Detailed Project Report

M.Voc.

(Human Resource Management): NCrF Level -6.5

For Academic Session 2023 & onwards

2 years Course offered

By

Skill Department of Management Studies

(Skill Faculty of Management Studies & Research)

Shri Vishwakarma Skill University

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1. Preamble

India is a country today with 68% of its youth in the working age group. If ever there is a way to reap this demographic advantage, it has to be through skill development of the youth so that they add not only to their personal growth, but to the country's economic growth as well.

1.1 Introduction

The University Grants Commission (UGC) has launched a scheme on skills development based higher education as part of college/university education, leading to Bachelor of Vocation (B.Voc.) degree with multiple exits such as Diploma/Advanced Diploma under the NSQF. The Vocational programme is focused on universities and colleges providing undergraduate studies which would also incorporate specific job roles and their NOSs along with broad based general education. This would enable the graduates completing Vocation degree to make a meaningful participation in accelerating India's economy by gaining appropriate employment, becoming entrepreneurs and creating appropriate knowledge. UGC has also introduced DDU KAUSHAL KENDRAS (DDUKK) for promoting vocational education in continuation to its initiatives for introducing community colleges and B.Voc Programmes realizing the importance and the necessity for developing skills among students, and creating work ready manpower on large scale. These Centres are expected to take-up the vocational education to new levels and offer courses beyond B.Voc degree courses. These Centres have to embed and follow the guiding principles of National Skill Qualification Frame work (NSQF), QPs, and NOSs for their programmes and should not focus on skilling alone but also develop entrepreneurship traits.

Today, the country faces a demand – supply mismatch as the economy needs more 'skilled' workforce as also the managers and entrepreneurs than produced annually. In fact, majority of the contemporary institutions of higher learning remain almost disconnected with the requirements of the workplace. Government of India, taking note of the requirement for skill development among students developed National Vocational Education Qualification Framework (NVEQF) which was later on assimilated into National Skills Qualifications Framework (NSQF). Various Sector Skill Councils (SSCs) are developing Qualification Packs (QPs), National Occupational Standards (NOSs) and assessment mechanisms in their respective domains, in alignment with the needs of the industry.

Vocational education plays a vital role in human resource development of the country by creating skilled manpower enhancing industrial productivity and improving the quality of life. Vocational education covers courses and programmes in a variety of engineering and non-engineering fields, including Information Technology enabled Services, Retail, Security, Logistics, Apparels, Automotive, Agriculture, Horticulture, Banking, Finance and insurance, Tourism and Hospitality, Beauty and Wellness, Healthcare, etc. It prepares students for the knowledge, skills and values needed to perform the various tasks related to certain craft or trade. It is provided through formal and non-formal means to students who aspire to acquire skills related to the occupation or start their own enterprise or business.

The Government of India has developed the National Skill Development and Entrepreneurship Policy in 2015 to provide necessary direction to the skill development activities in the country. The policy envisages that efforts will be made to provide youth with knowledge and skills across several occupational fields in various sectors to reduce the gap between the demand and supply of skilled manpower and the skills mismatch. Under the

National Skill Development Mission, the government has taken various steps of making provisions for Vocational education through government and private vocational training providers in public-private partnership mode.

1.2 Selection of Sector:

To support the initiative of Skill Development of our country, Shri Vishwakarma Skill University explored the demand and supply gap of manpower for industry in current environment and in nearby future with help of its Vision Document. To develop the Vision Document, University conducted survey among the Youth of Haryana. It has been designed to fathom the aspirations of millennial and youths towards the vocational skill and training across different sectors and specific job roles. The outcome of the document depicts that sports sector appeared to be most preferred by class followed by IT/ITeS, Automobile, BFSI and Healthcare.

To validate the results University organised an industry meet wherein personnel from industry were invited to share their views about future of skill education and training. The analysis provides insights for the job roles that university need to focus on for future prospects. To have understanding about the sector and job roles, the University team has also explored various national and international reports that highlights the demand of skilled manpower in sector like IT/ITeS, Beauty & Wellness, Automobile, Healthcare, Hospitality & Tourism, BFSI, Retail and Textile.

On the basis of inputs received from industry, skill councils and as per the guidelines from UGC, a tailor made program was designed which suits the requirement of all sectors in India and will also provide the opportunity of skill education to all the students around the world.

Why HRM

Human Resource Management focuses on principles, methods, and technologies that are used to improve the productivity of an organisation. HR specialists achieve this through strategies and policies that increase the effectiveness of employees. The employees or staff are also referred to as the human capital, the lifeblood and the most important resource of most organisations.

As we witness the changing parameters of employee relations and industry interface, the role of an HR manager is no longer limited to the traditional 'personnel' functions. According to many researchers, traditionally, HR function consisted of managing 'people resources' within the organisation – performance management, employee relations and resource planning. It typically dealt with hiring, firing, training, and other personnel issues. It is also the responsibility of human resource managers to conduct all activities related to personnel in an effective, legal, fair, and consistent manner. Now, this role has further transcended to Profit and Loss management, ROI (return of investment), industrial and employee relations, delivering and deciding compensation / bonuses, auditing and so forth.

The programme comprises of learning by practical work, case studies, industry interface, research findings, and dissertation covering different areas of human resource management. Students will get an in- depth understanding both from the administrative and behavioural aspects of the subject. As human resource management function is common for every organization, there is large scope in this program.

Selection of Organisation: Keeping into context, the scope of industry and sector, Shri Vishwakarma Skill University (SVSU), the first Skilling University in India has joined hands with 3 companies: Mount Talent Consultancy, Dzire Group and Shri Krishna Industrial Recruitment Pvt. Limited to offer a unique and pioneering post-graduate programme at National Skill Qualification Framework (NSQF) Level – 6.5, M.Voc. Human Resource Management under Dual Vocational Education system. University Joined hands with these companies and signed MOU for running the PG course in dual education model. The Program's scope will cover the following activities:

a) Design and development of the Course content and delivery methodology for training and certification to make the students "Job-Ready''.

b) Conduct the Course in a time bound, complete and high-quality manner in accordance with the design and methodology specified and mutually agreed upon between the parties.

c) Provide on the job training to students enrolled in the course, for duration mutually agreed upon between the parties.

d) Consider candidates who successfully complete the Course and clear the selection process, for job appointments with the concerned company provided they meet the standards of recruitment at out OJT (On-The-Job Training) partners.

1.3 About Programme

Shri Vishwakarma Skill University (SVSU) in the state of Haryana aims at providing quality vocational education through combining class room centered formal education and training with experience sharing of Industry practitioners and internships/On Job Training (OJT) in industry and business houses. The focus is towards integrated knowledge acquisition and upgrading human skill towards creating a new league of employable youth. Teaching and training methodology of courses offered under University are designed accordingly. Many business firms have shown interest to sign MOUs with the University for providing their expertise in administering courses and sharing resources to ensure and enhance the employability of the young graduates

The Skill Department of Human Resource Management aims equally at knowledge acquisition and skills development for employment along with entrepreneurship skills development through its curriculum, in an innovative and flexible manner. The innovative programs at SVSU provide a great opportunity for 'skilling' students with skill- based, job-oriented degrees under the title "M.Voc." (Master of Vocation). The uniqueness of the degree is such that it has multiple exit points with job opportunity at each stage. The course has been designed to provide skill education with hands on experience by specifically defining the job role and providing necessary skills for it.

