Examine the Presentation of research results.

CO/PO	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	2	2	2	2	2	3	2	2
CO2	2	3	2	2	2	2	2	2
CO3	2	2	2	2	2	2	2	2
CO4	2	2	3	2	2	3	2	2
CO5	2	2	3	3	2	2	2	2

Strong – 3; Medium – 2; Poor - 1

SEMESTER- III

CORE PAPER – WORKPLACE COUNSELING

Course Code	WORKPLACE COUNSELING	L	T	P	C
	CORE PAPER - X	6	-	-	4
PREREQUISITE	Basic Knowledge of Counseling at Workplace				

LEARNING OBJECTIVES

1. To understand the fundamentals of counseling and application of workplace counseling.
2. To make the students understand models of workplace counseling.
3. To enhance an understanding about dealing with different kinds of people.
4. To deal with different specific work problems.
5. To provide employee counseling for the betterment of workplace.

UNIT - I

18 HOURS

INTRODUCTION

Meaning and Definition of Counseling, Counseling process - Stages - Building the counseling relationship and facilitating initial disclosure, In depth exploration, commitment to action and termination, Development of counseling skills, Introduction to important schools of counseling- Psychoanalytic counseling, Gestalt counseling, Rational emotive therapy, Person centered counseling, behavioral counseling.

UNIT - II

18 HOURS

UNDERSTANDING WORKPLACE COUNSELING

Concept – History - Models of Workplace counseling - Training of workplace counseling

UNIT - III

18 HOURS

SETTING UP COUNSELING IN THE WORKPLACE

An Integrative model of individual employee counseling. Preparation - Assessment - Contractual referring- Counseling - termination. Group counseling; Conflict Resolution- Intrapersonal- Interpersonal; Familial, Team building.

UNIT - IV**18 HOURS****DEALING WITH SPECIFIC WORK PROBLEM**

Dealing with different people - Sexual Harassment - Work life balance. Unethical behavior in workplace, Travel stress.

UNIT - V**18 HOURS****INDUSTRIAL COUNSELING**

Employee problem counseling - Problems of Absenteeism, Turnover, Burnout, Depression, Substance Abuse.

Text Books:

1. John Perridge, Carry.L.Cooper, CarolinHighley Employee Assisted Program
2. Adrian Colea, Counseling in the Workplace
3. Michael Carroll, Workplace Counseling (Sage Publication)

Reference:

1. Gibson.l.Robert and Mitchell (2015): Introduction to Counseling and Guidance. - Prentice Hall of India. New Delhi.
2. Egan Gerard (1994) : The Skilled Helper –A Problem – Management Approach to Helping - Brooks/Cole Publishing Company, Pacific Grove, California.
3. Nelson-Jones, R (2008): Basic Counseling Skills: A Helper’s Manual - New Delhi: SAGE PUBLICATIONS, 2nd Edition.
4. PhilpBurnard (2009): Counseling Skills Training - Viva Books.
5. Jennie Lindon and Lance lindon (2008): “Counseling Skills” - Palgrave Macmillan.

COURSE OUTCOMES:

Upon the completion of the course, students will be able

CO1: To understand the process of counseling.

CO2: To apply the various models of counseling at workplace

CO3: To design interventions for handling specific work problems

CO4: To demonstrate with setting up of counseling in workplace

CO5: To develop individuals to handle employee related issues.

CO/PO	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	2	2	2	2	2	3	2	3
CO2	2	2	2	2	2	3	2	3
CO3	2	3	2	3	2	3	2	3
CO4	2	2	3	3	2	3	2	3
CO5	3	2	2	3	2	3	2	3

Strong – 3; Medium – 2; Poor - 1

SEMESTER III

DISCIPLINE CENTRIC ELECTIVE - HR ANALYTICS

Course Code	HR ANALYTICS	L	T	P	C
	DISCIPLINE CENTRIC ELECTIVE - V	3	-	-	3
PREREQUISITE	Basic knowledge about analytics				

LEARNING OBJECTIVES

1. To apply appropriate statistical analysis to HR questions and problems.
2. To think critically about data and metric.
3. To apply HR analytics for problem-solving and decision-making;
4. To effectively interpret and communicate results from statistical analysis into actionable decisions.
5. To develop modules suitable for different HR functions

UNIT – I

9 HOURS

BASIC FOUNDATION

Framework of HR measurement - How decision science influences HR measurements, connecting measures and organizational effectiveness, LAMP framework, Today's HR measurement approaches, HR measurement Traditional vs. contemporary HR measures; Fundamental analytical concepts from statistics and research design; Analytical concepts from economics and finance.

UNIT - II

9 HOURS

ANALYTICAL FOUNDATION OF HR MEASUREMENT

a. Introduction to Business Analytics, Differences between Business Intelligence and Business Analytics, Differences between Business Analytics and Big Data Analytics, Roles of Business Intelligence, Big Data Analytics and Business Analytics in an organization, Pillars of Business Analytics – Analytical Methods, Analytical Tools, Analytical Application., Types of Business

Analytics – Descriptive Analytics, Predictive Analytics, Prescriptive Analytics. What is HR Analytics? Its role in overall business performance

UNIT – III

9 HOURS

ABOUT HR ANALYTICS

Definition of HR & Analytics; HR data as seen prior to the invasion of Analytics; The current evolving state of HR Analytics; Why HR Analytics; Stages of HR Analytics; What can/should be measured; How does Analytics fit into HR Delivery Model; HR Analytics in your org. – priorities & ST/LT Goals; CEO’s part to be played in HR Analytics; Comparison –HR “Reporting” & Analysis with HR “Predictive” Analytics.

