

Detailed Syllabus

Positivity

For

M.Voc.

(Human Resource Management): NSQF Level -9

2 years Course offered

By

Skill Department of Management Studies

(Skill Faculty of Management Studies & Research)



Shri Vishwakarma Skill University

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The dual vocational education programme M.Voc (MHRM) is of two-year program which consists of a combination of on job training and class room learning. This two-year program will be divided into 4 semesters; 2 semesters per year. 1st year will be a Post Graduate Diploma in MHRM, 2nd year will be M.Voc Degree. The program is a work integrated training which includes on-the-job (hands on experience). Each student will undergo for an internship (with stipend) with Mount Talent Consultancy.

The course will be covered in 4 semesters by providing the sufficient knowledge and leverage to the students to have an opportunity to get work at various levels after completing course in each year. The overall course is based on more than 70% practical exposure to the candidate. The Programme will follow the credit based system to deliver the education in two domains namely General education component (40%) and Skill education component (60%).

Levels of Awards

The certification levels will lead to Post Graduate Diploma/M.Voc. Degree in one or more vocational areas and will be offered under the aegis of the University as mentioned in Table as follows:

Table: Awards

Award	Duration	Corresponding NSQF level
Post Graduate Diploma	1 Year	8
M.Voc. (MHRM) Degree	2 Year	9

Programme Delivery Methodology

Programme is especially design to provide at least overall 60% Skill enhancement component to the students and with leverage in entry and exit mode at each level.

Intake Eligibility	Year	General Education Component		Skill Education Component		Total Credits	Award	NSQL Level	Industrial Acceptance
		%	Credits	%	Credits				
Graduate in any discipline	1	50%	32	50%	32	64	Post Graduate Diploma	8	HR Coordinator
PGD-MHRM/HRM	2	28.5%	16	71.5%	40	56	M.Voc. Degree	9	HR Manager

Scheme of the Programme

- Semester 1: 32 Credits (16+16)
- Semester 2: 32 Credits (16+16)
- Semester 3: 28 Credits (8+22)
- Semester 4: 28 Credits (8+22)

Details of M.Voc. (Management HRM)

SEMESTER I				
Subjects	C/O	Th	P/Tu	To
Fundamental of Management	C	3	1(Tu)	4
Organisational Behaviour	C	3	1(Tu)	4
Human Resource Management	C	3	1(Tu)	4
Corporate Laws & Industrial Trends	C	3	1(Tu)	4
General Education Component		12	4	16
Research Methodology	C	2	2(Tu)	4
Business Finance- Balance sheet Analysis	C	2	2(Tu)	4
Computer Application in Business	C	2	2(P)	4
Business Communication	C	2	2(Tu)	4
Skill Enhancement Component		8	8	16
Total		20	12	32
SEMESTER II				
Performance and Talent Management	C	3	1(Tu)	4
Management of Industrial Relations	C	3	1(Tu)	4
SHRM/ CCHRM/ Economics of HR	C	3	1(Tu)	4
General Education Component		9	3	12
Compensation Management – Taxation & Compliances	C	3	1(Tu)	4
Training and Development	C	3	1(Tu)	4
Recruitment & Selection	C	2	1(Tu)	3
OJT Project -1	C	0	9	9
Skill Enhancement Component		8	12	20
Total		17	15	32
SEMESTER III				
Entrepreneurship (Online Mode)	C	3	1(Tu)	4
Advance Excel	C	3	1(Tu)	4
General Education Component		6	2	8
OJT Project 2-	C		18	18
Comprehensive Viva/Seminar	C		2	2
Skill Enhancement Component			20	20
Total		6	22	28
SEMESTER IV				
Industrial Ethics & Human Values (Online Mode)	C	3	1(Tu)	4
Current Economic Affairs	C	3	1(Tu)	4
General Education Component		6	2	8
OJT Project 3	C		18	18
Comprehensive Viva/Seminar	C		2	2
Skill Enhancement Component			20	20
Total		6	22	28
Yoga/EVS/Music/Arts/Non Fiction Books/Business Affairs	Non-Credit			

Course Title: Fundamentals of Management

Course Credit: 04 (3-1-0)
Max. Marks: 100 (30I+70E)

Course code.

Objectives

To purpose of the course is to provide fundamental knowledge and exposure to the concepts, theories and practices in the field of management. It aims to understand individual and group behavior at work place

Learning Outcomes

- Able to develop the processes of management related with the basic functions. (Theory)
- Outline the notion of managerial skills and functions. (Theory)
- Make Organisation Structure and identify the gaps. (Theory)
- Outline the process of conflict resolution processes in the organization (Theory)
- Complete administrative duties accurately, systematically and within required timeframes (Theory)
- Obtain, evaluate and act upon feedback from clients and colleagues (Theory)
- Perform tasks to the required workplace standard (Theory)
- Perform consistently in accordance with the organisation's goals and objectives and organisational/professional codes of conduct (Theory)

Unit	Topic	Key Learning	Hours
I - Basics of Management	Concept, nature, process and significance of management; Managerial levels, skills, functions and roles (with special reference to Concern Industry); Management Vs. Administration; Coordination as essence of management; systems and contingency approaches.	• Demonstrates an understanding of the processes of management. • Identify the basic functions of Management in Industry.	15
II - Development of Management Thought	Classical, Neo -classical, System and Contingency Approaches. Contingency Management theories by - F. W. Taylor, Henry Fayol and Elton Mayo; Managerial Skill and Functions - Level of Management- Functions of Management	•	15
III – Planning & Organising	Nature, scope and objectives of planning; Types of plans; Planning process; Business forecasting; MBO; Concept, types, process and techniques of decision-making; Principles of an organization; Span of Control; Departmentation; Types of an organization; Changing patterns in Organisation structures in the Knowledge economy.	• Understand managerial functions and organisational structure of Industry. •	10
IV – Directing & Controlling	Motivating and Leading People at work- basic concepts; Communication- nature, process, networks and barriers; Effective Communication. Controlling – Definition, Nature, Importance, Steps, Techniques	• Appreciate roles and responsibilities at different managerial levels.	10
V – International Management Practices	A comparative study of management practices in India, Japan, USA and China with particular reference to Planning, Organising, Directing, Staffing and Controlling; Recent developments in the field of Management in a global perspective.	•	10

Books Recommended

Text Books

1. Management by Stomen and Jane

Reference Books

1. Principles and Practices of management by Shejwalkar
2. Essential of management by Koontz H and Weitrich
3. Principles and Practices of Management by T. N. Chabra

Web Links

- <https://www.swayamprabha.gov.in/index.php/program/archive/16>
<https://www.swayamprabha.gov.in/index.php/program/archive/5>
<http://cec.nic.in/E-Content/Pages/default.aspx>

Course Title: Organisation Behaviour

Course Credit: 04 (3-1-0)

Course Code.