M.Voc. (HRM) program is designed to prepare students to develop expertise in different areas of Human resource management. It is developed after incorporating the views and suggestions from HR leaders & experts. The 2 years program intends to impart core and advanced knowledge of HR and is also integrated with technology platforms. The program is also extremely useful to students who intend to join organizations and work in specialized HR functions or are keen to upgrade their existing skills and knowledge of contemporary HR processes and practices.

The dual vocational education program is 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 and 2nd year will be a 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 one of the OJT partners.

1.4 Program Objectives

- To make the incumbent employable in terms of Knowledge, Skill and Attitude.
- To learn work ethics and professionalism which will help candidate in career planning with match its steps at corporate ladder.
- To enable the participants to learn, up skill & earn a professional qualification in HR with a Capability to manage diversity , uncertainty & complexity, Sensitivity to people, potential and their needs.
- To be able to manage the millennial workforce and their expectations and to be aligned with the latest evolving, innovative developments & best practices in HR.
- To lead or contribute in the formulation and implementation of best in class Human resources practices in their organization.
- To develop - (i) the analytical, problem-solving and decision-making abilities, (ii) the awareness of the socio-economic environment, and (iii) the personality with socially desirable values and attitudes.

1.5 Program Specific Objectives

- To inculcate optimistic approach and ethical values among the students for doing well in their career.
- To utilize the functions of human resource management in National and International businesses
- To demonstrate the skills in the field of human resource management with an ability of problem solving and decision making.
- To develop the skills to lead, develop solutions to contemporary problems and effective contribution towards a team environment.
- To explore and incorporate the skills of human resource management in creating various opportunities for continuous growth and development of the organization.

1.6 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	6
M.Voc. (MHRM) Degree	2 Year	6.5

NSQF Level Descriptors

Each of the awards shall specify within parenthesis, the Skill(s) specialization as per UGC Guidelines for B.Voc. The course will be designed in such a pattern that it will incorporate the Knowledge, Skill and Aptitude skill in a progressive manner. Following model will be adopted for delivering the education to the students in collaboration with Mount Talent Consultancy.

Level	Process Required	Professional Knowledge	Professional Skill	Core Skill	Responsibility
6	Comprehensive, cognitive, theoretical knowledge and practical skills to develop creative solutions to abstract problems. Undertakes self-study; demonstrates intellectual independence, analytical rigor and good communication.			Exercise management and supervision in the context of work/study having unpredictable changes; responsible for the work of others.	
6.5	Advanced knowledge and skill. Critical understanding of the subject, demonstrating mastery and innovation, completion of substantial research and dissertation.			Ability to take a decision in a critical situation and come up with a solution. Ability to guide and lead people working under his domain.	

Programme Design

The dual vocational education programme 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 either of the OJT partner.

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%).

2. Conventional Program offered

2.1 Institutes of eminence offering similar programs

S. No	University/Institute	Course	Duration
1	Xavier Labour Relations Institute (XLRI) Jamshedpur	PGDHRM	2 yrs
2	Management Development Institute (MDI) Gurgaon	PGP-HRM	2 yrs
3	SVKMs NMIMS (Narsee Monjee Institute of Management Studies) Mumbai	MBA (HR)	2 yrs
4	Indian Institute of Management (IIM) Ranchi	PGDHRM	2 yrs
5	Xavier Institute of Social Service Ranchi	PGDM (HRM)	2 yrs
6	University Business School (UBS), Panjab University,	MBA (HR)	2 yrs

		Chandigarh		
7	Amity University	PGDHR	1 yr
8	Chandigarh University	MBA HR	2 yrs
9	Sharda University	MBA HR	2 yrs
10	GD Goenka University	PGDHRM	1 yr
11	Sharda University	MBA HR	2 yrs
12	IGNOU	MBA	2 yrs
13	IGNOU	PGDHRM	1 yr
14	Amity University	PGDHR	1 yr
15	Chitkara University, Raipur	MBA	1 yr
g4.	FMS, University of Delhi	MHR&OD	2 Year
5.	GD Goenka University	PGDHRM	1 Year
6.	IGNOU	MBA	2 Year
7.	IGNOU	PGDHRM	1 Year
8.	IILM University	MBA HR	2 Year
9.	Indian Institute of Management, Ranchi	PGDHRM	1 Year
10.	Institute of Management Technology, Ghaziabad	PGDM PP	1 Year
11.	International Management Institute, New Delhi	PGDHRM	1 Year
12.	Management Development Institute	PGPHRM	2 Year
13.	Sharda University	MBA HR	2 Years
14.	Symbiosis Institute of Business Mgt, Banglore	PGDHRM	1 Year
15.	Tata Institute of Social Science	MA HRM & LR	2 Year
16.	Xalri School of Management	PHGM (HRM)	2 Year

2.1 Programmes Offered by National and International Universities

- Post Graduate Diploma in HRM
- MBA HRM
- Diploma in HRM
- M.Sc. HRM
- MA in Employee Relations
- M.Sc. in International HRM & Development

The programs mentioned offered by various universities/institutions in India are either in the conventional mode or online mode. No University/Institute is running the course in Dual Mode of Education System. In this context, the SVSU explored the scope of Dual Education Mode and formulated a course namely M.Voc. HRM that adhere to the industry requirements in current as well as future time period. The Programme name, duration, job roles have been finalized after consultation with the Industry partners. To validate the same, approval from Board of studies, Skill Council and Executive Council will be taken respectively.

3. Program Structure

3.1 Program Scope

After completion of this program, candidate will be primed to take on the role of a HR manager with a strong foundation in theory as well as hands-on experience through practical exposure. The M.Voc. HRM program from SVSU ensure that analytical and problem solving skills of candidates are enhanced to enable them to lead employees across domains and company sizes.

Key Features of the Program

- Experienced and qualified faculty with teaching and industry experience.
- Students will be put on job training from third semester of the course and will be provided labs in the campus like Communication lab, Computer Lab, etc as per requirement.
- Students will be trained by using the methodologies like application based learning, Case study Approach of teaching, simulations, audio/visual, group discussion method, etc.
- Student will be able to get first-hand experience in the company to work at different process level of the selected OJT partner.
- More than 60% learning through labs/OJT in addition to Industry visits and projects
- On job training / Extensive Internship program aligned with NSQF Level and exposure of Industrial projects.
- Students will get an opportunity to work on some of the Advanced Software packages like SPSS, R, etc. in the campus.
- Faculty member as a Mentor will be assigned to support and guide the students for learning and career planning.

Program Outcomes

At the completion of the program, the student will be able to

1. Develop analytical, critical and decision making skills in the field of human resource management.
2. Provide innovative solutions to problems in the field of human resource management.
3. Apply HR skills that can be applied to real-life business challenges.

Scope of HRM

Human Resource management is a subject which is a prerequisite in every organization of all industries. The scope for M.Voc. in HRM will flourish as long as the organizations will employ human workforces, that is, the scope is never ending. Without having a section of people who will screen potential candidates, recruit and train new employees, motivate the workforce and frame the company's HR policy, an organization cannot function. Rest assured, the work experience, a superior academic background and prime management skills of a candidate will fetch him a decently favorable payroll.

Further Study: Candidates who would like to study Doctorate course in Management-Human Resource Management field can further go for further studies. After completing this course, graduates may get high positions and lead a high career.