UNIT - IV

9 HOURS

HR ANALYTICS TOOLS

Advantages & Limitations of some tools; Brush up on MS Excel & Basic VBA; Tools to be discussed using Ms Excel – Used in Reporting & Presentation on MS PowerPoint; Tips on of Google Forms & Google Spreadsheets – E.g.: Designing Surveys & Easy Data collection tips; Integrating MS Excel &Google Spreadsheets. Brush up on R basics; Tools to be discussed using R Statistical Software – Used in Predictive Modeling & Presentation on MS Power Point

UNIT - V

9 HOURS

APPLICATION OF HR ANALYTICS

Application of HR Analytics in the areas of Recruitment, Performance Management, Compensation Management, Competency building; Learning and Development; Employee Motivation / Satisfaction; Employee Attrition/ Separation.

Text Books:

1. Moore, McCabe, Duckworth, and Alwan. The Practice of Business Statistics: Using Data for Decisions, Second Edition, New York: W.H.Freeman, 2008.
2. Investing in People: Financial Impact of Human Resource Initiatives (*Required*) Cascio, W. & Boudreau, J., FT Press, 2nd Edition (2011) ISBN 13: 978-0137070923.

Reference Book:

1. Utts, Jessica M. Seeing through Statistics, Second Edition, Pacific Grove, CA: Duxbury, 1999.

COURSE OUTCOMES:

Upon the completion of the course, students will be able

CO1: To understand the logical underlined statistical significance.

CO2: To apply appropriate analytical tools in HR functions

CO3: To develop experts in using excel and analytics

CO4: To implement different types of analytics for various applications of organizations

CO5: To gain knowledge in big data and business analytics

CO/PO	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	2	3	2	2	2	2	2	2
CO2	2	3	2	2	2	3	2	2
CO3	2	3	2	2	2	2	3	2
CO4	2	3	2	2	2	3	2	2
CO5	2	3	3	2	2	2	2	2

Strong – 3; Medium – 2; Poor - 1

SEMESTER III

SKILL ENHANCEMENT COURSE: COMPUTER LANGUAGES FOR MANAGEMENT

Course Code	COMPUTER LANGUAGES FOR MANAGEMENT	L	T	P	C
	SKILL ENHANCEMENT COURSE - II	3	-	-	2
PREREQUISITE	BASIC KNOWLEDGE ON COMPUTERS				

LEARNING OBJECTIVES:

1. To understand the basic knowledge of computers.
2. To apply computing in the problem solving.
3. To adopt different templates in using MS office.
4. To create HTML links and elements.
5. To prepare reports using the computational skills at workplace.

UNIT - I

9 HOURS

Introduction to Programming Language: Generation of Computers and Computer Languages – Program Development Life Cycle – Flow Charting – Disk Operating System and Windows OS.

UNIT - II

9 HOURS

PC Software Packages: Text Processing Software – Text Manipulations – Usage of Spot Check – Text Formatting – Picture Insertion and Alignment – Creation of Document Using Templates – Mail Merge Concept.

UNIT - III

9 HOURS

MS-Excel: Worksheet Preparation – Constructing Excel Formula – Using Excel's Built-in Functions – Creating and Modifying Charts.

UNIT - IV

9 HOURS

Network: What is Network – Advantages of Network – Types of Network – Requirement for Network. Internet: What is Internet – Internet Providers – Use of Internet – Web Basics: Browsers – Servers – Web Pages.

UNIT - V

9 HOURS

HTML Basics: Understanding Tags – Tags for Doc Structure (Head, Body and Tag) – Block level text element – Headings, Paragraph (tag), font style element (bold, italic, u, big, small, strike and font), Lists: Types of list – other tags, marquee, HR, BR-using Images – Hyperlink – Tables: Table Elements, Caption – Table and Cell Alignment – Row Span – Column Span – Cell-padding Frames: Frameset – Targeted Links – No Frame – Forms (Input, Text Area, Select Option).

Text Books

1. Frye, C., Lambert, J. and Cox, J., Microsoft Office 2010: Step by Step, Microsoft 2010. 13
2. Johnson, S., Microsoft Office 2010 on Demand, Pearson Education, 2011.

Reference Books

1. Lawson, B. and Sharp, R., Introducing HTML 5, 2nd Edition, Pearson, 2012.
2. Walkenbach, J., Tyson, H., Groh, M., Wempson, F. and Bucki, L.A., Microsoft Office 2010 Bible, Wiley India Pvt. Ltd., 2011.
3. Willard, W., HTML: A Beginner's Guide, 4th Edition, Tata McGraw-Hill Education, 2009

COURSE OUTCOMES:

Upon the completion of the course, students will be able

CO1: To understand computer languages and generation of computers

CO2: To Adopt Text Processing software, mail merge concept in various applications.

CO3: To Illustrate Worksheet preparation and constructing Excel formulae

CO4: To Create an understanding of Networks and internet providers

CO5: To Apply HTML basics and tags

CO/PO	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	2	2	2	2	2	2	2	2
CO2	2	2	2	2	2	2	2	2
CO3	2	2	2	2	2	2	2	2
CO4	2	2	2	2	2	2	2	2
CO5	2	2	2	2	2	2	2	2

Strong – 3; Medium – 2; Poor - 1

Internship/ Industrial Activity *

Curricular note on Skill enhancing core paper with Internal evaluation for the award of 2 Credits

Aims: The purpose of this skill enhancing (Training) core paper is to bridge the theoretical fundamentals with that of actual practice and to inculcate a spirit of inquiry & research rigor to investigate the nuances that go into the working of industry at large. Apart from adapting as team-worker, students are expected to gather, filter the required information and report the dynamics of the chosen industry in a standardized format.

Process: Colleges may institute MoU/Collaborative initiative with firms in their locality to get the consent and to make the training more purposeful. Every student, individually or in a group not exceeding three, shall undergo a four-week [a minimum of twenty working days] training in any organization [size, type and location to be specified by the respective college] of his/her choice during the vacation between second and third semester. In case of insufficient vacation, college level adjustments can be made to facilitate the students on training.