Max. Marks: 100 (30I+70E)

Objectives

To purpose of the course is to provide fundamental knowledge and exposure to the concepts, theories and practices in the field of management. It aims to understand individual and group behavior at work place

Learning Outcomes

- Outline the notion of Organisation Behaviour. (Theory)
- Understand individual and group behaviour at work place. (Theory)
- Outline the process of conflict resolution processes in the organization (Theory)
- Make student must be acquainted with leadership quality. (Theory)
- Demonstrate behaviours that promote professionalism in the learning environment (Theory)
- Perform consistently in accordance with the organisation's goals and objectives and organisational/professional codes of conduct (Theory)

Unit	Topic	Key Learning	Hours
I - Organisational Behaviour	Concept and Emergence of OB Concept; Nature and Theoretical frameworks; Disciplines contributing to the field of OB; Historical Background- Hawthorne Studies, Psychological foundations; Models of Organisational Behaviour, Challenges and Opportunities for Organisational Behavior; Ethics and Organisational Behaviour.	<ul style="list-style-type: none"> • Demonstrates an understanding of the Organisation behaviour. • Able to Analyse organisational behavioural issues in the context of organisational behaviour theories, models and concepts. 	15
II - Individual Behaviour	Personality, Values and Attitudes, Perception, Learning-Behaviourist, cognitive and social learning; Stress at work. Management's assumptions about people-McGregor's Theory X and Theory Y; Chris Argyris Behaviour Patterns. Motivation - Maslow's Need Hierarchy, Herzberg's Two Factors Theory, Vroom's Expectancy Theory; Theory of Intrinsic Motivation by Ken Thomas; Work –Designing for creating motivating Jobs.	<ul style="list-style-type: none"> • Able to analyse the behaviour of individuals and groups in organisations in terms of the key factors that influence organisational behaviour. 	15
III - Inter-personal Behaviour	Interpersonal communication and Feedback; Transactional Analysis (TA); Johari Window. Managing misbehaviour at work-Sexual abuse, Substance abuse, cyberslacking, Aggression, and Violence.	<ul style="list-style-type: none"> • Perform tasks to the required workplace standard (Theory) 	10
IV - Group Behaviour	Group Dynamics, Cohesiveness and Productivity; Management of Dysfunctional groups; Group Decision Making; Organisational Politics. Leadership & Team Building –Definition, Importance, qualities of leaders, types of leaders; Success stories of today's Global and Indian leaders ; Interpersonal and Group Dynamics; Team Building	<ul style="list-style-type: none"> • Understand individual and group behaviour at work place. (Theory) • Make student must be acquainted with leadership quality. (Theory) 	10
V - Organisational Processes	Organisational Climate- Concept, Determinants, and OCTAPACE model; Organisation Culture- Concept, Forming, Sustaining, and Changing a Culture, Organisational effectiveness- concept and measurement; Organisational change- resistance and management.	<ul style="list-style-type: none"> • Complete administrative duties accurately, systematically and within required timeframes (Theory) • Obtain, evaluate and act upon feedback from clients and colleagues (Theory) 	10

Books Recommended

Text Books

2. Organisational behaviour by Stephen Robbins

Reference Books

4. Organisational behaviour by Keith & Davis

5. Organisational behaviour by Fred and Luthans

6. Organisational behaviour by K. Ashwatthapa

Web Links

<https://www.swayamprabha.gov.in/index.php/program/archive/16>

<https://www.swayamprabha.gov.in/index.php/program/archive/5>

<http://cec.nic.in/E-Content/Pages/default.aspx>

Course Title: Human Resource Management

Course Credit: 04 (3-1-0)
Max. Marks: 100 (30I+70E)

Course Code.

Objectives

To introduce the concepts, theoretical frameworks, issues in HRM and make participants understand the role of HRM in organizations.

Learning Outcomes

- The students will be able to develop their interpersonal skills, and to
- The students will be able to understand the effectiveness of work as managers or professionals in a team.
- Will be able to Manage their work to meet requirements

Unit	Topic	Key Learning	Hours
I - Basics of HRM	Introduction: Understanding the nature and scope of Human resource management, Functions and objectives of HRM, Role of HR, HR department structure & HR strategy	•	15
II - Human Resource Planning	HRP, Recruitment & Selection: Nature and importance of Human resource planning, Recruitment & Selection process in BPS, Meaning and importance placement and induction	•	15
III - Training and Development	Training, Development & Job Analysis: Training & human resource development, Performance appraisal, career development and planning, Job analysis, job description and job design, job specification, job simplification and quality of work life (QWL).	•	10
IV - Compensation	Remunerations & Benefits: Managing basic remunerations, Basic concepts & Importance of compensation plan, fringe benefits, incentives, and social security schemes.	•	10
V - Job Evaluation	Job Evaluation & Ethical Issues: Significance of Job evaluation, Methods of Job evaluation, managing ethical issues in human resource management		10

Books Recommended

Text Books

Text Book

1. Human Resource Management, 7th Edition by Stephen Robins
2. Human Resource Management, TATA Mc Grawhill by K.Aswhappa,

Reference Books

1. Gary Dessler, Human Resource Management, PHI

Web Links

<https://www.swayamprabha.gov.in/index.php/program/archive/16>
<https://www.swayamprabha.gov.in/index.php/program/archive/5>
<http://cec.nic.in/E-Content/Pages/default.aspx>
<https://www.youtube.com/watch?v=f60dheI4ARg>
<https://www.youtube.com/watch?v=7wnpfZRPkNU>

Course Title: Corporate law and Industrial Trends

Course Credit: 04 (3-1-0)
Max. Marks: 100 (30I+70E)

Course Code.

