

UNIVERSITY OF MADRAS

MASTER OF BUSINESS ADMINISTRATION (MBA) DEGREE PROGRAMME SYLLABUS WITH EFFECT FROM 2023-2024

934E909: Specialization Courses in Human Resource Management

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
934E909A	Human Resources Development	Elective	3	-	-	1	3	3	25	75	100
934E909B	Performance Management	Elective	3	-	-	1	3	3	25	75	100
934E909C	Organizational Development	Elective	3	-	-	1	3	3	25	75	100
934E909D	Industrial and Labour Relations	Elective	3	-	-	1	3	3	25	75	100
934E909E	Career Management	Elective	3	-	-	1	3	3	25	75	100
934E909F	Emotional Intelligence for Managerial Effectiveness	Elective	3	-	-	1	3	3	25	75	100
934E909G	HR Analytics	Elective	2	-	1	-	3	3	25	75	100
934E909H	Learning and Development	Elective	2	-	1	-	3	3	25	75	100
934E909I	Organizational Change	Elective	2	-	1	-	3	3	25	75	100
934E909J	Strategic HRM	Elective	3	-	-	1	3	3	25	75	100
934E909K	Talent Management	Elective	3	-	-	1	3	3	25	75	100
934E909L	Workplace counselling	Elective	2	-	1	-	3	3	25	75	100
934E909M	Human Capital Planning	Elective	2	-	1	-	3	3	25	75	100
934E909N	Human Resources Information System	Elective	2	-	1	-	3	3	25	75	100
934E909O	Stress Management	Elective	2	-	1	-	3	3	25	75	100
934E909P	Competency mapping	Elective	2	-	1	-	3	3	25	75	100
934E909Q	International HRD	Elective	3	-	-	-	3	3	25	75	100
934E909R	Compensation and Rewards Management	Elective	2	-	1	-	3	3	25	75	100

(An exclusive HRM lab with simulation, AI facilities as a common facility region wise is suggested)

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
934E909A	Human Resources Development	Elective	3	-	-	1	3	3	25	75	100
Course Objectives											
C1	To understand the requirements of HRD Professional in the present content with the developmental perspective of HRD.										
C2	To analyse and explore the models and factors influencing employee behavior and Learning.										
C3	To explore the developing needs of Human capacity and its impact of HRD initiatives.										
C4	To understand the training need & explore the technique for development.										
C5	To explore the recent trends in career planning & development.										
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Definition, Scope and objectives - Evolution of HRD - Developmental Perspective of HRD - HRD at macro and micro levels: Outcomes of HRD in the National and Organizational contexts. Qualities and Competencies required in a HRD professional. Importance of HRD in the Present Context. Development of HRD Movement in India. Difference between HRM and HRD Organisation of HRD Function.							9	C1		
II	Human Resource Development System: HRD Mechanisms – Climate and Culture – Influences of Employee Behaviour – Model of Employee Behaviour – External and Internal Factors Influencing Employee Behaviour. Learning and HRD: Learning Principles – Maximizing Learning – Individual Differences in the Learning Process – Learning Strategies and Styles – Recent Developments in Instructional and Cognitive Psychology.							9	C2		

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III	Developing Human Capacity: Aptitude - Knowledge - Values - Skills of Human Relations - Responsiveness - Loyalty and Commitment - Transparency - Leadership Development. Evaluating HRD: Human Resource Accounting - HR Audit and Benchmarking - Impact Assessment of HRD initiatives on the bottom-line of an organization.	9	C3
IV	Training and Development: Meaning and Scope of training - education and development; Training need analysis - Types of training Internal and external – On - job Training & Job shadowing, SGTA- Outbound Training - Attitudinal training - Principles Involved in Selection of Training Method – Techniques of Training Different Levels - Training effectiveness.	9	C4
V	Career Planning and Development: Definition - objectives – importance – career development –Career path defining- principles of theories career planning – steps involved – succession planning. Recent Trends in HRD: Training for trainers and HRD professionals – Goal-directed work system behavior- Dynamics of HR & Employee Engagement- Sustainable Human Development- Promoting Research in HRD.	9	C5
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Understand the need of the HRD professionals.	PO1, PO8	
CO2	Integrate the concept and practical implication of learning & behavior.	PO3, PO5	
CO3	Understand the developing need of Human capacity.	PO3, PO5	
CO4	Understand Training need & its development.	PO1, PO2, PO4	
CO5	Have a better understanding of career planning & development.	PO6, PO7, PO8	
Reading List			
1.	Brian Becker, Mark Huselid, Dave Ulrich, ‘The HR Scorecard’, Harvard Business School Press.		
2.	Kirsten & Martin Edwards, ‘Predictive HR Analytics: Mastering the HR Metric’, Kogan Page.		
3.	KirsWayne Cascio, John Boudreau, ‘Investing in people. Financial Impact of Human Resource Initiatives’.		
4.	Tomas Chamorro-Premuzic, ‘The Talent Delusion’.		
References Books			
1.	Gibb, S., Human Resource Development: Foundations, Process, Context,		

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	3 rd Edition, Palgrave Macmillan, 2011.	
2.	McGuire, D. and Jorgensen, K., Human Resource Development, Sage South Asia, 2011.	
3.	Noe, R. and Deo, A., Employee Training and Development, 5 th Edition, Tata McGraw-Hill Education, 2012.	
4.	Rishipal, Training and Development Methods, S.Chand, 2011.	
5.	Saks, A., Performance Management through Training and Development, Cengage Learning, 2010.	
6.	Werner, J.M. and DeSimone, R.L., Human Resource Development, 5 th Edition, Cengage Learning, 2012.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	40 Marks
	Assignments/mini project/practical demonstrations	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	60 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	M							M
CO 2			S		S			
CO 3			M		M			
CO 4	M	M		M				
CO 5						M	M	M

S-Strong M-Medium L-Low

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
934E909B	Performance Management	Elective	3	-	-	1	3	3	25	75	100
Course Objectives											
C1	To summarize basic concepts of performance management.										
C2	To employ, and design performance management process.										
C3	To interpret optimal use of performance analysis techniques.										
C4	To elucidate role of Performance Management system and standards in place.										
C5	To constitute and appraise high performance teams.										
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Performance Management Definition – History, Dimensions of – Role in Organizations – Characteristics of an ideal Performance Management Systems – Challenges of a Poorly Implemented Performance Management System.							9	C1		
II	Performance Management Process: Defining Performance – Determinants of Performance – Approaches to Measuring Performance – Performance in Performance Management – Process of Performance Management – Performance Management and Human Resource Management.							9	C2		
III	Performance Planning: Ongoing support and coaching Theories of Goal-setting – Setting Performance Criteria – Components of Performance Planning - Objectives of Performance Analysis – Performance standards; BIS, ISO 9001/27001/14001/18001- Crisis Management- Performance Analysis Process.							9	C3		
IV	Performing Review and Discussion: Performing Review and Discussion: Significance of Performance Review in Performance Management – Process of Performance Review. Performance Ratings: Factors affecting Appraisals – Methods and Errors – Reducing Rater Biases. Performance Review Discussions:							9	C4		

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	Objectives – Process – Role of Mentoring and Coaching in Performance Review.		
V	Managing Team Performance: Managing Team Performance: Types of teams and Implications for Performance Management – Purpose and Challenge of Team Performance Management – Rewarding Team Performance Implementing Performance Management System: Factors affecting Implementation – Pitfalls of Implementation – Traditional Practices in the Industry.	9	C5
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Recognize and apply performance management techniques.	PO2, PO6	
CO2	Design performance management process across various business units.	PO2, PO8	
CO3	Formulate, comply and implement performance analysis tools and standards.	PO2, PO4, PO7	
CO4	Construct performance review and employ Performance Management system.	PO1, PO5	
CO5	Critique team management strategies.	PO1, PO5	
Reading List			
1.	Sir John Whitmore, ‘Coaching for Performance’		
2.	Andrew S Grove, ‘High output Management’		
3.	Camille Fournier, ‘The Manager’s Path’		
4.	Christopher D lee, ‘Performance Conversations’		
References Books			
1.	Aguinis, H., Performance Management, 4 th Edition, Chicago Business Press, 2019.		
2.	Jason Lauritsen, Unlocking High Performance: How to use performance management to engage and empower employees to reach their full potential, 1 st Edition, Kogan Page, 2018.		
3.	T V Rao, Performance Management: Toward Organizational Excellence, 2 nd Edition, SAGE response, 2015.		
4.	Armstrong, M., Armstrong’s Handbook of Performance Management, 4 th Edition, Kogan Page, 2012.		
5.	Madhu Arora, Poonam Khurana, Sonam Choiden, Performance Management-Happiness and Keeping Pace with Technology, 1st Edition, CRC Press, 2020.		
6.	Hedda Bird, The Performance Management Playbook, 1 st Edition, Pearson, 2022.		