Prior permission may be obtained from the organization in advance by the students concerned and information shall be passed onto the colleges thus enabling the training supervision by the concerned faculties authorized by the college.

Weekly postal or electronic reporting should be obtained to ensure coherent and comprehensive training during the training period. A final report [Institutional Training Record – ITR] containing the introduction of the industry, the profile of the company and a valid conclusion indicating the benefits of the training shall be given not exceeding 30 [A4] pages [in a spiral- bound form/pre-printed record designed for this purpose].

Reporting Proforma: The profile of the company may include the organization-chart, people involved in key-positions, year of establishment and growth pattern (for at least five years), the products dealt and market to which it caters to, sales turn-over, market share [for last three years], competitors' details, number of employees and their brief profile, share capital & Share holding pattern, market capitalization (in case of listed public company), group companies, if any, awards & recognitions (if any received), litigations, if any involved and so on.

Outcome: Internal evaluation by the concerned training supervisor along with HOD shall be made during the beginning of third semester for award of two credits and report the same to the university.

SEMESTER- IV

CORE PAPER - EMPLOYEE RELATIONS WELFARE

Course Code	EMPLOYEE RELATIONS WELFARE	L	T	P	C
	CORE PAPER - XI	6	-	-	5
PREREQUISITE	Basic Knowledge on employee relations				

LEARNING OBJECTIVES:

1. To understand the basic concepts and nuances of industrial relations.
2. To prepare them for handling strikes, negotiation, collective bargaining.
3. To make them understand the disciplinary methods and strategies.
4. To Implement the various settlement machineries
5. To develop strategies for employee welfare and Social Security measures.

UNIT - I

18 HOURS

EMPLOYEE RELATIONS

Definition and Meaning of IR- causes, Importance of good labour management relations - causes of industrial relations, Industrial disputes – unrest the Indian Scenario today - State Government's intervention - Machineries for settlements and prevention of Industrial disputes in India. Works committee, Conciliation, Adjudication, Voluntary Arbitration. Present day industrial worker - comparison with predecessor, Role of ILO in industrial relations, Approaches - The systems model - The Pluralist Approach, Marxist approach.

UNIT - II:

18 HOURS

TRADE UNION MOVEMENT IN INDIA

History and growth of trade Union - purpose and functions, policies, recognition and registration, affiliation, membership, Finance Leadership, Employers organization; Trade Union democracy, Types of union , Pitfalls and suggestions to improve.

UNIT - III:**18 HOURS****COLLECTIVE BARGAINING, DISCIPLINE & GRIEVANCE REDRESSAL**

Meaning, Nature, Types, Process and Importance of CB - prerequisites issues involved, status in India, Suggestions to improve; Negotiations - Types of Negotiations, Pre and Post Negotiation- Problem solving attitude; Discipline - Causes of Indiscipline - Maintenance of discipline, Essentials of Good Disciplinary system, Procedure of taking disciplinary action, Domestic enquiries - Concept and practice - Principles of Hot stove rule, Kinds of Punishment, Grievance handling - Constitution of Grievance committee - Meaning of Grievance – Sources - Level of Grievance - Benefits of Grievance system, Grievance Redressal machinery in India-.

UNIT - IV:**18 HOURS****EMPLOYEE WELFARE**

Employee welfare - Meaning, Objectives, Philosophy, Scope, Limitations, types of employee welfare, statutory and non-statutory welfare measures, and Labour welfare theories.

UNIT - V**18 HOURS****SOCIAL SECURITY**

Concept, Need, Types and Schemes for the organized sector in India; Labour Administration- Scope, Evolution, Labour Policy in India, Labour Administrative Machinery of the government, Role of ILO in Labour Administrations

Text Books:

1. Mamoria, Mamoria and Gankar (2001) Dynamics of Industrial Relations Bombay: Himalaya Publishing.
2. P.N.Singh, Neeraj Kumar(2011),Employee Relations Management, Dorling Kindersley(India) Pvt. Ltd., Licensees of Pearson Education in South Asia.
3. Srivastava S.C (1994) Industrial relations and Labour Laws, Vikas Publishing, New Delhi.

Reference Books:

1. Tripathi.P.C Personnel Management and Industrial Relations, Sultan Chand & Sons
2. Yoder, Dale and others (1959) Personnel Management & Industrial Relations, New Delhi, Prentice Hall.

COURSE OUTCOMES

Upon the completion of the course, students will be able

CO1: To understand changing concept of Employee Relations in the country

CO2: To promote Industrial harmony and resolve conflict

CO3: To evaluate strategies for Industrial relations at the government level

CO4: To analyze the importance of Trade unions and their growth

CO5: To apply Collective bargaining and tripartite machinery in industries

CO/PO	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	3	3	3	2	3	3	3	2
CO2	3	3	3	2	3	3	3	2
CO3	3	3	3	2	3	3	3	2
CO4	3	3	3	2	3	3	3	2
CO5	3	3	3	2	3	3	3	2

Strong – 3; Medium – 2; Poor - 1

SEMESTER- IV

CORE PAPER - ORGANISATION CHANGE & ORGANISATIONAL DEVELOPMENT

Course Code	ORGANISATION CHANGE & ORGANISATIONAL DEVELOPMENT	L	T	P	C
	CORE PAPER - XII	6	-	-	5
PREREQUISITE	Basic knowledge on Organizational Development				

LEARNING OBJECTIVES:

1. To understand the various change management strategies.
2. To Study the impact of change on organizations.
3. To develop insight in diagnostic problems in OD.
4. To provide necessary self-insight, skills and techniques to become effective change agents and internal OD consultants.
5. To gain knowledge for handling future organizational initiatives.

UNIT - I

18 HOURS

ORGANIZATION CHANGE

Dynamics of change, Nature of change, Change cycle, levels and types and forces of organizational change, Change agents, resistance to change at Individual, sub-unit and Organizational level, Strategies and guidelines for implementing change.