Objectives

- To develop understanding about legal aspects of business

Learning Outcomes

- By the end of the course the students will be able to handle international business transactions and will provide them an understanding of conducting business in other countries.

Unit	Topic	Key Learning	Hours
I - Law of contract	Definition and nature of a contract, Offer and Acceptance, Consideration, free consent, and capacity of parties, Performance and discharge of contract, Remedies for breach of contract.	<ul style="list-style-type: none">Demonstrates an understanding of the law of contract	15
II - Company Law	Characteristics of Company, Kinds and Stages in the formation of a Company; Setting up offices and branches abroad.	<ul style="list-style-type: none">	15
III - Liability of Goods	Liability for Air Cargo Losses; Liability of the Goods by Sea: The Harter Act, The Hague Rules, the Carriage of Goods by Sea Act (COGSA), Shipper's Liability for Hazardous Cargo; Carrier's Liability for Cargo Shortages;	<ul style="list-style-type: none">	10
IV - Protection of Intellectual Property Rights	Reasons for Intellectual Property Transfer Agreements; Intellectual Protection for Patents, Trademarks and other Intellectual Property; Trade-Related Aspects of Intellectual Property Rights (TRIPS); the DOHA Declaration on TRIPS and Public Health.	<ul style="list-style-type: none">	10
V - Negotiable Instruments Act 1881	Essentials of Negotiable instruments, Kinds of Negotiable Instrument Holder and Holder in Due Course, Negotiation by endorsements, crossing of a cheque and Dishonour of a cheque.	<ul style="list-style-type: none">	10

Books Recommended

- Schaffer, Agusti & Earle (2009): International Business Law: A Comprehensive Approach, Cengage Learning, New Delhi.
- August, R.A., Mayer, D. & Bixby, M. (2008): International Business Law (5th Ed.), Prentice Hall.
- Chow, D.C.K., & Schoenbaum, T.J. (2010): International Business Transactions (2nd Ed.), Aspen Publishers
- Maheshwari, S.N. and S.K. Maheshwari; *A Manual of Business Law*, 2nd Edition, Himalaya Publishing House, 2004.
- Kuchhal M.C., "Modern Indian Company Law", 2004, Shree Mahavir Book Depot.
- Kuchhal, M. C.; *Business Law*, Vikas Publishing House, New Delhi, 2004.
- Kapoor, N. D.; *Elements of Mercantile Law*, Sultan Chand & Sons, New Delhi, 2003

Course Title: Research Methodology

Course Credit: 04 (2-2-0)
Max. Marks: 100 (30I+70E)

Course No.

Objectives

The objective of this course is to develop an understanding of research methodology. The focus will be on process and techniques of research.

Learning Outcomes

- Demonstrate familiarity with major concepts, theoretical perspectives, empirical findings, and historical trends
- Apply basic research methods including research design, data analysis, and interpretation.
- Development of testable hypotheses, differentiate research design and/or statistics, evaluate aptness of research conclusions, and generalize them appropriately.
- Apply research data to formulate or evaluate new research questions, using reason and persuasion in a logical argument.

Unit	Topic	Key Learning	Hours
I - Introduction to Research	Meaning, Objectives, Understanding the language of research - Concept, Construct, Definition, Variable. Research Process	•	15
II - Research Design	Features of a good research design – Exploratory Research Design – concept, types and uses, Descriptive Research Designs - concept, types and uses. Experimental Design: Causal relationships, Concept of Independent & Dependent variables, concomitant variable, extraneous variable, Treatment, Control group.	•	15
III - Qualitative & quantitative research	Qualitative research - Quantitative research – Concept of measurement, causality, generalization, replication. hypothesis testing; parametric and non-parametric tests	•	10
IV - Measurement	Concept of measurement – Problems in measurement in management research- Validity and Reliability; Levels of measurement - Nominal, Ordinal, Interval, Ratio; Attitude Scaling Techniques, Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired Comparison & Forced Ranking.	•	10
V - Types of Data	Secondary Data - Definition, Sources, Characteristics, Primary Data - Definition, Advantages and disadvantages over secondary data, Observation method, Questionnaire Construction, Personal Interviews, Telephonic Interview, Mail Survey, Email/Internet survey, Interpretation of Data and Report Writing - Layout of a Research Paper		10

Books Recommended

Text Books

1. Research Methodology - C.R.Kothari

Reference Books

1. Business Research Methods, Thomson Learning , Bombay. By Millian G. Zikmund,
2. Business Research Methods, Tata McGraw Hills, New Delhi. By Donald R-Cooper and Pamela Schindler,
3. Millian J. Geode & Paul K. Hatl, Methods in Research, McGraw Hills, New Delhi.
4. Business Research Methods - Donald Cooper & Pamela Schindler, TMGH, 9th edition.
5. Business Research Methods – Alan Bryman & Emma Bell, Oxford University Press.

Web Links

1. <https://www.swayamprabha.gov.in/index.php/program/archive/16>
2. <https://www.swayamprabha.gov.in/index.php/program/archive/5>

Course Title: Business Finance- Balance sheet Analysis

Course No.

Course Credit: 04 (3-1-0)
Max. Marks: 100 (30I+70E)

Objectives

To introduce the concepts, theoretical frameworks, issues in Business Finance

Learning Outcomes

- Students will able to examine, learn, and understand fundamental principles of Business Finance.
- Students will examine, learn, and understand the role of Balance sheet Analysis as well as various methods used to establish and maintain it.
- Students will examine, learn, and understand report writing methods, techniques, and skills.

Unit	Topic	Key Learning	Hours
I -	Financial Management: Meaning, nature and scope of finance; financial goal profit Vs. Wealth maximisation; Finance functions – investment, financing and dividend decisions. Understanding Financial Statements, Interpreting Financial Statements	• To understand financial statements and principles underlying them and to develop skills in reading Annual Reports.	15
II -	Accounting Mechanics, Process and System (Introducing Book Keeping and Record Maintenance, The concept of double entry and fundamental principles, Journal, Ledger, Trial Balance, Cash Book, Subsidiary Books)	• To acquaint them in brief with accounting mechanics, process and system, but emphasis is laid on sound concepts and their managerial implications.	15
III -	Bank Reconciliation Statement, Rectification of Errors, Final Accounts, Extended Trial Balance to Final Accounts, Final Accounts from Incomplete Records	• To lay a foundation for developing their skills in interpreting financial statements.	10
IV -	Significant Accounting Policies, Accounting Standards, Certain Special Features of Corporate Accounting, Form and Contents of Financial Statements and Interfaces with Companies Act	•	10
V -	Creative Accounting and Implications thereof, Analysing and Interpreting Financial Statements, Cash Flow and Fund Flow Techniques		10

Books Recommended

Text Books

Course Title - Computer Application in Business

Course Credit: 04 (2-0-2)

Course Code.