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Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	40Marks
	Assignments/mini project/practical demonstrations	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	60 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussions, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		M				M		
CO 2		M						M
CO 3		M		M			M	
CO 4	M				S			
CO 5	M				S			

S-Strong M-Medium L-Low

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
934E909C	Organizational Development	Elective	3	-	-	1	3	3	25	75	100
Course Objectives											
C1	To generalize a fair comprehension of basic concepts on OD.										
C2	To assimilate design elements of OD.										
C3	To summarize the effects of Organizational culture and reinforcing techniques.										
C4	To illustrate the effectiveness of working in teams.										
C5	To interpret constructs of well-being and approaches to achieving a balance.										
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Introduction- evolution- basic values and assumptions- foundations of OD- Process of OD - managing the phases of OD- Organizational diagnosis – OD Techniques - Questionnaire, interview, work task force- collecting, analyzing- feedback of diagnostic information.							9	C1		
II	Approaches: Key Organizational Designs – Procedures-Differentiation & Integration - Basic Design – Dimensions Determination of Structure- Forces Reshaping Organization – Life Cycles in Organization.							9	C2		
III	Organizational culture: Key Role of Organizational Culture - Functions & Effects of Organizational Culture - Leaders role in shaping and reinforcing culture, Developing a Global Organizational Culture.							9	C3		
IV	Groups & teams: Work Groups & Teams - Preparing for the world of work Group Behavior - Emerging issues of Work Organization and Quality of Work Life – Career stage model – Moving up the career ladder.							9	C4		
V	Wellbeing: Stress and Well Being at Work: Four approaches to stress - Sources of stress at work, consequences of stress - Prevalent Stress Management - Managerial implications.							9	C5		

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	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Comprehend and justify basic concepts on OD.	PO2, PO6	
CO2	Assimilate and design OD process.	PO4, PO8	
CO3	Summarize Organizational culture and use reinforcing techniques.	PO3	
CO4	Illustrate effectiveness of working in teams.	PO1, PO5	
CO5	Interpret constructs of wellbeing and approaches to achieving a balance.	PO1, PO3, PO5	
Reading List			
1.	Laslo Bock, ‘Work Rules-Insights from inside Google’		
2.	Edgar H Schein, ‘Organisational Culture and Leadership		
3.	Kirk Blackard, James W Gibson, ‘Capitalizing on conflict’		
4.	Peter S Cohan, ‘Value Leadership’		
References Books			
1.	Anderson, D., Organization Development: The Process of Leading Organizational Change, 5 th Edition, Sage Publication 2019.		
2.	W. Warner Burke, Debra A. Noumair, Organization Development: A Process of Learning and Changing 3 rd Edition, Pearson FT Press, 2015.		
3.	French, W., Bell, C. and Vohra, Organization Development: Behavioral Science Interventions for Organization Improvement, 6 th Edition, Pearson Higher Education, 2017.		
4.	Cummings, T., Theory of Organization Development and Change, 9 th Edition, South-Western, 2011.		
5.	Cheung-Judge, M. and Holbeche, L., Organization Development: A Practioner’s Guide for OD and HR, Kogan Page, 2 nd Edition, 2015.		
6.	Ramanarayan, S. and Rao, T.V., Organization Development: Accelerating Learning and Transformation, 2 nd Edition, Sage India, 2011.		
Methods of Evaluation			
Internal Evaluation	Continuous Internal Assessment Test		40 Marks
	Assignments/mini project/practical demonstrations		
	Seminars		
	Attendance and Class Participation		
External Evaluation	End Semester Examination		60 Marks
	Total		100 Marks
Methods of Assessment			
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions		
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview		

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Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		M				M		
CO 2				M				M
CO 3			M					
CO 4	M				S			
CO 5	M		M		S			

S-Strong M-Medium L-Low

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
934E909D	Industrial and Labour Relations	Elective	3	-	-	1	3	3	25	75	100
Course Objectives											
C1	To familiarize the students to the basic concepts of Industrial Relations in order to aid in understanding how an industry functions.										
C2	To provide insights on Industrial Harmony and Conflicts										
C3	To throw light on Labour Relations, Joint consultation										
C4	To explicate on Trade Union, Problems and role of Indian Trade Unions.										
C5	To elucidate on Collective Bargaining, Tripartite Machinery										
UNIT	Details							No. of Hours	Course Objectives		
I	Industrial Relations: The changing concepts of Industrial relations- Factors affecting employee stability. Application on Psychology to Industrial Relations. Codes of Conduct.							9	C1		
II	Industrial Harmony and Conflict: Harmonious relations in industry- importance and means; cause of industrial disputes- Machinery for settling of disputes- Negotiation- Conciliation- Mediation- Arbitration and Adjudication- Strikes- Lock-outs- Lay-off and Retrenchment- Code of Discipline- Grievance procedure-Labour management co- operation; Worker's participation in management.							9	C2		
III	Labour Relations: Changing concept of management labour relations- Statute laws- Tripartite conventions- development of the idea of social justice- limitation of management prerogatives increasing labour responsibility in productivity. Joint Consultation: Principal types- Attitude of trade unions and management- Joint consultation in India.							9	C3		
IV	Trade Unions: Trade Unions and their growth-economic- social and political conditions leading to the development of trade unionism- Theories of trade							9	C4		

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	unionism- Aim and objectives of trade unions- Structure and governing of trade unions. Problems and Role of Indian Trade Unions: Recognition and leadership- Finances and Membership- Compulsory versus free membership- Political activities- Welfare- Legislation- Majority and Minority unions- Social responsibilities- positive role in economic and social development.		
V	Collective Bargaining: Meaning- Scope- Subject matter and parties- Methods and tactics- Administrations of collective bargaining agreements- Charter of Demands & Counter Demands- Fair and unfair labour practice. Tripartite Machinery: At the center and in the states- I.L.O. – Its functions and role in labour movement – Industrial health and safety- Industrial legislations.	9	C5
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Generalize with the basic concepts of Industrial Relations.	PO2, PO6	
CO2	Enumerate insights on Industrial Harmony and Conflicts.	PO4, PO8	
CO3	Have insights on Labor Relations, Joint Consultation	PO8	
CO4	Summarize best practices of Trade Union, Problems and role of Indian Trade Unions	PO1, PO5	
CO5	Demonstrate policies for Collective Bargaining, Tripartite Machinery.	PO1, PO3, PO5	
Reading List			
1.	Campbell Balfour, ‘Industrial Relations in the common market’		
2.	Michael Poole, ‘Theories of Trade unionism’		
3.	Srikanth Goparaju, ‘Industrial Relations in Modern India’		
4.	Glenn Diesen, ‘Great Power Politics in the fourth Industrial Revolution’		
References Books			
1.	Tripathi PC, Gupta C B & Kapoor N D., Industrial Relations and Labour Laws., 6 th Edition 2020.		
2.	Sen, R., Industrial Relations: Text and Cases, 2 nd Edition, Macmillan PublishersIndia, 2009.		
3.	Monappa, Nambudri and Selvaraj, Industrial Relations and Labour Laws, 2 nd Edition, Tata McGraw-Hill, 2012.		
4.	PRN Sinha, and Sinha Indu Bala, Industrial Relations, Trade Unions and Labour Legislation, Pearson, 3 rd Edition, 2017.		
5.	Sivarethinamohan R, Industrial Relations and Labour Welfare, PHI Learning, 1 st Edition 2010.		

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6.	VenkataRatnam, C. S., Industrial Relations, Oxford University Press, 2 nd Edition, 2017.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	40 Marks
	Assignments/mini project/practical demonstrations	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	60 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		M				M		
CO 2				M				M
CO 3								S
CO 4	M				S			
CO 5	M		M		S			

S-Strong M-Medium L-Low

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
934E909E	Career Management	Elective	3	-	-	1	3	3	25	75	100
Course Objectives											
C1	To comprehend the dimensions of career planning and career development, career management.										
C2	To demonstrate techniques of self-assessment and changing landscapes of career management.										
C3	To discuss and debate on contemporary issues in career management, Career Anchors, and solutions for working families.										
C4	To introspect and design Process of Career planning and career development, predict and construct Career Road Maps.										
C5	To summarize and select appropriate Learning and Development for Career & Organizational growth										
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction to Career Management: Meaning and overview of career, career planning, career development and career management – Differences between Career Management, Career Development and Career Planning. Objectives and importance of career management.							9	C1		
II	Self-Assessment and Career Management: Self-Assessment and Career Management - Understanding the new career - Changing landscape of careers, Protean career, Career and identity, Understanding lifestyle and personal vision. Managing your career: Skills assessment and peer coaching.							9	C2		
III	Contemporary Issues in Career Management: Contemporary issues in Career Management - Developing Career and Work-life implications- Work, gender and dual career couples. Lifespan career development, Career Anchors, Fast track Careers Vs Slow track careers, Mid Life career blues. Career challenges and solutions for working families.							9	C3		