UNIT- II

18 HOURS

MODELS AND THEORIES OF ORGANIZATIONAL CHANGE

Kurt Lewin - Force field theory of change, Burke Lit win Model of change, RalpKilman 5 sequential stages of organizational change, Ronald Lip pit, Jeanne Watson & Bruce Westly 7 stage Organizational change - Socio-technical systems theory and Open system Planning , OD, reengineering and Organizational Design.

UNIT - III**18 HOURS****FOUNDATIONS OF ORGANIZATIONAL DEVELOPMENT**

Definition, meaning of Organizational Development, features, objectives and values of OD, OD process and stages of intervention, Action Research, Action Research & OD

UNIT – IV**18 HOURS****BROAD OVERVIEW OF OD INTERVENTIONS**

Team building intervention, Inter-group activities, Survey feedback intervention, Techno-structural, structural activities, Process Consultation, Grid OD activities, Third Party peacemaking, Coaching and counseling, Future search conference.

UNIT – V**18 HOURS****FUTURE OF ORGANIZATIONAL DEVELOPMENT**

Leadership and values, Knowledge about Organizational development, Inter-disciplinary nature of Organizational Development, Diffusion of technique, Mergers, Acquisitions and alliances, High Performance & community

Text Books:

1. French.L.Wendell, Bell.H.Cecil and VohraVeena : “Organization Development – Behavioral Science Interventions for Organization Improvement, Sixth edition, Pearson Prentice Hall of India, New Delhi,2014.
2. French, W.L etc., Organization Development Theory, Practice and Research, 6th Edition, New Delhi, Universal Book Stall.

Reference Books:

1. Hulse F.E. and Cummings T.G. Organisation, Development and Change 9th Edition, New York,k West.
2. Abad, Ahmad etc, Developing Effective Organization, New Delhi, Sri Ram Centre for Industrial Relations,1980
3. De Hitish. Alternative Designs of Human Organizations, London, Sage, 1988

4. Harvey D.F and Brown DR An Experiential Approach to Organization Development, Englewood Cliffs, New Jersey, Prentice hall Inc., 1990
5. Sinha, Dharani P etc, Consultants and Consulting Styles, New Delhi, Vision, 1982.

COURSE OUTCOMES:

Upon the completion of the course, students will be able

CO1: To apply various Approaches to understanding organization strategies

CO2: To Explore Functions and effects of organization culture

CO3: To identify the world of work group behavior

CO4: To recommend strategies for handling stress.

CO5: To create experts to handle Organizational development and change initiatives in the organization.

CO/PO	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	3	3	3	2	3	3	3	3
CO2	3	3	3	2	3	3	3	3
CO3	3	3	3	2	3	3	3	3
CO4	3	3	3	2	3	3	3	3
CO5	3	3	3	2	3	3	3	3

Strong – 3; Medium – 2; Poor – 1

SEMESTER – IV

CORE PROJECT: PROJECT WITH VIVA VOCE

Course Code	PROJECT WITH VIVA VOCE	L	T	P	C
	CORE PROJECT	10	-	-	7
PREREQUISITE	Basic Knowledge of International HRM				

1 student will be assigned a project in the beginning of the final year. The project work shall be submitted to the college 20 days before the end of the final year and the college has to certify the same and submit to the university 15 days prior to the commencement of the University examination.

The project shall be evaluated externally. The external examiner shall be forming the panel of examiners suggested by the board of studies from to time.

Learning Objectives	
CLO1	To Give Idea about Research Project
CLO2	To identify the research problem
CLO3	To review Literature
CLO4	To give knowledge on Data Collection and Analysis
CLO5	To Learn Project Preparation

Course Outcome	On completion of this course, students will;	
CO1	Gain knowledge about Research Project	PO1
CO2	Increase knowledge on research problem	PO2
CO3	Improve practice in review of literature	PO3
CO4	Gain knowledge on Data Collection and Analysis	PO1,PO2
CO5	Be Proficient in Project Preparation	PO6,PO7,PO8

PROJECT DESCRIPTION

GUIDELINES

1. Project report is to bridge theory and practice.
2. The project work should be neatly presented in not less than 50 pages and not more than 120 pages
3. Paper Size should be A4
4. 1.5 spacing should be used for typing the general text. The general text shall be justified and typed in the Font style - Font: Times New Roman / Font Size: 12 for text)
5. Subheading shall be typed in the Font style (Font: Times New Roman / Font Size: 14 for headings). The report should be professional.
6. The candidate should submit periodical report of the project to the supervisor.
7. Two reviews will be conducted before the Viva Voce
8. Each candidate should submit hardcopy (3 copies) and a soft copy to the Department. After the Evaluation of the project report one hard copy will be returned to the candidate.

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	20 Marks
	Review I	
	Review II	
External Evaluation	Project Report – Viva Voce	80 Marks
	Total	100 Marks

Method of Assessment	
Review I	Problem Identification and Review of Literature
Review II	Rough Draft
Final	Project Report – Viva Voce

SEMESTER- IV

ELECTIVE PAPER: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Course Code	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	L	T	P	C
	ELECTIVE PAPER – VI	4	-	-	3
PREREQUISITE	Basic Knowledge of International HRM				

LEARNING OBJECTIVES:

1. To understand the concepts of International Human Resource Management (IHRM)
2. To develop personnel policies that improves employee relations at work.
3. To apply the practices of International Human Resource Management in MNCs.
4. To analyze the contemporary issues in IHRM
5. To understand the trends in globalization

UNIT - I

12 HOURS

Introduction to International business and IHRM

Introduction to International business, Importance, Nature and scope, Modes of entry into International business, MNC's and their involvement in International business, International business environment, Meaning and Definition of International Human Resource Management (IHRM) - Difference between Domestic Human Resource Management and International Human Resource Management - Issue of nationality.