Max. Marks:50 (15I+35E)

Objective

The syllabus introduces students to basic information and communication technology and proper paradigms that need to be implemented to develop any kind of computer applications. The course will help in developing the basic technical skills by hands on experience.

Learning Outcome

- State the applications of Computers and understand the basic components of computer. (Theory)
- Identify & describe various parts of computers like CPU, keyboard, monitor, etc. (Theory)
- View files, work with files and customize window (Theory)
- Able to Differentiate in various operating system. (Theory)
- Apply the office Applications for the task assigned by the authorities. (Theory)
- Outline the basics of Networking. (Theory)
- Make use of Internet and its applications when required. (Theory)

Unit	Topic	Key Learning	Hours
I - Introduction to Computer System	Basic Applications of Computer; Anti-virus software, Introduction to number system; Operating System: Overview of operating system: Types of operating system; Batch Processing, Comparison between DOS, Unix, Windows, IOS, etc.	•	10
II - Understanding Office Applications	Introduction to MS Word, Menus, Shortcuts, Document types, Formatting documents, Macros, Mail merge; Introduction to MS PowerPoint: Different templates	•	20 (10+10)
III - Introduction to MS-Excel	Introduction to MS Excel and its applications; Feature of MS-Excel, Entering and Accessing Data, Entering Series, Editing Data, Cell Referencing, Ranges, Charts and Tables	•	• 20 (10+10)
IV - Functions & Formulae	Date and time Functions, Auto sum, Copying Formula, Formatting Data, Creating Charts, formatting charts, Creating Database, Sorting Data, Filtering, etc. Pivot Table & Chart, Coding of Data in Excel, Statistical functions (if, sumif, countif, countblank, rank, etc), Lookup functions (hlookup, vlookup), Two level nested functions.	• • •	• 20 (10+10)
V - Introduction to DBMS/RDBMS	MS-Access; Basic concepts, Concept of files, record, data, information retrieval; Data dictionary, DBMS operations performed on DBMS System; Internet and Networking: Introduction to Internet and protocols: TCP/IP, Network connecting devices, Web Browsers; Search engines, Shared Services- Forms, Docs, Sheets, Meets, Drive, Clouds Introduction.	• • •	• 20(10+10)

Books Recommended

Text Books

1. Computers and Beginners by Jain, V.K.;
2. Computer Fundamentals by Anita Goel, Pearson.

Reference Books

1. Introduction to Information Technology, Leon Tech World by Leon and Leon
2. Foundations of Computing, BPB Publication by Sinha, Kr. Pradeep and Preeti Sinha;
3. Word Processing and Typing by Sharon Spencer, Heinemann.
4. MS Office by S.S. Srivastava, Firewall Media.
5. Microsoft Office 2010 by Bittu Kumar, V & S Publications
6. Data Communication and Networking by Behrouz.A. Forouzan, McGraw Hill

Web Links

<http://cec.nic.in/E-Content/Pages/default.aspx>

Course Title – Computer Application in Business

Course code.

Max. Marks: 50 (35I+15E)

Objective

The syllabus introduces students to basic information and communication technology and proper paradigms that need to be implemented to develop any kind of computer applications. The course will help in developing the basic technical skills by hands on experience.

Learning Outcome

- Demonstrating network troubleshooting. (Practical)
- Able to Work on MS Office. (Practical)
- Use word processing software to create and edit official documents and reports (MS Word or equivalent) (Practical)
- Use software to create and edit presentations (MS PowerPoint or equivalent) (Practical)
- Use software applications to create, apply & modify formulas, generate reports, maintain database & compile data (MS Excel or equivalent) (Practical)
- Use of standard operating manuals and procedures for dealing with work related to computer application (Practical)
- Sending E-mails and internet surfing using various search engines. (Practical)
- Outline the working of different operating system. (Practical)

Practical:

1. Troubleshooting
2. Practical based on to be exposed/shown various components and supposed how to switch on a computer.
3. Handling Boot Setup, Installation of Operating System, Connecting your client to server, User and Workgroup Handling, General Operating system handling and related topics.
4. Wordpad, Notepad, Sticky Note, Snipping tool, Paint
5. Ms Word
6. MS-Excel- Creating charts, Creating tables
7. MS-PowerPoint
8. MS-Outlook
9. Case study on Operating systems (Windows/ Ubuntu/ Android/IoS)
10. Networking
11. Software: Preparatory and open domain

Books Recommended

Text Books

1. Computers and Beginners by Jain, V.K.;
2. Computer Fundamentals by Anita Goel, Pearson.

Reference Books

1. Introduction to Information Technology, Leon Tech World by Leon and Leon
2. Foundations of Computing, BPB Publication by Sinha, Kr. Pradeep and Preeti Sinha;
3. Word Processing and Typing by Sharon Spencer, Heinemann.
4. MS Office by S.S. Srivastava, Firewall Media.
5. Microsoft Office 2010 by Bittu Kumar, V & S Publications
6. Data Communication and Networking by Behrouz.A. Forouzan, McGraw Hill

Web Links

<http://cec.nic.in/E-Content/Pages/default.aspx>

Course Title- Business Communication

Course Credit: 04 (2-0-2)
Max. Marks: 100 (30I+70E)

Course Code.