3.2 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%	24	50%	36	60	Post Graduate Diploma	6	HR Coordinator/HR Trainee
PGD-MHRM/HRM	2	28.5%	12	71.5%	48	60	M.Voc. Degree	6.5	HR Executive-Payroll and Employee Data Management

3.3 Scheme of the Programme

Semester 1:   30 Credits (12+18)
Semester 2:   30 Credits (12+18)
Semester 3:   30 Credits (6+24)
Semester 4:   30 Credits (6+24)

Details of M. Voc. Management-HRM

SEMESTER I

Code	Subjects	C/O	Th	P/Tu	To	T*	P/Tu	To	I	E	To	I	E	To	Total
						Notional Hours			**Theory (Marks)**			**Practical (Marks)**			**Total**
MGM801	Fundamentals of Management & Organizational Behaviour	C	3	1(Tu)	4	90	30	120	30	70	100				100
MHR 811	Accounting & Finance for HR professionals	C	3	1(Tu)	4	90	30	120	30	70	100				100
CSE801P	Computer Application in Business	C	1	1(P)	2	30	60	90				70	30	100	100
MGM806	Business Communication	C	3	1(Tu)	4	90	30	120	30	70	100				100
	General Education Component		**10**	**4**	**14**	**300**	**150**	**360**	**90**	**210**	**300**	**70**	**30**	**100**	**400**
MHR810	Recruitment & Selection	C	2	2(Tu)	4	60	60	120	30	70	100				100
MHR803	Human Resource Management	C	3	1(Tu)	4	90	30	120	30	70	100				100
	Skill Enhancement Component		**5**	**3**	**08**	**150**	**90**	**240**	**60**	**140**	**200**				**400**
	Total		**18**	**4**	**22**	**480**	**210**	**600**	**150**	**350**	**500**	**70**	**30**	**100**	**800**

SEMESTER II

Code	Subjects	C/O	Th	P/Tu	To	T*	P/Tu	To	I	E	To	I	E	To	Total
OMS802	Entrepreneurship	C	2		2	60		60	30	70	100				100
MGM803	Research Methodology	C	2	2(Tu)	4	60	60	120	30	70	100				100
AEC801	Viva	C	2		2							50	50	100	100
MHR814	Strategic and International HRM	C	3	1(Tu)	4	90	30	120	30	70	100				100
	General Education Component		**7**	**3**	**10**	**210**	**90**	**300**	**90**	**210**	**300**	**50**	**50**	**100**	**400**
MHR 812	Compensation Management	C	2	2(Tu)	4	60	60	120	30	70	100				100
MHR 813	Management of Industrial Relations and Labour Laws	C	2	2(Tu)	4	60	60	120	30	70	100				100
MHR810	Training & Development	C	2	2(Tu)	4	60	60	120	30	70	100				100

	Skill Enhancement Component		6	6	12	180	180	360	90	210	400	70	30	100	500
	Total		13	9	22	390	270	660	180	420	700	120	80	200	900

SEMESTER III

Code	Subjects	C/O	Th	P/Tu	To	T*	P/Tu	To	I	E	To	I	E	To	
MHR805	Performance and Talent Management	C	3	1(Tu)	4	90	30	120	30	70	100				100
MHR907P	Softwares in HR	C		2(P)	2		120	120				70	30	100	100
	General Education Component		3	3	6	90	150	240	30	70	100	70	30	100	200
MMP901	OJT Project 1-	C	0	16(Tu)	16	0	570	570				245	105	350	350
	Skill Enhancement Component		0	16	16	0	570	570				245	105	350	350
	Total		0	22	22	30	720	720	30	70	100	315	135	450	550

SEMESTER IV

MGM901	Ethics and Values	C	2		2	60		60	30	70	100				100
MHR908	HR Analytics	C	2	2(Tu)	4	60	60	120	30	70	100				100
	General Education Component		4	2	6	120	60	180	60	140	200				200
MMP902	OJT Project 2	C	0	16	16	0	480	480				245	105	350	350
	Skill Enhancement Component		0	16	16	0	480	480				245	105	350	350
	Total		4	18	22	120	540	660	60	140	200	245	105	350	550
	Club (1)		**Non-Credit**												

* Total Lecture Hours will be credit * 15 and the other component of the notional hours will be activities as follows:

- Lab work/ practical/ innovation labs/ projects/ incubation labs
- Yearly and half-yearly examinations/ class tests/ quiz/ other assessments including formative assessments
- Value education classes, Career Counselling sessions
- Events/ Competitions
- Life skills-based education
- Social/ community work
- Vocational education/ training, skilling, minor/ major project work, assignments
- Field visits/ Projects/ Industry attachment by institutions
- Programs offered through blended/ online/ digital learning

3.4 Faculty and Staff Requirement

Faculty: 3

Instructor: 1

SEMESTER I	Faculty Required	Skill Instructor
Fundamentals of Management & Organizational Behaviour	01	01 for Lab
Human Resource Management	01	
Corporate Laws & Industrial Trends		
Training and Development	01	
Accounting & Financial Management for Hr professionals		
Computer Application in Business	01	
Business Communication		
SEMESTER II		
Entrepreneurship	01	01 for Lab
Research Methodology		
SHRM/ CCHRM	01	
Compensation Management		
Management of Industrial Relations and Labour Laws	01	
Recruitment & Selection		
SEMESTER III		
Performance and Talent Management	01	
Softwares in HR		
OJT Project 1	-	
SEMESTER IV		
Ethics and Values	01	
Measuring HR		
OJT Project 2	-	
Club (1)	**-NC-**	

Initially course was run on trial base with partial faculty from Industry and taking teaching associates/research associates/guest faculty with existing faculty / staff of SVSU & MTC. To optimize the cost per students, the guest faculty and the qualified and experienced staff of SVSU are being usedas per requirement in the course. The faculty members of this course will also be utilized in other programme that the Skill Department of Management studies or allied departments will introduce using the similar pattern in progressive years.

3.5 Minimum Infrastructure Requirement

For bringing this model in house, the following infrastructure is proposed to be required considering intake of 20

Year	Lecture Hall	Seminar Hall	Labs	Faculty/Instructor Room
1	1	1	1	1
2	2			1

3.6 Lab Development Requirements in house for SVSU

Year	Name of the proposed lab	Furniture requirement	Hardware requirement	Software requirement	Tentative Budget (Rs in lakhs)	Remark
1	Communication Lab	20 Chairs, Comp-Tables, 1 set chair table 2AC, One Almirah,	20 Pcs, Headphone, 1 Projector / smart board with speakers	Language Software	22L	Lab will be shared with other Program / courses
	Computer Lab	20 Chairs, Comp-Tables, 1 set chair table 2AC, One Almirah,	20 Pcs, 1 Projector / smart board	Softwares, SPSS, DEA Solver	22L	Lab will be shared with other Program / courses

*As per syllabus approved

Overall Infrastructure / Building Requirement

S NO.	Item	Requirement	Size
1.	Class Rooms	1	
2.	Seminar Room	1	
3.	Departmental Library	1	
4.	Labs for Practice	1	
5.	Room's for Faculty	1	
6.	Washrooms/Toilets	2 (1+1)	

Additional Utilization of the developed infrastructure

➢ Finishing schools, Short term training program, consultancy, and Simulation Lab can be conducted.

➢ With few additional class rooms and faculty we will able to run many more Programs like B.Voc/M. Voc. / MBA Program in Management/IT/Retail/Tourism/Hospitality.