UNIT - II

12 HOURS

Contemporary Issues in IHRM.

Key issues in IHRM, challenges to IHRM, The concern of organized labor / Trade Unions and International Firm. Approaches to labor relations, Collective Bargaining, Grievance, Discipline and Industrial conflict. HR Outsourcing: What, why, why not, developing a contract and management of HRO.

UNIT - III**12 HOURS****IHRM, National culture and Cross-cultural and Diversity Management**

Meaning, elements, and dimensions of national culture, cross-cultural issues - Diversity Management - dimensions of diversity, reasons for increasing diversity, challenges and barriers to managing diversity at the work place.

UNIT - IV**12 HOURS****Expatriation, Repatriation and Mergers and Acquisition – HR Issues**

Management of expatriates, Reasons for the use of expatriates, (recruitment, training and development), and repatriation. HR Issues in Acquisitions & Mergers and Joint Ventures: HR issues in international alliances.

UNIT - V**12 HOURS****Globalization and International business – Case Study**

Global Business Environment - Globalism & Globalization, Concept, Meaning and Definition, Drivers of Globalization. International Regulation to Trade- WTO, GATT, IMF and World Bank - Managing in the Global Market place - Trends in Globalization Process.

Text Books:

1. K. Aswathappa(2017), “International Human Resource Management” published by McGraw Hill Education, ISBN-13: 978-0071077941
2. P. SubbaRao(2015), “International Human Resource Management” published by Himalaya Publishing House, SBN-13: 978-9352028375

Reference Books:

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

2. 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. Anne-WilHarzing&AshlyPinnington (2017), “International Human Resource Management” published by Sage Publications India Private Limited, ISBN-13: 978-9386062895
4. Peter Dowling, Marion Festing & Allen D. Engle Sr. (2013), “International Human Resource Management” published by Cengage Learning EMEA, ISBN-13: 978-1305011205
5. Rita Mcgee & Ann Rennie (2013), “International Human Resource Management” published by Cipd/Bookland , ISBN-13: 978-9380110677

COURSE OUTCOMES:

Upon the completion of the course, students will be able

CO1: To understand international HRM models

CO2: To apply Recruiting and selecting staff for international assignments

CO3: To analyze the methods of Performance management and international industrial relation

CO4: To compare American, European, Japanese innovative management practice

CO5: To adopt the contemporary strategies in International business context.

CO/PO	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	3	3	3	2	3	3	3	2
CO2	3	3	3	2	3	3	3	2
CO3	3	3	3	2	3	3	3	2
CO4	3	3	3	2	3	3	3	2
CO5	3	3	3	2	3	3	3	2

Strong – 3; Medium – 2; Poor - 1

SEMESTER- IV

Skill Enhancement Course: BUSINESS POLICY AND STRATEGIC MANAGEMENT

Course Code	BUSINESS POLICY AND STRATEGIC MANAGEMENT	L	T	P	C
	Skill Enhancement Course -3	4	-	-	2
PREREQUISITE	Basic Knowledge of Strategy				

LEARNING OBJECTIVES:

1. To understand Business environment and various policies
2. To induce managerial qualities of decision making in a competitive environment.
3. To encourage students to be good managers where Organizational change takes place.
4. To promote corporate values and instill leadership capabilities among students.
5. To promote ethical behaviour and ethical decisions in the organizations

UNIT - I

12 HOURS

Business as a social system: objectives of business, business environment - International Environment - opportunities and threats. Business ethics - Principles of Business ethics, Ethics in Workplace – Ethical behaviors and Ethical decisions. Ethical Issues in Corporate Governance, Corporate Social Responsibility - Changing Trends in social responsibilities of business, Dimensions of social responsibility, Corporate Social Responsibility towards different groups.

UNIT - II

12 HOURS

Business policy related aspects, Policies tactics, Programs, Procedures, Rules. Different types of policies. Business Policy in Various Economic Systems: Capitalist Economy: Economic System of Socialism and mixed Economic system.

UNIT - III

12 HOURS

Strategy formulation: Business and objectives, process of strategy formulation, - environmental appraisal - Organizational appraisal - Strategic alternative and choice - choosing a strategy, Management attitude to Risk , Role of power politics in organization.

UNIT - IV**12 HOURS**

Strategy implementation : Procedure, Structure, Function and importance, Financial policy implementation - Need, objectives, merits & demerits, organizational structure and Strategy implementation - Need, objectives, merits & demerits, Behavioral implementation - Need, objectives, merits & demerits, Leadership implementation - Need, objectives, Merits & Demerits.

UNIT - V**12 HOURS**

Strategic evaluation and control : MBO, MBE and other major Business Policy. Strategic evaluation process, criteria for evaluation, problems in designing evaluation criteria, MBO & MBE - Need, Objectives & Importance, Major Business Policy - Classification, Recent trends in business policies.

Text Books:

1. Azhar Karma (2012) - Business Policy - Tata McGraw Hill Publishing Company limited. ISBN 978-0070263628
2. Mamoria and SubbaRao (2014) “ Business Planning and Policy” Himalaya Publishing house. ISBN 978-01470276584

Reference Books:

1. Jain (2011) “Government & Business Policies” Tata McGraw Hill Publishing Company limited. ISBN 978-15470276455
2. GV SathyaSekar (2013) - Business Policy & Strategic Management – IK International Publishing House Pvt limited. ISBN 978-8190777070
3. SubbaRao(2014) “Business Policy & Strategic Management” Himalaya Publishing house. ISBN 978-9350975466
4. Thomas Edl (2016) “Strategic Management” Pearson publishing house. ISBN 978-93325585447
5. Kazmi(2014) “ Strategic Management” ” Tata McGraw Hill Publishing Company limited. ISBN 978-9339221836

COURSE OUTCOMES:**Upon the completion of the course, students will be able**

CO1: To Create Strategic Management process and develop a strategic vision in companies