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IV	Career Management System in Organization: Career Management from Organizational Point of View - Career Planning Vs Succession Planning, Process of Career planning and career development. Career management strategies. Career Management Systems. Career guidance and counseling. Managers Role in Career Management. Career Road Maps.	9	C4
V	Role of Learning in Career Growth: Learning and Development for Career & Organizational growth; Strategies of getting organizations into learning mode; Expanding your Horizons. Learning Culture - Learning Management Systems.	9	C5
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Comprehend fairly the dimensions of career planning and career development, career management.	PO4, PO6	
CO2	Demonstrate techniques of self-assessment and changing landscapes of career management.	PO2, PO8	
CO3	Debate and conclude the contemporary issues in career management, Career Anchors, and solutions for working families.	PO3, PO6	
CO4	Introspect and design Process of Career planning and career development, predict and construct Career Road Maps.	PO1, PO8	
CO5	Summarize and select appropriate Learning and Development for Career & Organizational growth	PO1, PO3, PO6	
Reading List			
1.	Ben Horowitz, <i>‘The Hard Thing About Hard Things: Building A Business When There Are No Easy Answers’</i> .		
2.	Angela Duckworth, <i>‘Grit: The Power Of Passion and Perseverance’</i> .		
3.	Elaine Welteroth, <i>‘More Than Enough: Claiming Space For Who You Are (No Matter What They Say)’</i> .		
4.	Amy Cuddy, <i>‘Presence: Bringing Your Boldest Self To Your Biggest Challenges’</i> .		
References Books			
1.	Bill Burnett, Dave Evans, Designing Your Life: How to Build a Well-Lived, Joyful Life, Knopf Publisher, 1st edition 2016.		
2.	John Lees, Career Road Map, Acorn Books Ltd, 1st edition 2016.		
3.	Greenhaus, J.H., Callanan, G. A., and Godshalk, V.M. 2009, Career Management 3rd Edition, The Dryden Press, Harcourt College Publishers		
4.	Harrington, Brad and Hall, Douglas T. (2008). Career management and work / life integration: Using Self-Assessment to Navigate Contemporary Careers, 1st		

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	edition Sage Pub.	
5.	Dr. Gandham Sri Rama Krishna, Dr. N.G.S. Prasad, Miss Ch. Maheswari Rambai, Encyclopedia of Personality Development and Career Management, 1st Edition 2016 Himalaya publishing house Pvt. Ltd.	
6.	Jonothan P West, Career Planning, Development, and Management: An Annotated Bibliography Routledge, 1st edition 2017.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	40 Marks
	Assignments/mini project/practical demonstrations	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	60 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				S		M		
CO 2		M						M
CO 3			S			M		
CO 4	M							M
CO 5	M		M			S		

S-Strong M-Medium L-Low

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
934E909F	Emotional Intelligence and Managerial Effectiveness	Elective	3	-	-	1	3	3	25	75	100
Course Objectives											
C1	To familiarize the students to the basic concepts of Emotional Intelligence										
C2	To provide insights on Emotional Competencies										
C3	To throw light on Emotional literacy										
C4	To elucidate on significance of Emotional Intelligence										
C5	To create awareness and importance of Emotional Learning in organizations										
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction to Emotional Intelligence: Emotional Brain, Theories of Emotion, Emotional Intelligence, concept and its evolution, Differences between emotional quotient and intelligent quotient.							9	C1		
II	Emotional Competencies: The emotional competency framework- Self-awareness, self-regulation, motivation, social awareness (empathy) and Social skill (relationship management), Measuring Emotional Intelligence- The emotional competency inventory.							9	C2		
III	Emotional literacy: Emotional intelligence and emotional literacy, Managing aggression and depression, Emotional literacy training- developing emotional skill (awareness), cognitive skills and behavioural skill.							9	C3		
IV	Emotional Intelligence at work place: The role of EI in leadership, EI and Leadership styles, Need of EI in Building Teams.							9	C4		
V	Emotional Learning in organizations: Training of EI in organization, developing emotional competencies through relationship at work and implementing EI programs.							9	C5		
	Total							45			
Course Outcomes											

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Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Recognize and apply basic concepts of Emotional Intelligence	PO4, PO6, PO7
CO2	Enumerate and chart Emotional Competencies	PO3, PO6, PO8
CO3	Annotate and signify Emotional literacy	PO6, PO7
CO4	Be aware of using Emotional Intelligence tools	PO1, PO7, PO8
CO5	Hypothesize and assimilate importance of Emotional Learning in organizations	PO1, PO6, PO7
Reading List		
1.	Goleman, Richard Boyatzis, Annie McKee, ' <i>Primal Leadership</i> '.	
2.	Travis Bradberry, Greaves, ' <i>Emotional Intelligence 2.0</i> '	
3.	Colleen Stanley, ' <i>Emotional intelligence for sales success: Connect with customers and get results</i> '	
4.	David R. Caruso, Peter Salovey, ' <i>The Emotionally Intelligent Manager</i> '.	
References Books		
1.	Daniel Goleman, Emotional Intelligence, Bloomsbury Publishing India Private Limited, 25 th Anniversary Edition 2020.	
2.	Rajagopalan Purushothaman, Emotional Intelligence, SAGE Essentials, 2021.	
3.	Dalip Singh ,Emotional Intelligence at Work :A Professional Guide, SAGE, 1 st Edition 2015.	
4.	M S Battacharya, Emotional Intelligence, Excel Publications, 1 st Edition 2007.	
5.	Deepa R, Unearthing your Emotional Intelligence, Notion Press, 1st Edition, 2020.	
6.	Sumner Redstone , Peter Knoble ,A Passion to Win: An Autobiography , Simon & Schuster, 1 st Edition 2001.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	40 Marks
	Assignments/mini project/practical demonstrations	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	60 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	

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Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				S		S	M	
CO 2			M			S		S
CO 3						S	M	
CO 4	M						M	S
CO 5	M					S	M	

S-Strong

M-Medium

L-Low

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
934E909G	HR Analytics	Elective	2	-	1	-	3	3	25	75	100
Course Objectives											
C1	To derive a strong understanding of HR Analytics, Process and impact										
C2	To expand the learning on statistics and toolkits of HRM										
C3	To summarize the best practices in HR analytics										
C4	To collate and appraise optimal methods for measuring HR contribution										
C5	To develop and construct HR regulations and reporting requirements										
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction to human resource analytics: Understanding HR indicators, metrics and data, HR Analytics Process, Frameworks for HR Analytics: LAMP Framework, HCM 21 Framework. Application of analytical techniques to evaluate human capital impact on business.							9	C1		
II	Statistics for HRM: Statistical analysis for HR, Toolkits, Compensation KPIs, Power interest stakeholder matrix, Data models, Creating dash boards, analyzing and reporting.							9	C2		
III	Best Practices in HR analytics: Staffing, supply and demand forecasting, Total compensation analyses, Performance Analytics, Attrition Analytics, Learning and Development Analytics, Diversity Analytics, Employee engagement analytics - Employee satisfaction analytics.							9	C3		
IV	Measuring HR contribution: Developing HR Scorecard, Developing HR Analytics Unit: Analytics Culture, Analytics for decision making, Analytics for Human Capital in the Value Chain-Balance Score card – ROI –Predictive Analytics.							9	C4		
V	HR regulations and reporting requirements: HR Policies, Procedures and guidelines, Key regulations and reporting requirements, connecting missions or							9	C5		

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	goals to HR Benchmarks and metrics, Reporting & Advising - the 4 rules of reporting HR analytics - importance of data visualization.		
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Gain clarity on the concept of HR Analytics	PO1, PO2, PO6	
CO2	Explore on statistics and toolkits	PO1, PO3, PO6	
CO3	Contrasting and assimilating best practices in HR analytics	PO2, PO6	
CO4	Demonstrate in analyzing optimal methods for measuring HR contribution	PO1, PO6	
CO5	Design and construct HR regulations and reporting requirements	PO1, PO2, PO6	
Reading List			
1.	Mong Shen Ng, ‘Predictive HR Analytics, Text Mining & Organizational Network Analysis (ONA)’		
2.	Nigel Guenole, Jonathan Ferrar, and Sheri Feinzig, ‘The Power of the People: Learn How Successful Organizations Use Workforce Analytics to Improve Business Performance’		
3.	Steve van Wieren, ‘Quantifiably Better: Delivering Human Resource (HR) Analytics from Start to Finish’		
4.	Erik van Vulpen, ‘The Basic Principles of People Analytics: Learn How to Use HR Data to Drive Better Outcomes for Your Business and Employees’		
References Books			
1.	Martin Edwards, Kirsten Edwards, Predictive HR Analytics: Mastering the HR Metric, Kogan Page, 2nd Edition, 2019.		
2.	Pease G., Beresford B., Walker L., Developing Human Capital: Using Analytics to Plan and Optimize your Learning and Development Investments. Wiley, 1 st Edition, 2014.		
3.	Fitz-Enz, J., The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments, American Management Association Amacom, 1 st Edition, 2018.		
4.	Bassi, L., Carpenter, R., and McMurrer, D., HR Analytics Handbook, Reed Business, McBassi & Company, 1st Edition, 2012.		
5.	Sesil, J. C., Applying advanced analytics to HR management decisions: Methods for selection, developing incentives, and improving collaboration. Upper Saddle River, New Jersey: Pearson Education, 1 st Edition, 2017.		
6.	Dipak Kumar Bhattacharyya, Hr Analytics: Understanding Theories and Applications, Sage Publications India Private Limited, 1st Edition, 2017.		