3.7 Career Opportunities

Candidates who would like to study Doctorate course in Management- Human Resource Management field can further go for further studies. After completing this course, graduates may get high positions and lead a high career. There are some job opportunities in the field of HRM given below:

- HR Generalist
- Employee Relations Manager
- Technical Recruiter
- Personal and Administration officer
- Compensation Manager
- Organizational Development and Change Consultant
- Employment and Placement Manager

3.8 About Industry Partner

Mount Talent Consulting (MTC)

Mount Talent Consulting (MTC) is Best recruitment agencies in India, an ISO 9001:2008 Certified Recruitment Company, member of CII, NSDC is one of India's leading global HR recruitment agencies specializing into multiple facets of HR, Knowledge Services-Training's & Assessments & Consulting. MTC started operations in 2007 with a vision to set new benchmarks while delivering on niche turnkey assignments in the industry. With time MTC have evolved to cater to a diverse set of clients spread across different geographies. We constantly strive to maximize our client's ROI (Return on Investment) and work on increasing the top line (Revenue) of the client's business by delivering the best. MTC has reached out to an array of clients with functions such as Recruitment's, Consulting & Knowledge Services through its team of young & dynamic professionals.

Mount Talent specialty includes turnkey assignments and setting up teams from the scratch. With a wide spectrum of services they are catering to different geographies including: **Pan India APAC Region:** Asia Pacific- Japan, Singapore, Philippines, Australia, Malaysia, Hong Kong, Middle East, Dubai, China etc.

EMEA Region: Europe, Middle East & Africa: Permanent & project based hiring across industry verticals.

US & Canada: Staff Augmentation, Permanent and sponsored candidates through our International Arm: Mount Technology Consulting Inc. across all Industry verticals

The very name **Mount Talent** highlights the thinking & vision of being at the foundation **Mount** while setting a benchmark, **providing for** & being looked up with awe & respect denoting glory & accomplishment. Domain of work is **Talent**. To Recruit & Develop people, provide industry responsive and readily-employable manpower at various levels globally through Search, Assessments, Education, Trainings, Recruitment's Research & Institution building.

MTC resolves to be the beacon of comprehensive social and economic Empowerment & employability.

Dzire Group

DZIRE GROUP was established in 2017 by a group of professionals from varied industries having vast Technical & Managerial experience with a vision to provides 360 degree HR solutions in recruitment, training, pay rolling, manpower sourcing, career management / counselling.

Vision

We are progressive staffing service dedicated to customer needs through a family oriented, respectful and accountable approach in making.

Mission

To be the preferred Manpower sourcing partner in the Heart & Mind of Human resource fraternity, assuring value Delivery, time bound Execution and Reliability and continuous.

Their major clients are **Lotte Chocopie, JBM, Oswal, Autofit, Stylam, Munjal Showa, etc.**

3.9 List of lab, equipment and tools required

S NO.	Item	Requirement	
1.	Communication Lab /Seminar Room	1	
2.	Computer Lab	1	
3.	Projector/ Smart Board	1	
4.	Table	2	
5.	Almirah	2	

6.	Language Software	1	
7.	Software	4	
8.	Departmental Library Books	50	
9.	Chair	25	
10.	Computers Systems	20	
11.	Headphone	20	

4. Role and Responsibility

4.1 Joint Role and Responsibility of the SVSU and OJT partners

a. Take complete responsibility to discharge their duties in a professional manner.
b. Review the pedagogy of the Course (Classroom and OJT), credit mechanism system, dimension and structure of the Program, on-the- job training framework, selection of trainers, and assessors and assessment methodology as defined by the Joint Curriculum Committee.
c. Setup the governance mechanism & periodic review systems and report on the progress/performance of the trainees.
d. To define the modular format at each level (i.e. NSQF level) and map with key roles.
e. Conceptualization of practical oriented programme in Human Resource by SVSU and Company.
f. SVSU and Companies will start one batch in a year comprising of not more than 20trainees in a batch.

4.2 The Role & Responsibilities of SVSU

a. Design and develop the Course in line with specifications given by OJT partners.
b. Arrange Accidental insurance coverage for all the trainees enrolled in the course.
c. Appoint a dedicated Nodal Officer/Program Manager to lead the Course from the Program faculty.
d. Advertise and market the Course in order to attract the targeted segment of candidates to apply for the course as per the agreed upon guidelines. Intake of batch shall be max. 20 trainees.
e. Shall conduct the trainee selection in consultation with company.
f. Shall select trainees through aptitude test and / or educational qualification.
g. Facilitate the trainees to visit the labs in engineering/technical institution, field visit, associate colleges, wherever required as per curriculum for advance knowledge of new technology.
h. Maintain the profile and issue photo identity card of all the trainees and will ensure wearing of the same into company premises.
i. Organise in house training of trainer's program for the supervisors/trainees at companies.
j. Shall assess and provide post graduate diploma / post graduate degree programme in compliance with NSQF to the trainees after completion of the trainee and successfully clearing the examination.
k. Provide the bridge courses wherever required to the enrolled trainee.
l. Shall supervise the training and on the job tainting.
m. Shall convert the working hour in the credit – based system.
n. Frame rules and regulations to regulate the conduct and discipline of the trainees and

shall take appropriate action wherever required.

o. Shall not be liable to pay the company for the expenses incurred during on job tainting. The expanses include infrastructure, on job training, trainer cost and basic amenities.

p. While company will participate in selection process, selection would be finalized by SVSU as per university norms.

q. In case of the grievance from the trainee or any litigation of any kind, it will be the responsibility of the parties jointly to support each other.

r. Action shall be taken according to the "University code of conduct for the trainees".

4.3 The Role & Responsibilities of OJT Partner

a. Shall appoint the Program Manager / Nodal Officer who will look after all the affair of the program.
b. Shall comply with Program guidelines and follow the standard Curriculum.
c. Shall treat the trainee of the Program as a student of the University.
d. Shall provide medical aid to the trainee in case of any emergency / accident occurred in the premises of the company, and if need be, arrange an ambulance to be dropped at the place or hospital preferred by the trainee or as suggested by SVSU within 50 Km radius of the company..
e. Shall follow all the norms as per MOU to provide attendance certificate, training assessment report and completion of on job training to the university.
f. May nominate subject experts for class room teaching as required for the course.
g. Shall pay stipend of Rs. 8,000/- to 10,000/- per month to the trainees or as per NAPS, applicable during the OJTperiod and to be paid on or before 7th of each month during their OJT period.
h. Shall inform any misconduct committed by the trainee to the University for further action if any.
i. Shall prescribe uniform to the trainees where-ever applicable.
j. Shall observe health and safety standards during the on the job training.
k. Shall give preference to the suitable trainee in the job recruitments.
l. Shall ensure that the trainees are not subject to on the job training beyond the work hours as per the stipulated program and are not called in night shift.
m. Shall not treat the trainees as its employees for any reason whatsoever except in case of medical emergency. Trainees have to be treated with the same policies as regular employees without differentiation and prejudice.
n. Shall be the supervising authority of the trainees at the place of on the job training.
o. Shall provide basic amenities to the trainees.
p. Shall provide the exclusive classroom which can accommodate 20 trainees at one point of time.
q. Shall provide the training facilities as per proposed course requirements.

r. Shall provide timely inputs of assessment, evaluation etc for the scoring and credit evaluation of the trainees.

s. Shall provide all necessary working infrastructure during OJT.

t. Shall provide adequate sitting space to the respective faculty of the programme.

4.4. The Role and Responsibility of the Students

a. Shall not claim for the employment in the company; however, the company shall be at liberty to offer him/her any job if found suitable after completion of the Program.

b. Would be required to undergo related instruction and curriculum under NSQF.

c. Shall follow the rules of the university and disciplinary action will be taken for any gross misconduct/ violation of rule and shall be disqualified/ rusticated from the course.

d. Have to adhere to the university and industry partner's code of conduct for the classes & and; for work area of industry respectively.