CO2: To Analyze Social responsibility of business, corporate governance and ethical responsibility

CO3: To demonstrate Environment scanning and industrial analysis

CO4: To apply Strategy formulation and analysis

CO5: To evaluate Strategy implementation and strategic control

CO/PO	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	2	2	3	2	2	3	3	2
CO2	2	2	3	2	2	3	3	2
CO3	2	2	3	2	2	3	3	2
CO4	2	2	3	2	2	3	3	2
CO5	2	2	3	2	2	3	3	2

Strong – 3; Medium – 2; Poor – 1

SEMESTER- IV

Course Code	BUSINESS ETHICS & CORPORATE SOCIAL RESPONSIBILITY	L	T	P	C
CORE/ELECTIVE/ALLIED	SKILL ENHANCEMENT COURSE	4	-	-	2
PREREQUISITE	Basic knowledge on Ethics and CSR				

LEARNING OBJECTIVES:

1. To develop an understanding among students on ethical issues in business
2. To understand corporate governance practices
3. To impart skills of analysis and capability of making business decisions
4. To get acquainted with the various CSR policies
5. To promote work ethics and responsibility at the workplace

UNIT I

12 HOURS

Concept of ethics - sources -- values - codes of conduct - what is an ethical issue? - Ethical theory and its applications to business/morality and ethical theory – Ethical management - love and reverence in work and life - strengthening personal and organizational integrity - the spiritual core of leadership

UNIT II

12 HOURS

Advertising and information disclosures - environmental responsibility - ethics and ecology - employee rights - conflict of interests - work ethics - professional ethics and responsibility

UNIT III

12 HOURS

Corporate Social Responsibility (CSR) - meaning - promoting corporate responsiveness - managing socially responsible business

UNIT IV

12 HOURS

Corporate Governance – Meaning and scope – Origin- Practices –Shareholders Vs. Stakeholders approach –Board mechanism, Role and duties of the directors-Chairman-Governance committees

UNIT V**12 HOURS**

Codes of governance – Birla committee report

Text Books:

1. A M A, “Corporate Governance And Business Ethics”, Excel Books
2. Cannon Tom, “Corporate responsibility. A textbook on business ethics, governance, environment: role and responsibilities”, Pitman, London
3. Hoffman, W. Michael, et, “Corporate Governance and Institutionalizing Ethics”, Lexington Books

Reference books

1. Sutton, Brenda, editor, “The Legitimate Corporation; Essential Readings in Business Ethics & Corporate Governance”, Blackwell Publishers
2. Manual Vela Squez, “Business Ethics Concepts and Cases”, Prentice Hall, New Jersey
3. Kenneth Blanchard and Norman Vincent Peale, “The Power of Ethical Management”, New York, William Morrow & Co.,
4. Sekhar R C, “Ethical Choices in Business”, Response Books 8. Kendall, Nigel, “Corporate Governance”, London, Financial Times Pitman Publishing

COURSE OUTCOMES:**Upon the completion of the course, students will be able**

CO1: To understand the concept of ethics and CSR

CO2: To explore the roles and responsibilities of employee.

CO3: To identify the CSR practice carried out in an organization

CO4: To impart skills in making ethical decisions

CO5: To promote E-governance .at workplace

CO/PO	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	2	3	3	3	2	3	3	2
CO2	2	3	3	3	2	3	3	2
CO3	2	3	3	3	2	3	3	2
CO4	2	3	3	3	2	3	3	2
CO5	2	3	3	3	2	3	3	2

Strong – 3; Medium – 2; Poor – 1

SEMESTER I

ELECTIVE-I MANAGERIAL ECONOMICS

Course Code	MANAGERIAL ECONOMICS	L	T	P	C
CORE/ELECTIVE/ALLIED	ELECTIVE	5	-	-	3
PREREQUISITE	Basic knowledge of Economic Theory				

LEARNING OBJECTIVES:

1. To acquaint the students with concepts and techniques used in micro economic theory and to enable them to apply this knowledge in business decision-making.
2. To give in-depth knowledge in emerging global trends in business environment and Macroeconomic management.
3. To enable students to participate in debates on economic matters.
4. To develop the skills of the students in solving business problems by using various economic techniques.
5. To understand about the various models of economics.

Unit- I

15 HOURS

Introduction of Economics Managerial Economics

Definition of Economics, Managerial Economics- Definition, Characteristics, Significance and Scope of Managerial Economics in an Organization, Difference between Economics and Managerial Economics, Role of Managerial Economist.

Unit -II

15 HOURS

Demand Analysis & Forecasting

Demand- Meaning, Law of Demand, Demand Schedule and Demand Curve, Why Demand Curve Slope Downward, Exception to Law of Demand or Perverse Demand Curve, difference between

Change in Demand and amount Demanded, Factors Determining Demand/ Demand Function, Elasticity of Demand Meaning and Definition, Factors Influencing Elasticity of Demand, Importance of Elasticity of Demand, Demand Forecasting- Meaning, Definition, Types of Forecasting, Forecasting Demand of New Products.

Unit- III

15 HOURS

Supply and Production

Supply- Meaning, Supply Schedule, Law of Supply, Supply Curve, Factors Determining Supply/ Determinants of Supply, Expansion and Contraction of Supply Curve, Increase or Decrease in Supply, Elasticity of Supply;

Production- Meaning, Factors of Production, Laws of Variable Production, Laws of Returns to Scale, Economies of Scale.

Unit -IV

15 HOURS

Cost and Revenue Concepts

Costs and Concepts, Break Even Analysis- Meaning, Determinants of BEP, Usefulness & Limitations of BEA; Revenue- Meaning, Kinds of Revenue.

Unit-V

15 HOURS

National Income

Computation of National Income, Business Cycle and Phases, Characteristics of Business Policy, Inflation and Deflation, Monetary Policy, Central Bank Functions, RBI Functions, Fiscal Policy- Meaning, Objectives of Fiscal Policy, Limitations of Fiscal Policy. Economic Planning- Definition, Features, Objectives, Planned Vs Unplanned Economy, Global Economic Scenario.