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Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	40 Marks
	Assignments/mini project/practical demonstrations	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	60 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	M	M				S		
CO 2	M		M			S		
CO 3		M				S		
CO 4	M					M		
CO 5	M	M				M		

S-Strong

M-Medium L-Low

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
934E909H	Learning and Development	Elective	2	-	1	-	3	3	25	75	100
Course Objectives											
C1	To introduce L&D Organisations, Models, Practices and Experiential Learning Cycles.										
C2	To assimilate arguments towards designing L&D framework, Mapping organizational learning maturity and Skill Gap Analysis.										
C3	To introspect the ethical implications and L&D delivery and Design Thinking.										
C4	To demonstrate coaching and implementation of L&D strategies.										
C5	To evaluate the L&D approaches, Learning theories, Learning Analytics and redesign continuous learning										
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Learning & Development Foundation: The Design & Dynamics of Learning- Contemporary Skills for Efficient Facilitation- Contemporary Frameworks & Tools to Evaluate L&D Programs- Leadership & Management Development- Organizational Design & Development-Learning Vs Training, Training Cycle, Experiential Learning Cycles-Creating Learning ecosystems.							9	C1		
II	Learning and Development Strategy: Objectives and learning outcomes-Sequencing learning content- Training & Learning Methods-Monitoring, Assessing and Evaluation-Building a Culture of Learning-Learning Strategy- Setting Up the Learning Landscape-Mapping organizational learning maturity, Setting up learning programs and strengthening the informal learning landscape; Skill Gap Analysis-Learning Key Techniques.							9	C2		
III	Delivery: Delivery Styles, L&D activities, Physical Environment – Tools & Techniques, digital learning content, Delivery and Evaluations; Role of Learning and Development Practitioners-Issues, Design							9	C3		

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	Thinking; Ethics in Learning and Development.		
IV	Coaching Strategy: Introduction to Coaching - Evidence-Based Coaching-Coaching Process-Models- Benefits; Mentoring Process- Models- Benefits; Social Media and Collaborative Learning; Learning & Development In Organisations: Strategy, Evidence And Practice.	9	C4
V	Learning Engagement, Evaluation and Learning Analytics: Learner Engagement, Factors affecting Learning, Psychology and Neuroscience of Learning-Strategies for learning enhancement and engagement. Learning Evaluation theory and thinking -process and practice-Evaluation Methods, Approaches, Tools-Analyzing and reporting recommendations. Learning Analytics: Collecting Learning Data - Implementing Learning Analytics.	9	C5
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Comprehend the importance of L&D Organisations and design Models, Practices and Experiential Learning Cycles.	PO1, PO2, PO6	
CO2	Assimilate arguments towards designing L&D framework and Mapping Organisational Learning.	PO1, PO6, PO8	
CO3	Introspect the ethical implications of L&D delivery.	PO6, PO8	
CO4	Illustrate implementation of coaching and implementation of L&D strategies.	PO1, PO6, PO8	
CO5	Design and evaluate the L&D approaches for continuous learning and development.	PO1, PO2, PO6	
Reading List			
1.	Boller, Fletcher, ‘Design Thinking for Training and Development’		
2.	Sharon Boller, Karl Kapp, ‘Play to Learn: Everything You Need to Know About Designing Effective Learning Games’		
3.	Michelle Weise, ‘Preparing for Jobs That Don't Even Exist Yet’		
4.	Jaime Roca, Sari Wilde, ‘The Connector Manager: Why Some Leaders Build Exceptional Talent – and Others Don’t’		
References Books			
1.	Rebecca Page-Tickell, Learning and Development: A Practical Introduction (HR Fundamentals Book 15), 2 nd edition, 2018 by Kogan Page.		
2.	Kathy Beevers, Andrew Rea, David Hayden, Learning and Development Practice in the Workplace 2019, CIPD - Kogan Page; 4th edition.		
3.	Michelle R. Weise, Long Life Learning, Preparing for Jobs that Don't Even Exist Yet, 1 st Edition, Wiley 2020.		

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4.	Sharon Boller, Laura Fletcher, Design Thinking for Training and Development: Creating Learning Journeys That Get Results, ATD Press, 1 st edition, 2020.	
5.	Thomas Garavan, Carole Hogan, Amanda Cahir-O'Donnell & Claire Gubbins, Learning & Development in Organisations: Strategy, Evidence and Practice, 1 st edition, Oak Tree Press, 2020.	
6.	Andrew Mayo, Creating a Learning and development strategy, 2 nd edition, Viva CIPD, 2017.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	40 Marks
	Assignments/mini project/ demonstration sessions	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	60 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest ideas/concepts with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	M	M				S		
CO 2	M					S		M
CO 3						S		M
CO 4	M					M		M
CO 5	M	M				M		

S-Strong M-Medium L-Low

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
934E909I	Organizational Change	Elective	2	-	1	-	3	3	25	75	100
Course Objectives											
C1	To gather meaning and nature of organizational change and change process and models.										
C2	To comprehend the management of change and effective ways of managing change										
C3	To familiarize about the change agents										
C4	To summarize an in-depth analysis of OD interventions										
C5	To draw insights on HR management interventions.										
UNIT	Details							No. of Hours	Course Objectives		
I	Organizational Change: Meaning, Nature, Forces for change- change agents- Change process-Types and forms of change- Models of change- Resistance to change – individual factors – organizational factors – techniques to overcome change- Change programs – job redesign.							9	C1		
II	Management of Change: Diagnosing the organization, determining the desired future state, Implementation Action, Evaluating the Action, Institutional Action Research. Effective Ways of Managing Change: Evolutionary and Revolutionary change in organization: Continuous versus discontinuous changes, Uni-directional and cyclic changes.							9	C2		
III	Change Agents: Change Agents: Skills – External and Internal Change Agents - Resistance to change- Managing the resistance to change - Levin's change model.							9	C3		
IV	OD Intervention: Human process interventions- Individual, group and inter-group human relations- structure and technological interventions- strategic interventions – sensitivity training – survey feedback,							9	C4		

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	process consultation – team building – inter-group development.		
V	HR Management Interventions: Performance management, employee development, Workforce diversity and wellness. Strategic interventions - Mergers and acquisitions - Organizational Culture Change - Team Intervention, third-party peace-making, Structural Intervention, Comprehensive OD Interventions.	9	C5
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Comprehend the meaning and nature of organizational change and change process and models.	PO1, PO2, PO6, PO7, PO8	
CO2	Gain knowledge about the management of change and effective ways of managing change	PO1, PO5, PO6, PO8	
CO3	Contrast and hypothesize the change agents	PO2, PO6, PO7, PO8	
CO4	Gain in-depth knowledge about OD interventions	PO1, PO5, PO6, PO7, PO8	
CO5	Draw insights about HR management interventions.	PO1, PO2, PO5, PO6, PO7, PO8	
Reading List			
1.	William and Susan Bridges, <i>‘Managing Transitions: Making the Most of Change’</i> .		
2.	John Kotter and Holger Rathgeber, <i>‘Our Iceberg Is Melting: Changing and Succeeding Under Any Conditions’</i> .		
3.	Al Comeaux, <i>‘Change (the) Management: Why We as Leaders Must Change for the Change to Last’</i> .		
4.	Spencer Johnson and Kenneth Blanchard, <i>‘Who Moved My Cheese’</i> .		
References Books			
1.	Palmer. I, Dunford. R, Akin. G,(2016), Managing organizational change: A multiple perspectives approach, 3 rd edition, McGraw-Hill Irwin		
2.	R. G. Priyadarshini, Organizational Change and Development, Cengage Learning, 1 st Edition 2015.		
3.	Thomas G. Cummings, Christopher G. Worley: Organisation Development And Change, Thomson Learning, 11 th Edition, 2020.		
4.	Paul Gibbons, The Science of Successful Organizational Change: How Leaders Set Strategy, Change Behavior, and Create an Agile Culture, Pearson FT Press, 1st Edition 2015.		
5.	Organizational, Design, and Change-Gareth R. Jones, Pearson Education, 5th Edition 2007.		
6.	Dipak Kumar Bhattacharya, Organizational Change & Development, OUP		