Objectives: To develop effective communication skills among the students for the business world

Learning Outcome

- Able to communicate effectively and will have improved verbal communication. (Theory)
- Able to write paragraphs on different topics with the correct usage of vocabulary and will improve the written as well as verbal communication. (Theory)
- Effectively use established communication systems and protocols in the workplace (Theory)
- Learn the basics of various business processes, challenges and resolution of the customer queries. (Theory)
- Identify clients and their needs through effective communication and use this information to develop effective work practices and outcomes (Theory)

Unit	Topic	Key Learning	Hours
I - Basics of Communication	Process, Types, Purpose & Barriers; Oral communication: noise, listening-process, types of listening, deterrents to listening process, essentials of good listening;	•	10
II - Presentation skills	Prerequisites of effective presentation, format of presentation; Assertiveness – indicators of assertive behaviour, strategies of assertive behavior.	•	20
III - Nonverbal communication	Gestures, handshakes, gazes, smiles, hand movements, style of working, dress and appearance; business etiquettes: business manners of people of different cultures	•	• 10
IV - Written communication	Mechanics of writing, report writing, circulars, notices, memos, agenda and minutes; business correspondence – business letter format, style of letter arrangement, types of letters, electronic mail; developing resume	• • • •	• 10
V - Communication in Practice	Preparing for interviews- types of interviews, group discussion; Telephone etiquettes-Dos and Don'ts, communicating effectively; Social media profile, Different types of profiles, Editing and Posting on social media profile	• • • •	• 10

List of Practical

1. Listening skill
2. Presentation Skill
3. Role Plays
4. Business meetings
5. Team work
6. Group discussion
7. Case study

Books Recommended

Text Books

1. SIZZLERS Board of Editors Publishers: Manimekala Publishing House 39, Norh Chitrai Street, Madurai-625001
2. Essentials of Business Communication - Rajendra Pal and J. S. Korlhalli - Sultan Chand & Sons, New Delhi.

Reference Books

3. Business Communication (Principles, Methods and Techniques) Nirmal Singh - Deep & Deep Publications Pvt. Ltd., New Delhi.
4. Business Communication - Dr. S.V. Kadvekar, Prin. Dr. C. N. Rawal and Prof. Ravindra Kothavade - Diamond Publications, Pune.
5. Business Correspondence and Report Writing - R. C. Sharma, Krishna Mohan – Tata McGraw-Hill Publishing Company Limited, New Delhi.
6. Modern Business Correspondence - L. Gartside - The English Language Book Society and Macdonald and Evans Ltd.
7. Business Communication - M. Balasubrahmanyam - Vani Educational Books.
8. Creating a Successful CV - Siman Howard - Dorling Kindersley.
9. Business Communication - K. K. Sinha - Galgotia Publishing Company, New Delhi.
10. Media and Communication Management - C. S. Rayudu - Himalaya Publishing House, Bombay.

Course Title: Performance and Talent Management

Course Credit: 04 (3-1-0)
Max. Marks: 100 (30I+70E)

Course Code.

Objectives

To introduce the concepts, theoretical frameworks, issues in HRM and make participants understand the role of HRM in organizations.

Learning Outcomes

- The students will be able to develop their interpersonal skills, and to
- The students will be able to understand the effectiveness of work as managers or professionals in a team.
- Will be able to Manage their work to meet requirements

Unit	Topic	Key Learning	Hours
I - Performance Management	Introduction; Role of performance in organization; Dimensions; Role of appraisals in Performance Management; Performance management process; Linkage of performance management system with other HR practices.	•	15
II - Performance Planning & Analysis	Performance planning; Ongoing support and coaching; Performance measurement and evaluation; Performance management and appraisal; Methods of performance appraisal; Appraisal Communication; Counseling, Identifying potential for development; Linking pay with performance.	•	15
III - Implementation and Issues in Performance Management	Implementing performance management system- Strategies and challenges; Characteristics of effective performance metrics; Role of HR professionals in performance management; Performance management as an aid to learning and employee empowerment; Performance management documentation; Performance management audit; Ethical and legal issues in performance management; Use of technology and e-PMS, Performance management practices in Indian organizations.	•	10
IV - Talent Management	Concept and approaches; Framework of talent management; Talent identification, integration, and retention.	•	10
V - Talent Management Practices and Process	Building the talent pipeline; Managing employee engagement; Key factors and different aspects of talent management; Using talent management processes to drive culture of excellence; Talent management in India; Future directions in talent management practice and research.		10

Books Recommended

1. Prem Chadha, Performance Management, Macmillan.
2. T.V.Rao, Performance Management & Appraisal Systems, Response Books.
3. Herman Aguinis, Performance Management, Pearson education.
4. Armstrong, M. & Baron, A., *Performance management and development*, Jaico Publishing House, Mumbai.
5. Armstrong, M., *Performance management: Key strategies and practical guidelines*, Kogan Page, London.
6. Bagchi, S. N., *Performance management*, Cengage Learning India.
7. Bhattacharyya, D.K., *Performance management systems and strategies*, Pearson Education.
8. Robert B., *Performance management*, McGraw-Hill Education India.
9. ASTD, *Talent management: Strategies for success from six leading companies*, Cengage Learning.

Course Title: Management of Industrial Relations

Course Credit: 04 (3-1-0)

Course No.

Max. Marks: 100 (30I+70E)

Objectives

To introduce the concepts, theoretical frameworks, issues in HRM and make participants understand the role of HRM in organizations.

Learning Outcomes

- The students will be able to develop their interpersonal skills, and to
- The students will be able to understand the effectiveness of work as managers or professionals in a team.
- Will be able to Manage their work to meet requirements