Text Books:

1. G S Gupta (2017),” Managerial Economics” published by McGraw Hill Education,ISBN-13: 978-0071067867
2. D.M.Mithani(2016), “Managerial Economics” published by Himalaya Publication House, ISBN-13: 978-9352623303

Reference Books:

1. H L Ahuja(2014), “Managerial Economics” published by S chand Publishing, ISBN-13: 978-8121928403
2. Dominick Salvatore(2016), “Managerial Economics: Principles and Worldwide Applications”, published by Oxford University Press, ISBN-13: 978-0199467068
3. D N Dwivedi(2015), “Managerial Economics” published by Vikas Publishing House, ISBN-13: 978-9325986688
4. R.L. Varshney(2014), “Managerial Economics” published by Sultan Chand & Sons, ISBN-13: 978-8180549144
5. Michael Baye&Jeff Prince (2017), “Managerial Economics and Business Strategy” published by McGraw Hill Education, SBN-13: 978-9339204068

COURSE OUTCOMES:

Upon completion of the course students will be able

CO1 :To understand the key concepts, tools and techniques of economics and apply them.

CO2 :To apply the various economic techniques in taking business decisions.

CO3: To understand the choices of the customer and take the needed decision.

CO4: To analyze the problems faced by the firms.

CO5:To come out with the strategies for selling the products in the market

CO/PO	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	3	3	3	2	2	3	2	2
CO2	3	3	3	2	2	3	3	2
CO3	2	2	3	2	2	2	2	2
CO4	3	3	2	3	2	3	2	2
CO5	2	2	2	3	2	2	2	2

Strong – 3; Medium – 2; Poor - 1

FIRST YEAR – SEMESTER - I						
COURSE	ACCOUNTING FOR MANAGERS		L	T	P	C
CORE/ELECTIVE/ALLIED	GENERIC ELECTIVE - II		5	-	-	3
PREREQUISITE	Basic knowledge of different types of accounts.					
LEARNING OBJECTIVES						
LO1	To introduce the students about the fundamentals of Financial, Management and Cost Accounting.					
LO2	To learn how to prepare the final accounts statements and the tools and techniques involved in financial statement analysis.					
LO3	To equip the students to handle decisions by applying Management accounting.					
LO4	To apply the cost accounting techniques in assessing the different outcomes.					
LO5	To make them know the accounting information will support in decision making.					
UNIT	CONTENTS					NO. OF HOURS
I	<p>Financial Accounting- Meaning, Definition, Objectives, Need, Significance and Limitations of Financial Accounting, Accounting Cycle, Relationship between Accountancy, Accounting and Book Keeping, Distinction between book keeping and accounting, Users of Accounting Information, Branches of Accounting-Financial, Cost and Management Accounting.</p> <p>Basic Accounting Terms-Transactions, Proprietor, Capital, Assets, Liabilities, Drawings, Debtors, Creditors, Purchases, Purchase return or returns outward, Sales, Sales return or return inward, Stock, Revenue, Income, Expense, Voucher, Invoice, Receipt, Account, Basic Assumptions: Accounting entity assumption, Money measurement assumption, Accounting period assumption, Going concern assumption.</p>					15

II	<p>Final Accounts- Meaning -Trading Account, Profit and Loss Account, Balance Sheet- Definitions and Meaning, Only Definitions of the following terms- Closing stock, Outstanding expenses, Prepaid expenses, accrued incomes, Incomes received in advance, Interest on capital, Interest on drawings, Interest on loan, Interest on investment, Depreciation, Bad debts, Provision for bad and doubtful debts, Provision for discount on debtors, Provision for discount on creditors</p> <p>Financial Statement Analysis-Meaning, Objectives, Nature, Importance and Limitations of Financial Statements, Window Dressing – Meaning, Methods, Techniques or Tools for Financial Statement Analysis, Limitations of Financial Statements Analysis.</p>	15
III	<p>Management Accounting-Meaning, Definition, Characteristics, Scope and Importance and Limitations of Management Accounting, Difference between Management Accounting and Financial Accounting, Installation of Management Accounting System, Functions and Duties of Management Accountant.</p>	15
IV	<p>Cost Accounting - Definitions, Objectives, Scope, Advantages and Limitations of Cost Accounting, Difference between Cost Accounting and Financial Accounting, Difference between Cost Accounting and Management Accounting, Classification of Cost, Methods of Costing, Elements of Cost-Material (Direct and indirect material), Labour (Direct and Indirect), Expenses (Direct and indirect), Direct and Indirect Costs/Overheads, Classification of Overhead-Factory Overhead, Administration or Office Overhead, Selling and Distribution Overhead, Cost Sheet.</p>	15
V	<p>Marginal Costing- Definition, Marginal Cost-Definition, Features of Marginal Costing, Advantages of Marginal Costing, Limitations of Marginal Costing, Cost-Volume-Profit Analysis - Meaning, Important Concepts used in Cost-Volume-Profit Analysis-Fixed Cost, Variable Cost, Contribution, Contribution to sales, Profit Volume ratio, Break even analysis and Break-even point, Composite Breakeven point, Margin of Safety.</p>	15
	TOTAL	75 hrs