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	India, 1 st Edition, 2011.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	40 Marks
	Assignments/mini project/ demonstration sessions	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	60 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	M	M				S	M	M
CO 2	M				M	S		M
CO 3		M				S	M	M
CO 4	M				S	M	M	M
CO 5	M	M			S	M	M	M

S-Strong M-Medium L-Low

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
934E909J	Strategic HRM	Elective	3	-	-	1	3	3	25	75	100
Course Objectives											
C1	To familiarize the students with the basic concepts of Strategic Management										
C2	To provide insights into Environmental Forecasting										
C3	To throw light on Human Resource Strategy										
C4	To elucidate on Strategic Human Resource Processes										
C5	To create awareness and importance of New Economic Policy and HRM Strategy										
UNIT	Details							No. of Hours	Course Objectives		
I	Strategic Management: Nature and Significance; Dimensions of Strategic Decisions; Strategic Management Model and components; Strategy Formulation: Formulating a Company Mission; Forces Influencing the Strategy Formulation; Porter's Model;							9	C1		
II	Environment Forecasting: Analyzing the Company Profiles; Formulating Long-Term Objectives and Grand Strategies; Strategy Implementation; Institutionalizing the Strategy; Structure, Leadership and Culture, Evaluating the Strategy; Corporate Strategy and Global Strategy.							9	C2		
III	Human Resource Strategy (HRS): Concept, Approaches, HRS and Business Strategy; Change Management Strategies, Training and Development Strategies; Organizational Performance and HRS: HRM Strategy and Difficulties in its implantation							9	C3		
IV	Strategic Human Resource Processes: Workforce Utilization and Employment Practices; Efficient Utilization of Human Resources; Dealing with employee shortages; selection of employees; Dealing with employee surpluses and special implementation challenges. Reward and development systems;							9	C4		

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	Strategically Oriented Performance Management Systems; oriented compensation systems and employee development.		
V	New Economic Policy and HRM Strategy: Role of Human Resources in Strategy Formulation: Integrating Human Resources in Strategic Decisions; HRS and HRIS; Human Resource Strategy: Some Key Issues, HRM Strategy for Future.	9	C5
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Comprehend the application of Strategic Management	PO1, PO2, PO6, PO7	
CO2	Evaluate Corporate Strategy & aid in Environment Forecasting	PO1, PO6, PO7	
CO3	Develop strategies, approaches for higher Organisational Performance	PO1, PO2, PO6	
CO4	Elucidate on Strategic Human Resource Processes and resource utilization	PO1, PO6, PO7	
CO5	Analyse and formulate New Economic Policy and HRM Strategy	PO2, PO6, PO7	
Reading List			
1.	J.C. Spender, ‘Business Strategy: Managing Uncertainty, Opportunity, and Enterprise’.		
2.	Mark Schaefer, ‘Return On Influence: The Revolutionary Power of Klout, Social Scoring, and Influence Marketing’.		
3.	Niraj Dawar, ‘Tilt: Shifting Your Strategy from Products to Customers’.		
4.	W. Chan Kim, ‘Blue Ocean Strategy, Expanded Edition: How to Create Uncontested Market Space and Make the Competition Irrelevant’.		
References Books			
1.	Ananda Das Gupta, Strategic Human Resource Management Formulating and Implementing HR Strategies for a Competitive Advantage, Productivity Press New York-Rouledge, 1 st Edition 2020.		
2.	Tanuja Agarwala, Strategic Human Resource Management, Oxford University Press, 1 st Edition 2007.		
3.	Gary Rees & Paul Smith,Strategic Human Resource Management An International Perspective,Sage,3 rd Edition, 2021.		
4.	Marielle G. Heijltjes,Strategic Human Resource Management, Sage Publications Ltd. (UK), 1 st Edition 2000.		
5.	Rajib Lochan Dhar : Strategic Human Resource Management, Excel Books New Delhi, 1 st Edition 2010.		
6.	David Ulrich, Jon Younger, Wayne Brocbank, ‘HR from the Outside In: Six Competencies for the Future of Human Resources (BUSINESS BOOKS)’.		

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	McGraw Hill. 1st Edition, 2012.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	40 Marks
	Assignments/mini project/ demonstration sessions	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	60 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	M	M				S	M	
CO 2	M					S	M	
CO 3	M	M				S		
CO 4	M					M	M	
CO 5		M				M	M	

S-Strong M-Medium L-Low

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
934E909K	Talent Management	Elective	3	-	-	1	3	3	25	75	100
Course Objectives											
C1	To have a clear understanding of the concept of talent management and its role										
C2	To acquire knowledge on talent planning										
C3	To obtain knowledge on talent acquisition and retention										
C4	To understand the concept of competency mapping and models of competency mapping										
C5	To understand the methodology to be followed in competency mapping										
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction to Talent Management: Definition, Meaning of Talent Management, Objectives & Role of Talent Management in building the sustainable competitive advantage to a firm, Key Processes of Talent Management, Benefits of Talent Management, Talent vs. knowledge people, Source of Talent, Consequences of failure in managing talent , Tools for Managing Talent. Building blocks of talent management: competencies – performance management, conducting performance reviews, Appraising executive talent, selecting the right appraisal.							9	C1		
II	Talent Planning – Understanding the needs and mind set of employees, Succession management process, Integrating succession planning and career planning, designing succession planning program, talent development budget, contingency plan for talent; building a reservoir of talent, compensation management within the context of talent management.							9	C2		
III	Talent Acquisition and Retention – Talent Acquisition- Defining Talent Acquisition, Develop high potential employees, High performance workforce, Importance							9	C3		

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	of Talent Development Process, Steps in developing talent. Talent Retention: SMR Model (Satisfy, Motivate and Reward), Employee Retention Programs, Career Planning and Development, Best practices in employee retention.		
IV	Competency Mapping: Concepts and definition of competency; types of competencies, Features of competency, approaches to mapping methods, Competency mapping procedures and steps , 5-level competency model, Developing competency models from raw data- data recording, analyzing the data, content analysis of verbal expression, validating the competency models, how competencies relate to career development and organizational goals.	9	C4
V	Methodology of Competency Mapping: Competency models people capability maturity model, developing competency framework, competency profiling, competency mapping tools, use of psychological testing in competency mapping , competency-based interviewing, assessment of competencies through 360 degree feedback, BEI, CIT, validation of competencies.	9	C5
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Have a clear understanding the concept of talent management and its role	PO2,PO4,PO5	
CO2	Have knowledge on talent planning	PO1,PO4	
CO3	Have knowledge of talent acquisition and retention	PO3,PO5,PO8	
CO4	Have an understanding of the concept of competency mapping and models of competency mapping	PO1,PO6	
CO5	Have an understanding the methodology to be followed in competency mapping	PO1,PO7	
Reading List			
1.	Talent management, William J Rothwell		
2.	Talent Management for the 21 st century, P Cappelli-HBR		
3.	Strategic Talent Management, Robert J Greene		
4.	Reinventing Talent Management, Edward E Lawler		
References Books			
1.	Seema Sanghi, The Handbook of Competency Mapping, Sage Publications, 3rd Edition, 2016		

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2.	Lance A. Berger, The Talent Management Handbook, Making Culture a Competitive Advantage by Acquiring, Identifying, Developing, and Promoting the Best People Tata McGraw Hill, 3rd Edition, 2018.	
3.	Edward J Cripe, Competency Development Guide, Workitect Inc., 1st Edition, 2012.	
4.	Lyle M. Spencer, Signe M. Spencer, Competence at work: Models for Superior Performance, John Wiley Publishing,1st Edition 2008.	
5.	Rao T.V., Performance Management: Toward Organizational Excellence, SAGE, 2nd Edition, 2015.	
6.	Sumati Ray Anindya Basu Roy, Competency Based Human Resource Management, SAGE, 1st Edition, 2019.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	40 Marks
	Assignments/mini project/ demonstration sessions	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	60 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		M		S	M			
CO 2	M			M				
CO 3			M		S			S
CO 4	M					M		
CO 5	S						M	