The Programme is especially designed on the basis of OJT (On-Job-Training) model i.e. 30-40% Classroom training and 60-70% OJT. It comprises of 4 semesters to provide the sufficient knowledge / OJT and leverage to the students to have opportunity to get work at various levels after completing course during each year.

5.Admission process

5.1 Eligibility and Criteria for Admission in NCrF Level 5.5- M.Voc. Management (HRM) program(Dual Vocational Education System)

The Skill Department of Management Studies will offer the following programme:

1. Master of Vocational Studies Management (HRM)

There may be three types of learners getting admission to the first semester of skill-based courses under NSQF:

- Category – 1: Students who have already acquired NSQF certification Level 7 in a particular industrial sector and opted for admission in the skill based courses under NSQF in the institutions recognized under Community Colleges/B.Voc. Degree program/DDU KAUSHAL Kendras in same trade with job role for which he/she was previously certified.

- Category – 2: Students who have acquired NSQF certification Level 7 under NSQF in the institutions recognized under Community Colleges/B.Voc. Degree program/DDU KAUSHAL Kendras but may like to change their trade and may enter into skill-based courses in a different trade (candidate has to take up Skill Bridge course during semester I/II).

- Category – 3: Students who have passed Bachelor degree examination with minimum 50% marks from a recognized University.

Candidates, who have passed an equivalent examination from any other University or examining body and are seeking admission to the Master of Vocation course, will be required to provide necessary eligibility certificate.

(Note: Candidate who is placed under compartment is not eligible for admission.)

Minimum Age: 21 years

Maximum Age: 30 years (Relaxation for Reserved Categories- 3 Years for BC and 5 Years for SC/ST)

5.2 Seat Distribution Details

Seat Matrix adopted for M.Voc. MHRM using Haryana Govt. Reservation Policy

Programme	Seat Matrix Considering Haryana Govt. Current Reservation Policy						
	Total No. of Seats	AIC	HOGC	SC/ST	BC-A	BC-B	PwD
M.Voc. MHRM (NCrF L5.5)	20	03	08	03	03	02	01

Note: 1 Seat will be reserved for Dudhola and 1 for Kashmiri Migrants in addition to the number of seats in the course.

5.3 Application Mode: Online Application Fee

Candidates need to apply for the course in online mode only. The online Application form for admission in **M.Voc. MHRM** will be available on the University website: www.svsu.ac.in

Online Application Fees

General   : INR 500
BC/Kashmiri Migrants : INR 250
SC/ST   : Free
DA/PwD   : Free
Female   : INR 50

5.4 Selection Process

Candidate needs to apply against the advertisement and meet minimum requirement as per the guidelines as mentioned on university website www.svsu.ac.in.

Step 1. Academic Merit based on qualifying examination (50%)

Step 2. CUET- (30%)

Step 3. Group Discussion & Personal Interview (20%)

Step 4. Combined Merit List (100 Marks)

Step 5. Counselling based on the marks obtained in Combined Merit List

Step 6 List of admitted candidates

Personal Interview/Group Discussion

The student needs to appear for PI list based on marks obtained in qualifying exam (60% and Above). PI with Industry + SVSU experts (Personal Interview/ Aptitude test/ Professional Test/ Group Discussion).

5.5 Merit List

Merit List will be prepared based on combined Marks obtained in qualifying exam and performance in personal interview.

5.6 Counseling

Counseling will be done based on the marks obtained in Merit List at SVSU transit office as per schedule.

5.7 Fee Structure

Total Fee for the Course: Rs. 80000/-

On Time of Admission: 3000/-

Admission Fee: Rs 500/- (one time) Security

Fund: Rs 1000/- (refundable)

Fee and other funds per Semester:20000/-

Item	Amount
Tuition fee	Rs 14000/-
Examination fee	Rs 2500/-
SAF	Rs 800/-
Development Fund	Rs 1500/-
Misc funds	Rs 1200/-

Hostel / Mess / Transportation Charges are as Applicable: The hostel/mess/transportation may be provided to the students during the classroom training only as per availability and charges will be as per norms of the University.

6.Commencement of the program

6.1 Orientation

There will be an orientation programme conducted for the students at the time of admission for 2 days which will highlight the programme details, terms and conditions of University and the industry where the students will be enrolled for OJT.

6.2 Procedure of Rules of SVSU and Industry

Rules of SVSU: There will be display of procedure and guidelines for the programme by SVSU and the norms that a student need to follow during the OJT will be highlighted. The students will also be made aware about the assessment criteria for the academic as well as OJT.

Rules of Industry: The student will be made aware about the organization where he/she has to pursue their training/OJT as per the norms. The industry will highlight different operational activities and also the career partway for the students after completion of the OJT.

6.3 Attendance and Leave Rules

1. A Student shall be required to attend a minimum of 75 % of the lectures delivered (In theory and practical's combined) and 90% of On-the-Job-Training (OJT).
2. The attendance will be counted from the date of start of session, to the date prior end of the semester i.e. last working day of Project oriented on job training / OJT whichever is later.
3. In case of late admission in the first semester, the attendance shall be counted from the date of actual admission of the candidate, by the competent authority.
4. The name of the student shall be struck off the rolls if he/ she remains absent for 7 working days in a month, without leave
5. A student whose name has been struck off from the roll of the institution, may however be readmitted if the absence of the student was due to the circumstance beyond his/ her control and his /her request considered and approved by the Dean /

competent authority

6. Any student who fails to appear or pass any particular exam and further thereafter remains absent from the university for a period exceeding one year from the date or re-opening of the institute following the exam in which the student had failed to appear or pass shall not be entitled to continue his/ her studies in the institute without prior, written permission of the competent authority.

7. The programme coordinator/Head may grant leave to the students in exceptional circumstances only to the extent of 10 days per semester, subject to the condition that the student completes the prescribed minimum attendance as per attendance rule and the leave must be got sanctioned before availing the same.

8. The holidays applicable to the candidate during the On-the-Job-Training will be strictly as per the respective collaborative Industries for the course of the students.

6.4 SVSU Scholarship Scheme

SVSU proposed various Scholarship Scheme to attract high-quality students to get enroll in various programs of the University during Admission Session 2023-24. The scheme is introduced for the students in term of concession in tuition fee for the 2-year duration of the programme subjected to the condition of maintain 90% attendance and 65% marks in each semester, failing to maintain the criteria the scholarship will be discontinues from that semester.

The percentage of seats allotted for the programs under the scholarship scheme as given in Table. Any seat fallen vacant under this scholarship scheme will be extended to the next candidate in the merit list of scholarship for M.Voc. The scholarship is divided into 4 slabs. Slab-wise scholarship percentage is given below in Table.

The attendance will be the first step for deciding the component of scholarship. After evaluating attendance the scholarship slab will be developed on the basis of academic merit i.e. >= 65%. In case there is tie up among the students in the scholarship slab, the attendance of OJT and Academic will be the basis for decision after academic merit.

Table: Slab-wise scholarship percentage, concession in semester fee

SVSU Scholarship		
Slab	Waiver	% of seats permitted for scholarship
Top Three	100%	10%
4 to 6	80%	10%
7 to 9	40%	10%
10 to 12	20%	10%

Note: 40% Seats are allocated under scholarship scheme. A student can get one scholarship only of any kind, otherwise the next candidate will be considered be consider for scholarship.

I Following scholarships are also given to the students under **"Har-Chhartravati"** scheme.