Unit	Topic	Key Learning	Hours
I - Structure & Evolution of IR	Concept, Nature and models of IR- Unitarist, Pluralist, Dunlop's and Marxist perspectives of IR; Industrial relations system in India: Structure and its evolution; Major contemporary developments in global economy and polity and their impact on industrial relations scenario in India.	•	15
II - Industrial Conflict and Disputes Resolution	Industrial Relations Machinery in India; Provisions under the Industrial Disputes Act, 1947- Authorities under the Act, Reference of disputes to boards, courts or Tribunals, Procedures, Powers and duties of authorities, Strikes, Lockouts, Layoff and retrenchments, unfair labour Practices, Penalties.; Methods of industrial disputes resolution; Forms of industrial conflicts; Labour turnover; workplace practices and cooperation; Dynamics of conflict and collaboration; Trends in industrial conflict; Nature, causes and types of industrial disputes-handling interest and rights disputes, Statutory and Non-statutory.	•	15
III - Trade Unionism, Negotiations & Collective bargaining	Provisions of Trade Union Act, 1926- Definitions, Legislations of Trade unions, rights and Liabilities of Registered Trade Union, Regulations, Penalties and procedure; Management of labour; Management control strategies; Business strategies and industrial relations; Role of market conditions; Structure for management of Industrial relations; Concept, Nature, functions and Types of Collective bargaining; Collective bargaining in the Indian context; Negotiating a collective bargaining agreement.	•	10
IV - Industrial Relations, Discipline & Z HRM performance	Unions and productivity; Union, industrial relations climate and performance; the conciliation and arbitration system and performance; labour market and economic performance; Nature of grievances and grievance procedures; Handling employee grievances. Industrial indiscipline- An overview of Disciplinary enquiries, Salient features of Industrial Employment (Standing Orders) Act, 1946; Disciplinary action and termination of employment contract. Linking IR Strategy and HRM strategy.	•	10
V - Industrial Democracy	Concept and scope of industrial democracy, Workers' participation- Strategy, practices, behavioural science input/contribution and models; Rationale for participation, Issues in participation, strategies for making participation effective; Emerging trends in Union-Management relations; Technology and industrial relations; Principles and variables of comparative analysis (culture, values, ideologies, politico-economic structure)		10

Books Recommended

1. Venkataratnam, C. S. *Industrial Relations: Text and Cases*. Delhi. Oxford University Press.
2. Michael Salamon, *Industrial Relations—Theory & Practice*. London. Prentice Hall.
3. Bray, M, Deery.S, Walsh.J, and Waring P, *Industrial Relations: A Contemporary Approach*, Tata Mc Graw Hill.
4. Dwivedi, R.S., *Managing Human Resources: Industrial Relations in Indian Enterprises*, New Delhi, Galgotia Publishing Company.
5. Edwards, P. *Industrial Relations: Theory and Practice in Britain*. U.K. Blackwell Publishing.
6. Kaufman, B. *The global evolution of industrial relations: events idea and the IIRA*. Geneva: International Labour Office.
7. Singh, P., & Kumar, N. *Employee Relations Management*. New Delhi: Pearson Education India.

Course Title: Strategic Human Resource Management

Course Credit: 04 (3-1-0)
Max. Marks: 100 (30I+70E)

Course Code.

Objectives

The objective of the course is to develop the perspective of strategic human resource management.

Learning Outcomes

- The students will be able to develop their interpersonal skills, and to
- The students will be able to understand the effectiveness of work as managers or professionals in a team.
- Will be able to Manage their work to meet requirements

Unit	Topic	Key Learning	Hours
I - Introduction to Strategic HRM	Traditional Vs. strategic HR, Typology of HR activities, 'Best fit' approach Vs 'Best practice' approach, Business Strategy and Organisational Capability Global Environment of HR: Change & Diversity	• Distinguish the strategic approach to human resources from the traditional functional approach	15
II - Investment perspective of human resources	Investment Consideration, investments in Training and Development, investment Practices for improved Retention, investments job secure work courses, Non-traditional investment Approaches. SHRM: Aligning HR with Corporate Strategy SHRM: Universalistic, Contingency and Configurational Approaches	• Understand the relationship of HR strategy with overall corporate strategy.	15
III - Planning and Implementing Strategic HR policies	Strategic HR Planning Acquisition and Development Corporate Strategy and Career Systems; Change, Restructuring and SHRM Corporate Ethics, Values and SHRM	• Understand the strategic role of specific HR systems	10
IV - Aligning HR Systems with business strategy	Strategic Role of HRM, Alternative HR systems, Linking HRM practices to organizational outcomes, Human Resource Strategy Formulation, HR Strategy in workforce utilization, Competencies of HR Professional in a SHRM Scenario, Evaluating the Effectiveness of SHRM	•	10
V - International and Comparative SHRM	Managing Global Human Resources, Evaluating HR functions in International Context, Expatriation and repatriation management in global HRM, High Performance Work Practices, Emerging Issues in Strategic HRM	Appreciate SHRM in the context of changing forms of organisation	10

Books Recommended

1. Gary Dessler, Human Resource Management, PHI, New Delhi, 2003.
2. Charles R. Greer, Strategic Human Resource Management, Pearson Education, 2003.
3. Luis R. Gomez-Mejia, David B. Balkin, Robert L. Cardy, Managing Human Resources, PHI, 2001.
4. Peter J. Dowling, Denise E. Welch, Randall S. Schuler, International Human Resource Management, Thomson South-Western, 2002.

Course Title: Cross Culture Human Resource Management

Course Credit: 04 (3-1-0)
Max. Marks: 100 (30I+70E)

Course No.

Objectives

The objective of the course is to enable the students to develop the concept of diversity, cross cultural and diversity issues and challenges and the benefits of diversity in the workplace. It shall also capitalize on the creativity and richness that diversity offers.

Learning Outcomes

- The students will be able to develop their interpersonal skills, and to
- The students will be able to understand the effectiveness of work as managers or professionals in a team.
- Will be able to Manage their work to meet requirements

Unit	Topic	Key Learning	Hours
I - Cross-Cultural Management	Meaning and Concepts; Cross-Cultural Puzzle of Global Human Resource Management; Global Strategy and Culture;	•	15
II - Frameworks in Cross-Cultural Management	Kluckhohn and Strodtbeck framework, Hofstede's Cultural Dimensions, Trompenaer's Dimensions, Schwartz Value Survey, the GLOBE Study; Use of Frameworks; International and Cross-Cultural Research: Types and Critiques.	•	15
III - Work Behaviour & Management Values across Cultures	National Culture Vs Organization Culture; Coping with cultural differences; Understanding socialization; International Ethics and Culture; Explaining the Differences in Comparative HRM,	•	10
IV - Cultural Diversity	Meaning and Nature; Diversity and exclusion: A critical workforce problem; The importance of valuing diversity; Cultural Synergy; The challenge of work force-diversity: Stereotypes and Prejudice, Dehumanization and oppression, Employment-related discrimination;	•	10
V - Diversity Management	Diversity Management Programmes; Diversity Management in International Organizations: Women in International Management, Role of Organizational Processes, Dual-Career Couples, Implications: The Implications of International Working on Work-Life Balance, Alternative forms of International Working, Measuring the Value of International Assignments.		10

Suggested Readings:

1. Barlett, Christopher and Sumantra Ghoshal, Managing Across Borders: The Transnational Solution, Harvard Business School Press, 1998.
2. Leaptrott, Nan, Rules of the Games: Global Business Protocol, Thomson Executive Press, 1996.
3. Mary O'Hara-Deveraux and Robert Johnson, Global Work: Bridging Distance, Culture and Time, Jossey Bass Publishers, San Francisco, USA, 1994.
4. Adler, N J. International Dimensions of Organisational Behaviour. Boston, Kent, 1991.