S-Strong M-Medium L-Low

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
934E909L	Workplace Counselling	Elective	2	-	1	-	3	3	25	75	100
Course Objectives											
C1	To familiarize the students to Understanding Workplace Counseling and role of counsellor.										
C2	To summarize and establish setting a counseling ecosystem, Training of Counsellors, Understanding Burnout and ambiguous decision making.										
C3	To extrapolate problems at workplace, Relationship concerns in the Family & Workplace and counseling interventions.										
C4	To interpret counseling evaluation formats, documentations and resolving issues.										
C5	To justify ethical code of conduct in counseling and restricting undue influences at work.										
UNIT	Details							No. of Hours	Course Objectives		
I	INTRODUCTION: Meaning and Definition of Counselling - Counselling process – Building the counselling relationship and facilitating initial disorder – In depth exploration - Understanding Workplace Counselling – History. Counsellor Qualities - Confidentiality, Unconditional Positive regard, Empathy, Active Listening, Six ways of responding.							9	C1		
II	SETTING UP COUNSELING IN THE WORKPLACE: Assessing need for workplace counselling - Preparing, Assessing, Contracting, Terminating counselling within an Organization. Training of Counsellors: Methods of training counsellors- Dynamics of counselling training- Training Ecosystem, Culture and tools. Models - Counselling Orientation - Brief Therapy - Problem Focused - Work Oriented - Manager Based - Internal, External based – Welfare -Organizational Change. Group counseling, Family Counseling- Preventive and							9	C2		

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	Proactive Counseling. Understanding Burnout, compassion fatigue, dilemma and ambiguous decision making, professional uncertainty.		
III	DEALING WITH SPECIFIC WORK PROBLEMS: Employee problem counseling - Problems of Absenteeism, Turnover, Work Stress, BOSS, ROSS, Depression, Substance Abuse. Sexual Harassment, Work-life balance, Unethical behavior in work place, Travel stress, Relationship concerns in the Family and Workplace, Psychosomatic Disorders, Internet Addiction Disorder, Eating Disorders.	9	C3
IV	EVALUATIONS: Needs Theory and Self Awareness, Johari window, learning to use free associations - Setting boundaries in Counselling - Strategies for the client to explore, understand and resolve the problem - Formative and Summative Evaluation, Methods of evaluation- Analyzing, Recording and escalation procedures. Resolving client issues - Field force analysis.	9	C4
V	ETHICS: Ethical issues in decision making, training, and counselling - Ethical responsibilities for Employers, employees and stakeholders - Ethics governing counselling. Understanding undue influences - Setting guidelines for workplace relations, ethical code of conduct, whistle blowing mechanisms, EEO, transparent support system within Organization.	9	C5
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Understand Workplace Counselling need and assume role of a counsellor	PO1,PO5	
CO2	Summarize and establish setting a counseling ecosystem	PO8	
CO3	Design solutions to workplace counseling through interventions	PO4,PO7	
CO4	Contrast counseling evaluation formats and implement appropriately	PO2,PO6	
CO5	Compare and justify ethical code of conduct in counseling and construct guidelines	PO3	
Reading List			
1.	The effectiveness of workplace counselling, J McLeod		
2.	Guidelines for counselling in the workplace, R Hughes A Kinder		
3.	Counselling in the workplace, A Coles		

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4.	Counselling in organisations, M Carroll	
References Books		
1.	S Narayana Rao, Prem Sahajpal, Counselling and Guidance, 3rd edition, TATA McGraw Hill Education, 2017.	
2.	Thomas M. Skovholt, Michelle Trotter-Mathison, The Resilient Practitioner: Burnout and Compassion Fatigue Prevention and Self-Care Strategies for the Helping Professions, 3rd Edition, Routledge 2016.	
3.	Jan Sutton, William Stewart, Learning to Counsel, Develop the Skills, Insight and Knowledge to Counsel Others, 4th edition, 2017, Robinson Publishing.	
4.	Amy Cooper Hakim, Working with Difficult People, Second Revised Edition: Handling the Ten Types of Problem People Without Losing Your Mind, Tarcher Perigee, 2nd edition, 2017.	
5.	John Ballard, Decoding the Workplace, Gildan Media, 1st edition, 2018.	
6.	Samuel T. Gladding, Counseling: A Comprehensive Profession, Pearson Education, 8th edition, 2018.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	40 Marks
	Assignments/mini project/ demonstration sessions	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	60 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S				M			
CO 2								S
CO 3				M			M	
CO 4		M				M		
CO 5			S					

S-Strong M-Medium L-Low

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
934E909M	Human Capital Planning	Elective	2	-	1	-	3	3	25	75	100
Course Objectives											
C1	To understand the basic concepts of Human resource planning										
C2	To know the sources of recruitment and recent trends in recruitment.										
C3	To explore selection and induction processes in an organization.										
C4	To know and use various promotions, transfers and separations.										
C5	To learn ethical issues in human capital planning.										
UNIT	Details							No. of Hours	Course Objectives		
I	Human Resource Planning (HRP): Objectives of HRP - Significance and methods of HRP - Methods of Forecasting, Demand and supply forecasting - Models of HRP, Job Analysis, Job Specification, Job Description, Job evaluation, linking HRP with strategic business plan.							9	C1		
II	Sources of Recruitment: Recruitment plan and methods, Recruitment policy, Features of a good recruitment policy, Employee Referral Initiatives, E-Recruitment /Online recruitment Technique - Recent trends in Recruitment, Evaluation of a recruitment program.							9	C2		
III	Selection & Induction: Selection: Selection Process, Selection Methods, Selection Test, different types of selection tests, Interview Techniques, Different types of interviews, Skill Gap Analysis Placement: Differences between recruitment, selection and placement Induction: Purpose – Objectives – Process and Principles – Factors of Effective Induction							9	C3		
IV	Promotion: Promotion Procedure & Program, Demotion. Transfer - Purpose and Procedure – Types.							9	C4		

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	Separations – Terminations – Dismissals – Suspension – Retrenchment – Layoffs – Resignations – VRS.		
V	Ethical Issues: Ethical issues in Human Capital Planning - Ethical issues in Recruitment and Selection, Ethical issues in Attrition and Retention, Ethical issues in Appraisal - Enhancing the effectiveness of Recruitment & Selection.	9	C5
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Understand about the basic concepts of Human resource planning	PO1	
CO2	Know the sources of recruitment and recent trends in recruitment.	PO2	
CO3	Use appropriate selection and induction processes in an organization.	PO4	
CO4	Know various promotions, transfers and separations.	PO2	
CO5	Learn the ethical issues in human capital planning.	PO3,PO8	
Reading List			
1.	The cumulative nature of the entrepreneurial process: The contribution of human capital, planning and environment resources to small venture performance Sigal HaberaArie Reichelb		
2.	Strategic thinking, strategic planning, strategic innovation and the performance of SMEs: The mediating role of human capital, Nagwan AlQershi		
3.	Beyond HR: The New Science of Human Capital By John W. Boudreau, Peter M. Ramstad		
4.	Human capital and regional development Alessandra Faggian, Félix Modrego, and Philip McCann		
References Books			
1.	Heneman III. H.G, Judge. T.A, R.L. Heneman, 1 st Edition 2014, Staffing Organizations, McGraw-Hill Education		
2.	Kenneth McBey, Strategic Human Resources Planning, Cengage learning, 5th Edition, 2015.		
3.	Dipak Kumar B, Human Resource Planning, Excel, 3rd Edition, 2016.		
4.	Stewart. C.J, Cash. C.J. Jr, (2014), Interviewing: Principles and Practices,14th edition, McGraw-Hill.		
5.	H.R. Appannaiah, H.A. Bhaskara, (2021) – Human Capital Management, First edition – Himalaya publishing house.		
6.	William J Rothwell, H. C. Kazanas, Planning & Managing Human Resources: Strategic Planning for Personnel Management, HRD Press Inc., 2nd Edition, 2014.		
Methods of Evaluation			
Internal	Continuous Internal Assessment Test	40 Marks	

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Evaluation	Assignments/mini project/ demonstration sessions	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	60 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S							
CO 2		M						
CO 3				M				
CO 4		S						
CO 5			M					M

S-Strong M-Medium L-Low

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
934E909N	Human Resource Information System	Elective	2	-	1	-	3	3	25	75	100
Course Objectives											
C1	To familiarize the students to the basic concepts of Data & Information										
C2	To provide insights on Data Management for HRIS										
C3	To throw light on HR Management Process & HRIS										
C4	To elucidate on HR Management Process II & HRIS										
C5	To create awareness and importance of Security, Size & Style of Organizations & HRIS										
UNIT	Details							No. of Hours	Course Objectives		
I	Data & Information: Needs for HR Manager – Sources of Data – Role of IT in HRM – IT for HR Managers – Concept, Structure, & Mechanisms of HRIS – Programming Dimensions & HR Manager – Survey of Software Packages for Human Resource Information System including ERP Software such as SAP, Oracles Financials and Ramco's Marshal [only data input, output & screens] ,EHRM ,Objectives, Advantages & Disadvantages.							9	C1		
II	Data Management for HRIS: Data Formats, Entry Procedure & Process, Data Storage & Retrieval, Transaction Processing , Office Automation, Information Processing & Control Functions, Design of HRIS, Relevance of Decision Making, Concepts for Information System Design							9	C2		
III	HR Management Process in HRIS: Modules on HR Planning, Recruitment, Selection, Placement, Module on Performance Appraisal System, Training & Development Module, Module on Pay & other Related Dimensions, Information System's support for Planning & Control.							9	C3		