1 Post Matric Scholarship- SC Students
2 Post Matric Scholarship- BC,EWS and DNT Students
3 Consolidated Stipend Scheme For SC Students
4 Consolidated Stipend Scheme For Grand Children of Freedom Fighters
5 Free Books For SC Students
6 State Merit Scholarship To Under Graduate Girls Students
7 Haryana State Meritorious Incentives Scheme
8 Haryana State Meritorious Incentives Scheme (CBSE)

9   State Merit Scholarship To UG/PG Students
10 Lower Income Group Scheme
11 Merit-cum-Means Scholarship
12 Reimbursement of Tuition Fee & Transport Facility to Schedule Castes
13 State SC Scheme (Govt ITI)

II Another scheme designed specifically for the wards and spouses of martyrs and gallantry award winners from the Indian security forces called "ABHINANDAN: Veer Balidani Kritgayata Yojna (AVBKY)" covering the tuition fee, hostel fee, messing, uniform and once in a year to and for rail fare for the student.

III   Scholarship through NSP

National Scholarships Portal is one-stop solution through which various services starting from student application, application receipt, processing, sanction and disbursal of various scholarships to Students are enabled.

Industry Stipend Support

The selected students under the programme will be provided stipend as per the policy of the programme and agreed by the OJT partners.

7. Assessment process and Awards

The UGC has formulated various regulations and guidelines from time to time to improve the higher education system and maintain minimum standards and quality across the Higher Education Institutes (HEIs) in India. The academic reforms recommended by the UGC in the recent past have led to overall improvement in the higher education system. However, due to lot of diversity in the system of higher education, there are multiple approaches followed by universities towards examination, evaluation and grading system.

While the HEIs must have the flexibility and freedom in designing the examination and evaluation methods that best fits the curriculum, syllabi and teaching–learning methods, there is a need to devise a sensible system for awarding the grades based on the performance of students. Presently the performance of the students is reported using the conventional system of marks secured in the examinations or grades or both. The conversion from marks to letter grades and the letter grades used vary widely across the HEIs in the country. This creates difficulty for the academia and the employers to understand and infer the performance of the students graduating from different universities and colleges based on grades.

The grading system is considered to be better than the conventional marks system and hence it has been followed in the top institutions in India and abroad. So, it is desirable to introduce uniform grading system. This will facilitate student mobility across institutions within and across countries and also enable potential employers to assess the performance of students. To bring in the desired uniformity, in grading system and method for computing the cumulative grade point average (CGPA) based on the performance of students in the examinations, the UGC has formulated these guidelines and the same has been adopted by the University in terms of Assessment.

Performance of students will be assessed bases on the end semester written examinations and Lab work including project work. The Assessment for 40% General education component will be assessed by SVSU& 60% Skill Enhancement Component will be assessed by Respective Sector Skill Council or Jointly. The internal evaluation of OJT will be done by the Concerned Industry where the student is undergoing the training programme,

whereas, the external evaluation of OJT will be through the recognized assessor on the panel of SVSU.

The examination will be done as per the Examination Ordinance of SVSU.

7.1 Theory/practical assessment by SVSU

- There will be two components of examination: internal and external. Every course will have marks as per the scheme of the programme.
- Course may have both practical as well theory component as per the scheme in such cases 50% marks will be assigned to theory and 50% mark to the practical exam as stated in the scheme with its credits.
- In case of theory examinations the 70% will be awarded on the basis of external examination and 30% will be awarded on the basis of continuous internal assessment.
- In case of practical the 30% will be awarded on the basis of external examination and 70% will be awarded on the basis of continuous internal assessment.

7.2 OJT Assessment by Industry Partner & Sector Skill Council

Internal (70%): Marks distribution of OJT & Attendance/ Project Integrated Training / Industrial Project aligned with NSQF Level, Mid-term Viva and End-term Viva
There will be two components of examination internal & external
Every Course will have marks as per the scheme of the programme. Course may have both practical as well theory component as per the scheme in such cases 50% marks will be assigned to theory and 50% mark to the practical exam as stated in the scheme with its credits.
In case of theory examinations the 70% will be awarded on the basis of external examination and 30% will be awarded on the basis of continuous internal assessment as below:

- (a)   10% of the total marks allocated to the attendance
- (b)   5% of the total marks allocated to the class performance
- (c)   5% of the total marks allocated to the presentation
- (d)   10% of the total marks allocated to class test For example:

Internal marks distribution for theory examination:-

Total Marks	Internal Marks 30%	Attendance (marks) 10%	Class Performance (Assignment classes) (marks)	Presentation (marks) 5%	Class test (marks) 10%
Out of 100	30	10	5	5	10
Out of 50	15	5	2.5	2.5	5

In case of practical the 30% will be awarded on the basis of external examination and 70% will be awarded on the basis of continuous internal assessment as below:

- a)   10% of the total marks allocated to the attendance
- b)   20% of the total marks allocated to the class performance
- c)   10% of the total marks allocated to the presentation
- d)   10% of the total marks allocated to mid-term viva
- e)   10% of the total marks allocated to the file works
- f)   10% of the total marks allocated to the final internal viva at the time of submission of files at the end of semester.

For example:
Internal marks distribution for practical examination:-

Allotted Total	Internal Marks (70%)	Attendance Marks (10%)	Class Performance Marks (20%)	Presentation (Marks) 10%	Midterm viva (marks) 10%	File work (marks) 10%	Internal End Sem viva (marks) 10%
Out of 100	70	10	20	10	10	10	10
Out of 50	35	5	10	5	5	5	5

In case of practical 30% will be awarded on the basis of external examination and 70% willbe awarded on the basis of continuous internal assessment as below:

a) 30% of the total marks allocated to the attendance
b) 20% of the total marks allocated to the performance of OJT @5% at the end of every month including presentation
c) 10% of the total marks allocated to the mid term viva
d) 10% of the total marks allocated to report and viva at the end of the OJT
e) 10% of the total marks allocated to the final internal viva at the time of submission of files at the end of semester.

For example

Marks distribution of OJT/ Project Integrated Training / Industrial Project

Allotted Total	Internal Marks (70%)	Attendance Marks (30%)	OJT Performance Marks (20%)				Mid term Viva Marks (10%)	Report and End term viva (marks) 10%
			After I Month (5%)	After 2nd month (5%)	After 3rd month (5%)	After 4th Month (5%)		
Out of 350	245	105	17.5	17.5	17.5	17.5	35	35

SSC /Industry Partner Assessment:

The students need to have SSC/Industry Partner assessment in case of Skill Enhancement component. The student will be assessed by the Management & Entrepreneurship and Professional Skill Council (MEPSC)/Industry Partner at each level of the award. There will be a bilateral agreement between for the SVSU and MEPSC/Industry Partner for the assessment at each level if the QP is available otherwise the assessment will be done by the respective industry experts. The students will be initially registered under the portal for a particular Qualification Pack after making the assessment fee. After getting registered student ID will be created. At the time of External evaluation for QP, SSC/Industry Partner will be called and the after assessment the SSC/Industry partner will submit the score sheet to the University. The students need to get minimum 70% marks in the respective Qualification Pack to get successful certification from the SSC/Industry partner.