Course Title: Compensation Management and Labour Laws

Course Credit: 04 (3-1-0)

Course No.

Max. Marks: 100 (30I+70E)

Objectives

To introduce the concepts, theoretical frameworks, issues in HRM and make participants understand the role of HRM in organizations.

Learning Outcomes

- The students will be able to develop their interpersonal skills, and to
- The students will be able to understand the effectiveness of work as managers or professionals in a team.
- Will be able to Manage their work to meet requirements

Unit	Topic	Key Learning	Hours
I - Compensation Management	Compensation management process, Forms of pay, Financial and nonfinancial compensation. Compensation Strategies, Assessing job values & relativities; Pay structures; Designing pay levels, mix and pay structures, construction of optimal pay structure. Paying for performance, skills and competence. International pay systems: comparing costs and systems; Strategic market mind set; Expatriate pay. Concept and Rationale of Employees Welfare.	•	15
II - The Payment of Bonus Act, 1965	Objects; Scope and Application; Definitions; Calculation of amount payable as Bonus; Eligibility and Disqualifications for Bonus; Minimum & maximum Bonus; Set on & Set off of Allocable Surplus; Application of Act in Establishment in Public Sector; Bonus linked with Production or Productivity	•	15
III - The Payment of Wages Act, 1936	Objects; Application; Responsibility for payment of wages; Fixation of wage periods; time-limits; Deduction from wages; Remedies available to worker, Powers of authorities, Penalty for offences.	•	10
IV - Minimum Wages Act, 1948	Objects; Application; Minimum Fair and Living Wages; Determination of minimum wage; Taxation of minimum wage; Advisory Board; Remedy to worker for nonpayment of minimum wages.	•	10
V - The Maternity Benefit Act, 1961	Definitions, Employment of, or work by, women prohibited during certain periods, right to payment of maternity benefits, notice of claim of maternity benefit and payment thereof, Leaves, Dismissal in absence during pregnancy, forfeiture of maternity benefits.		10

Books Recommended

1. Belchor, David W. "Compensation Administration", Prentice Hall, Englewood Cliffs. NT.
2. Henderson, R.I. *Compensation Management in a Knowledge Based World*. New Delhi: Pearson Education
3. Milkovich.G; Newman.J and Ratnam, C.S.V, *Compensation*, Tata Mc Graw Hill, Special Indian Edition.
4. Armstrong, M. & Murlis, H. *Reward Management: A Handbook of Salary administration*, London: Kegan Paul
5. Sharma, J.P. *An Easy Approach To Company And Compensation Laws*. New Delhi: Ane Books Pvt Ltd.
6. Malik, P.L. *Handbook of Labourer and Industrial Law*, Eastern Book company.
7. Government of India Report of the National Commission on Labour Ministry of Labour and Employment, New Delhi.(latest)

Course Title: Recruitment & Selection

Course Credit: 04 (3-1-0)

Course No.

Max. Marks: 100 (30I+70E)

Objectives

To introduce the concepts, theoretical frameworks, issues in HRM and make participants understand the role of HRM in organizations.

Learning Outcomes

- The students will be able to develop their interpersonal skills, and to
- The students will be able to understand the effectiveness of work as managers or professionals in a team.
- Will be able to Manage their work to meet requirements

Unit	Topic	Key Learning	Hours
I - Job Analysis	Meaning, definition and purpose. Methods of job analysis: job analysis interviews, job analysis questionnaire, task analysis inventory, position analysis questionnaire, subject expert workshops, critical incident technique, Fleishman job analysis survey, functional job analysis, job element method, repertory grid, critical incident technique	•	10
II - Hiring Process & Hiring decision	Nature of hiring: regular, temporary, full time, part time, apprentice, contractual, and outsourcing, Existing post or new post to be created, Need analysis, cost analysis and job analysis. Hiring internally: Meaning and definition of internal recruitment. Sources of internal recruitment, Policy guidelines and union settlements. External Hiring: Meaning and definition of external recruitment, Sources of recruitment, Advantages and disadvantages. Job advertisement: drafting, size and contents. Contents of public sector recruitment: single or multiple sources and choosing the best source	•	15
III - Screening the candidates	Application Forms: bio-data / resume / curriculum vitae and weighted application blanks: meaning definition, purpose, advantages and disadvantages – taking a Behavioral approach to recruitment: spotting personality patterns, making basic assumptions, predicting the future, strategy Vs. Technique, Pinning down what is needed: targeted interviewing, focusing on behavior, assessing how person performs, assuming they have been hired. – Identifying the ingredients of success: the winning candidate's profile, challenges in the interview, the starting point, day to day execution, dealing with people, the inner person, additional characteristics. Studying the CV	•	15
IV - Testing	Meaning, definition, purpose, advantages and disadvantages, Ability tests clerical ability test, mechanical ability test, mental ability test, physical ability test, personality assessment test, typing test, shorthand test, computer proficiency test Interviewing: Planning the interview, Interview process - getting started, examining the 5 interview areas, examining the strengths & weaknesses, listening to what are being said, digging for Behavioral gold, probing for specifics, spotting patterns, using an interview checklist, Allowing candidates to ask questions at the end, explaining the procedure of selection and concluding with a happy note, making the decision. Interview in public sector undertaking, statutory requirements	•	10
V - Reference checking & Appointment orders	Meaning, definition and purpose. Verification of character, criminal antecedents, previous work behavior and education qualifications. Verification of community certificates in public sector companies Meaning, definition, and purpose. Statutory requirements (under the Shops and commercial establishments Act). Contents of appointment letter, hard copy (or soft copy), method of delivery and retrieving the acknowledgement copy. Medical Examination & acceptance of offer for joining		10

Books Recommended

Text Books

Course Title: Training and Development

Course No.