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IV	HRIS Application: HR administration – Outsourcing – Job shadowing – HR planning Sub System – Data input - Data Capturing for Monitoring & Review – Outflow – Report – Information Processing for Decision Making - DSS – Overview of HR metrics.	9	C4
V	HRIS Security and Privacy: Security - Style of Organizations – Security of Data and Operations of HRIS Modules –Problems during IT Adoption Efforts and Processes to Overcome – Cyber Security – Needs – Approaches – Principles – Types – Information Security Management in HRIS.	9	C5
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Be familiarized with the basic concepts of Data & Information	PO4	
CO2	Have knowledge on Data Management for HRIS	PO2	
CO3	Know about HR Management Process & HRIS	PO1	
CO4	Will use HR Management Process II & HRIS	PO2,PO5	
CO5	Will be aware of the importance of Security, Size & Style of Organizations & HRIS	PO6,PO8	
Reading List			
1.	Human resource information systems (HRIS) and technology trust Susan K. Lippert, Paul Michael Swiercz		
2.	Human Resource Information Systems (HRIS) in HR Planning and Development in Mid to Large Sized Organization, AshaNagendra Mohit Deshpande		
3.	Human Resource Information Systems (HRIS) of Developing Countries in 21st Century: Review and ProspectsG. M. Azmal Ali Quaasar, Md. Siddikur Rahman		
4.	Human Resource Information Systems (HRIS): Providing Business with Rapid Data Access, Information Exchange and Strategic Advantage Dr. Kenneth A. Kovach, Charles E. Cathcart, Jr.		
References Books			
1.	Michael J. Kavanagh , Mohan Thite ,Human Resource Information Systems: Basics, Applications, and Future Directions ,Sage Publications Pvt Ltd,3 rd Edition, 2019.		
2.	Sathish.M.Badgi, Practical Guide to Human Resource Information Systems,PHI, 1 st Edition 2012.		
3.	Kavanagh, Human Resource Information Systems: Basics, Applications and Future Directions, Sage South Asia Edition, 1 st Edition 2011.		
4.	P.K. Gupta ,Susheel Chhabra ,Human Resource Information System ,Himalaya Publishing House, 1 st Edition, 2015.		
5.	Michael J. Kavanagh , Mohan Thite ,Human Resource Information Systems: Basics, Applications, and Future Directions ,Sage Publications Pvt Ltd,3 rd Edition,		

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	2019.	
6.	Michael Armstrong, A Handbook of Human Resource Management Practice, Kogan Page, 10th Edition, 2006.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	40 Marks
	Assignments/mini project/ demonstration sessions	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	60 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				S				
CO 2		M						
CO 3	M							
CO 4		M			M			
CO 5						M		S

S-Strong M-Medium L-Low

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
934E9090	Stress Management	Elective	2	-	1	-	3	3	25	75	100
Course Objectives											
C1	To understand the concept of stress management										
C2	To understand the impact of stress										
C3	To analyse the stress reduction techniques										
C4	To study the strategies to cope up with stress										
C5	To develop resilience to stress										
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction to Stress Management: Introduction to stress: Meaning, Definition, Eustress, Distress, Stressor-emotional, intellectual, environmental, occupational/educational performance, social, physical, and spiritual stressors- Types of stress: Acute stress, Episodic Acute stress and chronic stress, Sources of stress, signs and Symptoms,							9	C1		
II	Impact of Stress: Physiological Impact of stress, Psychological Impact of stress, Social Impact of stress, Types of intervention, The General Adaptation Syndrome - Fight or flight response, Stress warning signal							9	C2		
III	Stress Reduction Techniques: Challenging Stressful Thinking, Problem Solving and Time Management, Psychological and Spiritual Relaxation Methods, Physical Methods of Stress Reduction, Preparing for the Future: College and Occupational Stress							9	C3		
IV	Coping Strategies: Coping Mechanisms: Appraisal focused, Emotional focused and Problem focused - Stress problem solving Sequence - ABCDE problem solving Model							9	C4		
V	Developing Resilience to Stress: Understanding stress level, Role of Personality Pattern, Self Esteem, Locus of Control, Role of Thoughts Beliefs and Emotions, Life							9	C5		

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	Situation Intrapersonal: Assertiveness, Time Management		
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Have a clear understanding on the concept of stress management	PO3	
CO2	Illustrate the impact of stress and predict Stress warning signals	PO2	
CO3	Develop ability to analyse the stress reduction techniques	PO1, PO4	
CO4	Acquire the ability to identify the strategies to cope up with stress	PO5,PO6	
CO5	Develop resilience strategies to stress	PO7,PO8	
Reading List			
1.	Family stress management: A contextual approach, P Boss, CM Bryant, JA Mancini		
2.	Preventive Stress Management in Organizations, Thomas A. Wright, PhD, Joyce A. Adkins, PhD, Debra L. Nelson		
3.	Stress Management, Richard Pettinger		
4.	Stress and stress management, Crampton, Suzanne M; Hodge, John W; Mishra, Jitendra M; Price, Steve.		
References Books			
1.	Kajal A. Sharma, Cary L. Cooper, D.M. Pestonjee, Organizational Stress Around the World Research and Practice, Routledge, 1 st Edition, 2022.		
2.	Rachel Lewis, Joanna Yarker, Emma Donaldson-Feilder, Preventing Stress in Organizations: How to Develop Positive Managers, Wiley Blackwell, 1 st Edition, 2011.		
3.	Joe Martin - Managing Stress in the Workplace How to Get Rid of Stress at Work and Live a Longer Life, 1 st Edition, 2014.		
4.	Emily Nagoski , Amelia Nagoski , Burnout: The Secret to Unlocking the Stress Cycle, Ballantine Books, 1 st Edition, 2019.		
5.	Kelly McGonigal, The Upside of Stress: Why Stress Is Good for You, and How to Get Good at It, Avery Publishers, 1 st Edition 2016.		
6.	Ashley Weinberg, Valerie Sutherland, Organizational Stress Management: A Strategic Approach, Palgrave Macmillan, 5 th Edition 2010.		
Methods of Evaluation			
Internal Evaluation	Continuous Internal Assessment Test		40 Marks
	Assignments/mini project/ demonstration sessions		
	Seminars		
	Attendance and Class Participation		
External Evaluation	End Semester Examination		60 Marks

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	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1			M					
CO 2		M						
CO 3	M			S				
CO 4					M	M		
CO 5							M	M

S-Strong M-Medium L-Low

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
934E909P	Competency Mapping	Elective	2	-	1	-	3	3	25	75	100
Course Objectives											
C1	To recognize and identify importance of competency-based framework										
C2	To comprehend types and methods of competency										
C3	To demonstrate use of competency tools, framework and clusters										
C4	To audit competency implementation cycles and drive high performance										
C5	To steer stakeholders' confidence and implement competency model										
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: History and Origin of Competency - KSA Vs Competency - Reasons for Popularity of Competency - Competency & EVA -Criticisms- Iceberg Model of Competency - Operant & Respondent Traits of Competency.							9	C1		
II	Functions: Types: Threshold Competencies - Differentiating Competencies - Generic or Key Competencies - Functional or Technical Competencies - Leadership or Managerial Competencies- developing a Competence Matrix.							9	C2		
III	Framework: Sources of competence information- Tools of competencies: Behavioural Event Interview- Behavioural Description Interview- Benchmarking Established Models. Competency Clusters - HR Generic Competency Model -Supervisory Generic Competency Model- Industry Specific Models.							9	C3		
IV	Assessment: HR Competence audit-Role of Assessment centres- Strategies to address the gaps - Integrating the Competency Model - Competency based Recruitment and Selection - Competency Based Performance Appraisal - Competency Based Succession & Career Planning - Competency Based Compensation and							9	C4		

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	Benefits - Competency based Training & Development - Reassess competencies and evaluate ROI.		
V	Resistance and Implementation: Understanding Resistance -Strategies to acquire stakeholder confidence-Stakeholder’s Map-Resolving resistance. Clarifying Implementation Goals & Standards - Action Plan - Define Performance Effectiveness Criteria - Identify a Criterion Sample - Data Gathering & Interim Competency Model - Finalize & Validate Competency Model.	9	C5
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Recognize the importance of competency-based framework	PO2	
CO2	Comprehend types and methods of competency	PO1,PO4	
CO3	Demonstrate use of competency tools and clusters	PO5	
CO4	Schematize audit plans for competency implementation cycles	PO6	
CO5	Negotiate stakeholders’ confidence and implement competency model	PO7,PO8	
Reading List			
1.	Competency Mapping – A Drive For Indian Industries, Rajeshwaree A		
2.	Competency Mapping of the Employees, N. Anisha		
3.	Competency Mapping in Indian Industries -A Case Study, Amey Choudhari		
4.	Competency Measurement Model, Dario russo		
References Books			
1.	Seema Sanghi, The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations, SAGE Publications India, 3 rd edition, 2016.		
2.	Sumati Ray Anindya Basu Roy, Competency Based Human Resource Management, SAGE Publications India Pvt Ltd, 1 st Edition, 2019.		
3.	Sudhir Warier, Competency Management – A Practitioner's Handbook: Develop Self, Businesses, Communities & Societies, Notion Press, 1 st Edition, 2019		
4.	Mahesh Kuruba, Role Competency Matrix: A Step-By-Step Guide to an Objective Competency Management System, Springer,1 st Edition, 2019.		
5.	David D Dubious, Competency-Based Human Resource Management: Discover a New System for Unleashing the Productive Power of Exemplary Performers, Davies-Black Publisher, 1 st Edition, 2010.		
6.	Lyle M Spencer, Signe M Spencer, Competence at Work: Models for Superior Performance, Wiley India, 1 st Edition, 2008.		