7.3 Grading Scheme: Grade will be given as per UGC grading schemes as given in table

Table: Grading Scheme

Marks	Grade	Grade Point	Category
90-100	O	10	Outstanding
80≤marks<90	A+	9	Excellent
70≤marks<80	A	8	Very good
60≤marks<70	B+	7	Good
50≤marks<60	B	6	Above Average
45≤marks<50	C	5	Average
40≤marks<45	P	4	Pass
<40	F	0	Fail
Absent	AB	0	Absent

7.4 SVSU's Merit Awards

The following Awards and certificates will be given to overall high percentage holders. The merit will be prepared on the basis of overall marks in the programme, curriculum activities, Sport activities, attendance record and participation in other activities. The awards are consolidated and will be given at the time of Convocation.

1. Chief Minister Award: Gold Medal (A cash award of Rs 31000/-)

2. Governor Award: Silver Medal (A Cash award of Rs 21000/-)

3. Vice- Chancellor Award: Bronze Medal (A Cash award of Rs 11000/-)

4. Dean Merit Certificate

7.5 Usage of qualification – Placement opportunities

Experience as well as qualification is things that are most valued in this field. Upon the completion of the M.Voc MHRM, aspirants generally look for a job where they can get experience and apply whatever is studied. Salary must not be the main criteria here. With good exposure one can climb the ladder of success.

These are a few Placement opportunities:

- HR Generalist
- Employee Relations Manager
- Technical Recruiter
- Personal and Administration officer
- Compensation Manager
- Organizational Development and Change Consultant
- Employment and Placement Manager

8. On the Job Training (OJT)

Location of OJT: As per the location of industry partner

It is the mandatory part of M.Voc. HRM course. As a part of programme training delivery, all students will have to undergo on- the job training schedule at the industry partner's shop floor/workplace to work on the actual machines/business process. The daily OJT duration of OJT shall be maximum of 09 hours. The OJT shall be carried out under the supervision of industry partner nominated supervisor-cum trainer. The students during the OJT shall -

a) Observe the industry's occupational health and safety rules and processes
b) Follow the rules of Shri Vishwakarma Skill University.
c) Abide by the rules and standard operating procedures of the industry as applicable to working on the shop floor.
d) For the duration of OJT with industry, students shall receive stipend as per industry norms
e) There will be a monthly assessment of the Students while pursuing their training at OJT area.

The department will accommodate the students to get On the Job Training across different job roles in each semester so as to focus on Outcome based learning. The details of OJT areas and their duration are as follows:

Semester	OJT Areas	Duration
3rd	Company policies and procedures	6 Months
	Recruitment and Staffing	
	HRMS	
	Employee well-being	
4th	Leave Management	6 Month
	Training and Development	
	Performance appraisal	
	Compensation and Benefits	

8.1 Target Job Roles every Years

☐ After 1st Year of Course student will be able to work as Admin Executive, HR Executive, HR Coordinator, Recruitment Coordinator.

☐ After 2nd Year of Training and class the student will able to work as Staffing Executive, Technical Recruiter, Payroll & Compliance Executive, HR Specialist, HR Generalist.

☐ As M.Voc. is equivalent to other post-graduate courses, the students can apply in all state/ national level exam for government services.

8.2 Job roles description

POSITION	JOB DESCRIPTION
Admin Executive	Admin Executive is responsible for smooth running of office administration in terms of Housekeeping, Maintaining stock of office supplies, Travel and Meeting arrangements of Managers, Vendor Management, Safety & Security etc.
HR Executive / HR Coordinator	An HR executive performs the basic functions of the HR department, handling areas such as personnel management, social welfare and the maintenance of HR records. Maintaining HR records, such as those related to compensation, health and medical insurance. Managing workplace safety issues. Communicating and explaining the organization's HR policies to new employees.
Recruitment Coordinator	A Recruiting Coordinator focuses on facilitating the flow of candidates through the recruitment process. Their job begins when applicants first respond to a job opening and ends when the position is filled. They work closely with recruiters, external headhunters and sources to guide the best candidates through the interview and hiring process. They help with various tasks including posting jobs to job boards, scheduling interviews, assisting with candidate travel (if needed), creating offer letters and running background checks.
Technical Recruiter	Technical Recruiter is responsible for closing technical positions. His primary tasks includes: understand the need of hiring manager, understand technology, technical roles and technical skills. Learn and evaluate your technical skills, Sourcing and uncovering candidates, Ascertaining the competence of candidates against a technical job description, Interview relevant candidates and get suitable candidates interviewed from hiring manager. In addition to filling open positions, technical recruiter also develops long-tail relationships that may lead to hiring or further networking down the road.
Payroll & Compliance Executive	Payroll & Compliance Executive is responsible for managing the monthly attendance and salary calculation of employees. The person will be assisting in completing pre and post payroll activities including generating ad-doc reports to analyse payroll data, checking and online submission of PF, ESI, Professional Tax, TDS, Gratuity etc
HR Generalist	The HR Generalist is responsible for the day-to-day management of HR operations, which means that they manage the administration of the policies, procedures and programmes of the organisation. HR Generalists have a broad knowledge of human resources functions, from hiring to onboarding and from employee compensation to evaluation.

8.3 QP & NOS Codes

Job Roles: Associate-Recruitment (Associate- Talent Acquisition, HR Executive, HR Coordinator, Recruitment Coordinator, Recruitment Executive, Staffing Coordinator/Officer, Associate- Resource Management)

Role Description: Individuals at this job are responsible for supporting recruitment activities such as candidate management, first level screening, scheduling and coordination and headhunting

1. SSC/N2501 (Provide administrative support to recruitment processes)
2. SSC/N9001 (Manage your work to meet requirements)
3. SSC/N9002 (Work effectively with colleagues)
4. SSC/N9003 (Maintain a healthy, safe and secure working environment)
5. SSC/N9004 (Provide data/information in standard formats)
6. SSC/N9005 (Develop your knowledge, skills and competence)

8.4 OJT Diary maintenance and evaluation Procedure.

The On-the-Job-Training (OJT) is an important component of all programs of University. The University has signed MOUs with various Industries to provide OJT to students. OJT activity provides an opportunity for students, to gain accurate, sufficient knowledge and skills relevant to work habits necessary to become competitive in the market. The OJT also assists students in developing professionalism and interpersonal skills necessary for success at the workplace.

"STUDENT OJT DIARY" of SVSU is daily report of students on the job activities, which are recorded daily by students and regularly monitored by SVSU Mentors, Industry Mentors and Experts. This diary is cumulative reflection of Skill Process, defined at University level, which results in learning and skill enhancement of students. OJT is key for attaining skills by creating experiential learning, by hands, while working on shop floor/work floor in real manufacturing environment/business eco system.

Students will record their daily work in on "OJT Daily Report by Student" page for continuous 2 weeks. There will be a Self-Assessment by student after every 2 weeks. After this self-assessment, performance of student's is evaluated quantitatively as marking scheme with Maximum Marks = 100. Student is evaluated on 28 key skills parameters. This performance is evaluated by SVSU Mentor and vetted by Industry Mentor and Project Coordinator of SVSU. There are 2 such assessments every month which is then followed by aMonthly Assessment by Industry Mentor.

3rd and 4th Semester OJT Assessments
Monthly Assessments, by Industry Mentor is of 100 Marks and is of 5% value (Marks Equivalence = 17.5) in the Final OJT Marks. This process is repeated 6 times and thus equalizes to 30% value (Marks Equivalence = 140) of Final OJT Marks. 10% value of Final OJT Marks (Marks Equivalence = 35) are awarded for Attendance of student. Mid Term Viva is of 10% value (Marks Equivalence = 35) in Final OJT Marks. OJT Report and End Term Viva is of 20% value (Marks Equivalence = 70) in Final OJT Marks.