COURSE OUTCOMES	
Upon the completion of the course, students will be able	
CO1	To describe the fundamental principles and concepts of financial accounting.
CO2	To Evaluate the final accounts statements of the various companies.
CO3	To know the principles, concepts and practices of management accounting system.
CO4	To analyze the appropriate costing methods for different types of products and services.
CO5	To apply the accounting information in managerial decision making.
TEXT BOOKS	
1.	S. P. Jain and K. L. Narang (2018) “Financial Accounting” , Kalyani Publishers, New Delhi.
2.	R.L. Gupta and V.K. Gupta, (2020) “Financial Accounting”, Sultan Chand, New Delhi.
3.	T.S. Reddy and Dr. A. Murthy (2023) “Financial Accounting”, Margham Publications, Chennai
4.	Dr. K.L. Gupta, (2022) Management Accounting, Sahitya Bhawan Publications
5.	A. Murthy and S. Gurusamy (2022), Cost Accounting, Vijay Nicole Imprints Pvt. Ltd.
REFERENCE BOOKS	
1.	R.S.N Pillai and Bagavathi: Management Accounting – Sultan Chand and Sons
2.	R.N. Anthony: Management Accounting – Text and cases, Irwin
3.	S.N. Maheswari: Management Accounting, Sultan Chand
4.	H.G. Guthman: Analysis of Financial Statements, Prentice Hall
5.	M.N. Arora: Cost Accounting Principles and Practice, Vikas Publisher.
WEB RESOURCES	
<ul style="list-style-type: none"> ▪ https://www.investopedia.com/terms/f/financialaccounting.asp ▪ https://en.wikipedia.org/wiki/Cost_accounting ▪ https://www.shiksha.com/online-courses/articles/management-accounting-definition/ 	

**MAPPING WITH PROGRAMME OUTCOMES AND
PROGRAMME SPECIFIC OUTCOME**

CO/PO	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	3	2	3	2	2	3	2	2
CO2	3	2	3	2	2	3	2	2
CO3	2	2	3	2	2	2	2	2
CO4	3	2	2	2	2	3	2	2
CO5	2	2	2	2	2	2	2	2

Strong – 3; Medium – 2; Poor - 1

FIRST YEAR – SEMESTER - II					
COURSE	FINANCIAL MANAGEMENT	L	T	P	C
CORE/ELECTIVE/ ALLIED	DISCIPLINE CENTRIC ELECTIVE - III	4	-	-	3
PREREQUISITE	Basic knowledge on management of finance.				
LEARNING OBJECTIVES					
LO1	To understand the Financial Management concepts in today's business.				
LO2	To understand the strategic implications of long-term investment decisions on overall business objectives.				
LO3	To provide the students regarding the practical applications of financial decisions in business.				
LO4	To equip them to apply the knowledge of theories and concepts related to dividend policy.				
LO5	To know about the concepts of working capital decisions for operating efficiency of the company				
UNIT	CONTENTS				NO. OF HOURS
I	Introduction to Financial Management: Nature, scope, objectives and significance of Financial Management, Time value of money, Risk and return (including Capital Asset Pricing Model).				12
II	Long term investment decisions: The Capital Budgeting Process, Cash Flow Estimation, Payback Period Method, Accounting Rate of Return, Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index.				12
III	Financing Decisions: Sources of long-term financing, Estimation of components of cost of capital, Methods for calculating Cost of Equity, Cost of Retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average Cost of Capital (WACC). Capital Structure- Theories of Capital Structure (Net Income, Net Operating Income, MM Hypothesis, Traditional Approach. Operating and Financial leverage, Determinants of capital structure.				12

IV	Dividend Decisions: Theories for Relevance and irrelevance of dividend decision for corporate valuation Walter’s Model, Gordon’s Model, MM Approach, Cash and stock dividends, Dividend policies in practice.	12
V	Working Capital Decisions: Concepts of Working Capital, Operating & Cash Cycles, sources of short-term finance, working capital estimation, cash management, receivables management, inventory management.	12
	TOTAL	60 Hrs
COURSE OUTCOMES		
Upon the completion of the course, students will be able		
CO1	To know about the financial objectives of various organizations.	
CO2	To explore about the financial environment under which the industries will operate.	
CO3	To understand the knowledge of finance in decision making.	
CO4	To apply dividend theories to real-world financial scenarios, assessing the practical implications for corporate finance and investment decisions.	
CO5	To demonstrate about the capital requirements of each business and working capital management.	
TEXT BOOKS		
1. Khan, M.Y. and P.K. Jain (2017), 7 th edition, Financial Management: Text and Problems, Tata McGraw Hill, ISBN 978-9339213053		
2. Prasanna Chandra (2018) “Financial Management theory & Practices” Tata McGraw Hill, ISBN 978-932227274		
3. A. Murthy, Financial Management (2016), Margham Publications, ISBN 978-9381430200		
REFERENCE BOOKS		
1. Dr. S. P. Gupta (2017) “Financial Management”, Sahitya Bhavan Publications.		
2. Pandey, I M. (2016) “Financial Management” , Vikas Publications, ISBN 978-9325982291		
3. Singh, J.K. (2015) Financial Management-text and problems, Dhanpat Rai and Company, Delhi , ISBN 978-7251945621		

4. Srivastava, Rajiv, and Anil Mishra,(2016) Financial Management, Oxford University Press ISBN 978-932598564
5. Rustagi, R.P.(2011), “Financial Management”, Galgotia Publishing Company, ISBN 978-8171949311
6. Paramasivam (2012) “Financial Management”, New Age Publications, ISBN 978-812256782
WEB RESOURCES
▪ https://www.netsuite.com/portal/resource/articles/financial-management/financial-management.shtml
▪ https://www.finance.ucla.edu/corporate-accounting/principles-of-financial-management
▪ https://testbook.com/ugc-net-commerce/dividend-decision-theories
▪ https://www.investopedia.com/terms/w/workingcapitalmanagement

**MAPPING WITH PROGRAMME OUTCOMES AND
PROGRAMME SPECIFIC OUTCOMES**

CO/PO	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	3	2	3	2	2	3	2	2
CO2	3	2	3	2	2	3	2	2
CO3	2	2	3	2	2	2	2	2
CO4	3	2	2	2	2	3	2	2
CO5	2	2	2	2	2	2	2	2

Strong – 3; Medium – 2; Poor – 1