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Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	40 Marks
	Assignments/mini project/ demonstration sessions	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	60 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		M						
CO 2	M			M				
CO 3					S			
CO 4						M		
CO 5							M	M

S-Strong M-Medium L-Low

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
934E909Q	International HRD	Elective	3	-	-	-	3	3	25	75	100
Course Objectives											
C1	To summarize and comprehend the expanding role of global corporations										
C2	To demonstrate the functioning of international assignments										
C3	To elucidate development of global IHRM practices										
C4	To interpret compliance norms of global organizations										
C5	To introspect future of sustainable IHRM practices										
UNIT	Details							No. of Hours	Course Objectives		
I	IHRD: Scope of IHRD- Positivist and Interpretive views on Culture, Values, Power-Cross Cultural Management, Model, Dimensions; Comparison between HRD India and Globalization. Learning Theories globally and implications-Career development in multinational and multicultural environment-Schein's career anchors-Holland's vocational preference inventory.							9	C1		
II	Processes: Transfer of employment practices across borders-The four influences framework-IHRM approaches-Factors affection-Implications. International Assignments and Employment practices- motives-Process-Dimensions of success and failure. Expatriation- Developing International Staff and Multinational Teams, Approaches to International Compensation.							9	C2		
III	Development & Practices: Multinational companies and Host companies-Sustainable practices of host and divergent country employment arrangements-Global Employment Relations. Training & Development in global environment-Krikpatrick's Taxonomy-Expatriate Training, PMS - Transition of Expats to global leaders-Global and local sourcing-Compliance to Labour Market-Capitalist Vs							9	C3		

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	Socialist Market economies.		
IV	Practices in Economies: PMS in different economies- Total Rewards in International Context-Components- Complexities-approaches. Global Context: EEO-Gender Sensitivity-Diversity- Inclusivity- Onshoring, offshoring, Friendshoring- Models of strategic HRD.	9	C4
V	Sustainability: Repatriation-issues-best practices; Sustainable practices through Ethics and CSR; Green HRD; Ethical Issues-dispute settlement-International labour contract. Knowledge Management-Transfer; Changing and Future Trends: International labour standards, Managing Remote Work -issues-digital privacy and decent work.	9	C5
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Demonstrate IHRM factors influential in global corporations	PO2,PO4	
CO2	Design IHRM elements for global assignments	PO1,PO5	
CO3	Critique and conclude developmental strategies for IHRM practices	PO2	
CO4	Implement and audit compliance IHRM norms	PO6	
CO5	Predict and appraise sustainable IHRM practices	PO8	
Reading List			
1.	International HRD: context, processes and people – introduction Thomas Garavan, Alma McCarthy, and Ronan Carbery		
2.	Theoretical frameworks for comparing HRD in an international context, Jean Woodall		
3.	The Issue of International Values and Beliefs: The Debate for a Global HRD Code of Ethics, Darlene Russ-Eft, Timothy Hatcher		
4.	International Technology Transfer For Competitive Advantage: A Conceptual Analysis Of The Role Of HRD, A. Ahad M. Osman- Gani		
References Books			
1.	K Ashwathappa, International Human Resource Management, TATA McGraw Hill, 2 nd Edition, 2017.		
2.	Anne-Wil Harzing, Ashly Pinnington, International Human Resource Management, SAGE, 4 th Edition, 2014.		
3.	Thomas Garavan, Alma McCarthy, Ronan Carbery, Handbook of International Human Resource Development: Context, Processes and People, Edward Elgar Publishing, 3 rd Edition, 2017.		
4.	Peter J. Dowling Marion Festing Allen D. Engle, International Human		

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	Resource Management, CENGAGE INDIA,7 th Edition , 2017.	
5.	Edwards Tony, Chris Rees, International Human Resource Management: Globalization, National Systems and Multinational Companies, Pearson Education India, 3 rd Edition, 2016.	
6.	Yongsun Paik , Charles M. Vance, Managing A Global Workforce : Challenges And Opportunities In International Human Resource Management, PHI Learning, 2 nd Edition, 2013.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	40 Marks
	Assignments/mini project/ demonstration sessions	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	60 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		M		M				
CO 2	M				M			
CO 3		S						
CO 4						M		
CO 5								M

S-Strong M-Medium L-Low

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
934E909R	Compensation and Rewards Management	Elective	2	-	1	-	3	3	25	75	100
Course Objectives											
C1	To familiarize the students to the basic concepts of compensation										
C2	To provide insights on compensation planning										
C3	To throw light on compensation Pay										
C4	To elucidate on Executive compensation										
C5	To create awareness and importance of Wage administration in India:										
UNIT	Details							No. of Hours	Course Objectives		
I	Compensation: types of compensation, conceptual framework of compensation management, Theories of wages – criteria of wage fixation – Institutional and cultural factors on compensation practices – National differences in compensation – Compensation system design issues: Compensations Philosophies, compensation approaches – Strategic							9	C1		
II	Compensation Planning: Developing a total compensation strategy – Competitive Advantage – Job evaluation systems, the compensation structure- Wage and salary surveys, the wage curve, pay grades and rate ranges, preparing salary matrix, fixing pay, significant compensation issues.							9	C2		
III	Variable Pay: Strategic reasons for incentive plans, administering incentive plans, individual incentive plans, group incentive plans ,team compensation, ESOPs, Performance measurement issues, incentive application and globalization, Managing Employee Benefits: Nature and types of benefits, employee benefits programs security benefits, retirement security benefits, health care benefits, time–off benefits, benefits administrations, employee benefits required by law,							9	C3		

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	discretionary major employee benefits, employee services designing a benefits package.		
IV	Executive Compensation: Elements of executive compensation and its management, Executive compensation in an international context, Wage Determination: Principles of wage and salary administration, methods of wage determination in India; internal and external equity in compensation systems.	9	C4
V	Wage Administration in India: wage policy in India, wage boards: structure, scope and functions, Pay Commissions. International Compensation, global convergence of compensation practices - Pay for performance for global employees -practices in different industries, Employee benefits around the world, CEO pay in a global context, Beyond compensation.	9	C5
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Be familiarized with compensation	PO4,PO8	
CO2	Understand Compensation Planning	PO1,PO2	
CO3	Design Executive Compensation	PO2,PO6	
CO4	Understand Wage administration in India	PO6,PO7	
CO5	Be aware of the importance of Wage administration in India	PO8	
Reading List			
1.	A Strategic Perspective on Compensation Management, Milkovich, George T.		
2.	Compensation Management, Dipak Kumar Bhattacharyya		
3.	Employees Perception Towards Compensation Management Practices in Software Industry: An Indian Evidience,Dr. Das Kishore Kumar		
4.	Compensation in Organizations, Sara L. Rynes, Barry Gerhart		
References Books			
1.	B. D. Singh ,Compensation and Reward Management ,Excel Books,2012.		
2.	Richard I. Henderson, Compensation Management in a Knowledge-Based World, Pearson Education,10th Edition, 2011.		
3.	Tapomoy Deb, Compensation Management, Text and Cases, Excel Books, 1st Edition, 2009.		
4.	Milkovich, Newman & Gerhart, Compensation, TMH, 10th Edition, 2011.		
5.	Jerry M. Newman ,Barry Gerhart & George T. Milkovich ,Compensation, McGrawHill,12 th Edition, 2020.		
6.			
Methods of Evaluation			
Internal	Continuous Internal Assessment Test	40 Marks	

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Evaluation	Assignments/mini project/ demonstration sessions	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	60 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
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Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				M				M
CO 2	M	M						
CO 3		M				M		
CO 4						M	M	
CO 5								S

S-Strong M-Medium L-Low