Course Credit: 04 (3-1-0)
Max. Marks: 100 (30I+70E)

Objectives

To introduce the concepts, theoretical frameworks, issues in HRM and make participants understand the role of HRM in organizations.

Learning Outcomes

- The students will be able to develop their interpersonal skills, and to
- The students will be able to understand the effectiveness of work as managers or professionals in a team.
- Will be able to Manage their work to meet requirements

Unit	Topic	Key Learning	Hours
I - Training and Development	Meaning & Concepts. Importance & Objectives of Training & Development, Process and Significant of T&D, Identification of Training Needs, Methods of Training needs, Principles and theories of Learning.	•	15
II - Training & Development Methods	Training and Development System, Training & Development Centers, Role of External Agency in Training and Development, Training for change, Resistance in Training.	•	15
III - Management Development	Developing Effective Trainers, Designing & Implementing Training Programs, Approaches to Management Development, Designing & Implementing Development Programmers.	•	10
IV - Training & Development Evaluation	: Evaluation of Training and Development Programs, Criteria, Problem and Steps Involved in evaluation, Kirkpatrick Model of Evaluation, CIRO Model, Cost-Benefit Analysis of Training.	•	10
V - Future Trends	Emerging issues in Training and Development in India, Evolving Training Policy. Team Building Exercises. Management Games, Simulations.		10

Books Recommended

1. Dayal ,I 'Manpower Training in organizations' Prentice Hall of India, New Delhi
2. Craig ,Robert 'Training and Development' McGraw Hill, New York
3. Lynton,R.P and U.Pareek 'Training and Development' Irwine Doresy, Hopwood

Course Title: Entrepreneurship

Course Credit: 04 (3-1-0)
Max. Marks: 100 (30I+70E)

Course No.

Objectives

The learner to the fields of entrepreneurship development. Focus will be to train the students to develop new projects by personal creativity and encourage them to take initiative for starting their own ventures. They also understand the role and importance of entrepreneurship for economic development.

Learning Outcomes

- To identify and develop Business Plans to start their own ventures.
- To analyse the business environment in order to identify business opportunities.
- To understand the stages of the entrepreneurial process and the resources needed for the successful development of entrepreneurial ventures.
- To understand the importance of marketing and management in businesses venture.

Unit	Topic	Key Learning	Hours
I - Entrepreneurship	Concept, knowledge and skills requirement, evolution of Entrepreneurship; Factors influencing entrepreneurship; characteristics of entrepreneur, Entrepreneur vs. entrepreneurship, Types of Entrepreneurs, Pre-requisites of Entrepreneur, emergence of entrepreneurship.	•	15
II - Starting a Venture	Role of entrepreneurship in economic development; entrepreneurship process; generating business idea – sources of new ideas, methods of generating ideas, creative problem solving, opportunity recognition; environmental scanning, competitor and industry analysis;	•	15
III - Feasibility study	Preparation of Feasibility Reports: Selection of factory location, market feasibility, technical/operational feasibility, financial feasibility: drawing business plan; preparing project report.	•	10
IV - Functional plans	Marketing plan – marketing research for the new venture, steps in preparing marketing plan, contingency planning; organizational plan – form of ownership, designing organization structure, job design, manpower planning.	•	10
V - Entrepreneurship Development	Government support to new Enterprises; Role of Government and Promotional agencies in Entrepreneurship Development; Entrepreneurship Development Programmes in India		10

Books Recommended

Text Books

Course Title: Advance Excel

Course Credit: 04 (3-1-0)

Course No.

Max. Marks: 100 (30I+70E)

Objectives

To introduce the concepts, theoretical frameworks, issues in HRM and make participants understand the role of HRM in organizations.

Learning Outcomes

- The students will be able to develop their interpersonal skills, and to
- The students will be able to understand the effectiveness of work as managers or professionals in a team.
- Will be able to Manage their work to meet requirements

Unit	Topic	Key Learning	Hours
I -		•	15
II -		•	15
III -		•	10
IV -		•	10
V -			10

Books Recommended

Text Books

Course Title: Industrial Ethics & Human Values

Course Credit: 04 (3-1-0)

Course No.

Max. Marks: 100 (30I+70E)

Objectives

To develop moral responsibility and mould them as best professionals and to create an ethical vision and achieve harmony in life

Learning Outcomes

By the end of the course student should be able to understand the importance of ethics and values in life and society.

Unit	Topic	Key Learning	Hours
I - Business ethics	Meaning of ethics, why ethical problems occur in business. Ethical principles in business: Utilitarianism: weighing social cost and benefits, Rights and duties, Justice and fairness, ethics of care, Integrating utility, rights, justice and caring,	•	15
II - Moral Issues	An alternative to moral principles: virtue ethics, Moral issues in business: Worker's and employee's rights and responsibilities, Profit maximization vs. social responsibility.	•	15
III - Self Exploration	Self Exploration-what is it? - its content and process, Ethics and Business Ethics, Concepts Values and Ethics, Controlling of the Mind: Control of the mind through Simplified physical exercise, Yoga- Objectives, Types, Asanas; Meditation- Objectives, Types, Effect on Body Mind and Soul.	•	10
IV - Human Values	Human Values-Classification of Values, Understanding Harmony in the Human Being, Ethical Corporate Behaviour, its Development, Ethical Leadership.	•	10
V - Social Responsibility	Social Responsibility of Business, Ethical Decision-making, Social Responsibility of Business and Corporate Governance, Profession and Professionalism, Professional Ethics, Intellectual property rights		10

Books Recommended

Text Books

Course Title: Current Economic Affairs

Course No.

Course Credit: 04 (3-1-0)
Max. Marks: 100 (30I+70E)

Objectives

To introduce the concepts, theoretical frameworks, issues in HRM and make participants understand the role of HRM in organizations.

Learning Outcomes

- The students will be able to develop their interpersonal skills, and to
- The students will be able to understand the effectiveness of work as managers or professionals in a team.
- Will be able to Manage their work to meet requirements

Unit	Topic	Key Learning	Hours
I -		•	15
II -		•	15
III -		•	10
IV -		•	10
V -			10

Books Recommended

Text Books