OJT accomplishment of every student is based on analysis of cumulative OJT attributes. This is recorded for every student with inputs from OJT In charge, Course Coordinator, Dean and Dean Academics.

This is how the student's OJT performance is evaluated and recorded in Student OJT Diary. The process is expected to remain on Manual Mode of capturing the data for current and nextSemester.

Industry Partners are key success enablers of the OJT and thus the regular feedback mechanism with them is planned and executed. Every Industry Partner has their own skill parameters to assess their resources. These parameters are studied to map with the actual OJTdata being captured in the diary. New version of OJT will be released every time any new parameters are added.

8.5 OJT Mentor/ In-charge & OJT Industry Mentor

OJT Mentor SVSU- Dr. Sanjula

Mentor MTC – Ms. Pratiksha Singh

Mentor Dzire Group = Mr. Laxman / Ms. Preeti

Mentor SK Industrial Recruitment – Mr. Sunil Yadav

9. BOARD OF STUDIES MEMBER

- A board of studies has been constituted for developing the scheme, curriculum of the course. There will be time to time meting for any latest changes to be incorporated in the curriculum if required. The list of members are as follows:

Member	Designation
Prof. Jyoti Rana	Registrar, SVSU
Prof. R. S. Rathore	Dean, Academics
Dr. Priya Somaiya	Dean, Skill Faculty of Management Studies & Research
Dr. Shruti Gupta	Chairperson, Skill Department of Management Studies
Dr. Samarth Singh	Chairperson, Skill Department of Banking & Financial Services
Dr. Savita Sharma	Chairperson, Skill Department of Hospitality & Tourism
Prof. Nirmal Singh	COE and Dean IIC, SVSU
Dr. Ashish Srivastava	HOD, IQAC, SVSU
Mr. Vineet Suri	Director, IIC, SVSU
Dr. Avanish Kumar	Professor, MDI
Dr. Suparn Sharma	Dean, Management, SMDVU
Dr. Pinki	Associate Professor
Dr. Anju Verma	Professor, GJUST
Mr. B. B. Gupta	President, JBM Group
Mr. Dharm Rakshit	Sr. HR Leader, Hero Moto Corp
Ms. Rachna Mukherji	Ex-CHRO, Schneider Electric

SCHEME AND SYLLABUS

M.Voc. (Human Resource Management): NCrF Level – 6.5

For Academic Session 2023 & onwards

2 years Course

Skill Department of Management Studies

(Skill Faculty of Management Studies & Research)

Shril Vishwakarma Skill University

Dudhola, Palwal-*121102*, Haryana

Transit office: Plot 147, Sector 44, Gurugram-122001, Haryana

Website: www.svsu.ac.in

Contact No: +91-124-234467

Semester – I

FUNDAMENTALS OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

Course Credit: 04 (3-1-0)

Course Code:MGM801   **Max. Marks: 100**
(30I+70E)

Course Objectives:
The objective of the course is to help students develop an understanding of the basic management concepts and behavioral processes in organizations which are important for them to adapt to the changing corporate environment.

Course Learning Outcomes:

CLO1: Understanding the concept of developing an understanding of managerial functions, skills and roles and organizational behavior.
CLO2: Understanding the various managerial skills and functions along with organization structures.
CLO3: Understanding the basic cconcept of Organisation Behaviour
CLO4: Understanding how managers can use the models to enhance motivational levels of employees.
CLO5: Develop an understanding of leadership and teams building in organizations.

Unit	Topic
Unit I Basics of Management (CLO1)	**Basics of Management:** Concept, nature, process and significance of management; Managerial levels, skills, functions and roles (with special reference to BFSI); Management Vs. Administration**;** Contingency Management theories by - F. W. Taylor, Henry Fayol and Elton Mayo.
Unit II Managerial Skill and Functions (CLO2)	**Managerial Skill and Functions:** Level of Management- Functions of Management; Centralization, Decentralization; Managerial Planning; Organising and Organization structures: Line & Staff - functions, Leading and Staffing; Controlling: Definition, Nature, Importance, Steps, Techniques
Unit III Organisation Behaviour (CLO3)	**Organisation Behaviour:** Definition, Scope, Importance, Concepts of Organisation Behaviour; Values, Attitude and Perception; Perceptual Process, Social perception (stereotyping and halo effect).
Unit IV (Motivation) CLO4	**Motivation-** Definition, Theories of motivation, Mc Gregor, A.H. Maslow, Herzberg; **Learning-** Meaning & Theories.

Unit V Leadership & Team Building (CLO5)	**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; **Personality-** Attributes of personality, Type, Ego state, Johari window.

Books Recommended Text Books

- Suri, R. K., & Chhabra, T. N. (2009). *Managing Human Resource: Techniques and Practices*. Pentagon Press.
- Luthans, F., Luthans, B. C., & Luthans, K. W. (2021). *Organizational Behavior: An Evidence-Based Approach Fourteenth Edition*. IAP.
- Aswathappa, K., & Reddy, G. S. (2009). *Organisational behaviour* (Vol. 20). Mumbai: Himalaya Publishing House.

Reference Books

- Hersey, P., & Blanchard, K. H. (1969). Management of organizational behavior: Utilizing human resources.
- Natemeyer, W. E., & Gilberg, J. S. (Eds.). (1978). *Classics of organizational behavior*. Moore Publishing Company.

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: Accounting & Finance for HR Professionals

Course code. MHR 811

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

Objectives
The purpose of the course is to introduce the concepts, theoretical frameworks, issues in Business Finance

Course Learning Outcomes
CLO1. Understand the basic concepts of accounting and its applications in corporate firms.
CLO2. Interpret and analyse financial ratios of companies.
CLO3. Understand the corporate finance terminologies and functions
CLO4. Analyse and evaluate value of money along with cash flow movement.
CLO5. Understand sources of funds and their cost calculation

Unit	Topic	Hours
I -Basics of Accounting (CLO1)	Basics of Accounting-Principles and conventions, accounting equation-double entry system. Understanding Financial Statements, Interpreting Financial Statements-Financial ratios.	15
II – Basics of Corporate Finance (CLO2, CLO3)	Corporate Finance: Meaning, nature and scope; financial management goals; Agency problems, Finance functions – investment, financing and dividend decisions.	15
III – Concept of Time Value of Money (CLO4)	Time Value of Money-Future value and present value basic concepts, capital budgeting-methods and techniques	10
IV – Cash Flow Analysis (CLO4)	Cash flow concept, sources and uses of cash flow, discounted cash flow analysis for decision making, Balanced Score Card	10
V –Concept of cost of capital (CLO5)	Cost of capital of a firm, sources of funds-short term and long term, concept of working capital, HR as a capital Asset.	10

Reference Books

1. Gulati, S. and Y.P. Singh (2014), Financial Management, 2014 Edition, Mc Graw Hill

2. Arora, R.K. (2018), *Financial Accounting*, 2nd Edition, Wiley India

3. Rustagi, R.P. (2019), *Principles and Practice of Management Accounting*, New Age International (P) Ltd. Publishers

4. Dhamija, Sanjay (2018), *Financial Accounting*, 3rd Edition, Pearson

5. Pandey, I.M. (2021), *Financial Management*, 12th Edition, Pearson

Course Title - Computer Application in Business

Course Credit: 02 (1-1-0)

Course Code. CSE801P

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

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.

Course Learning Outcome

CLO1. State the applications of Computers and understand the basic components of computer.

CLO2. Able to Understand and apply the computer application in the office.

CLO3. Identify the basics of MS Excel and apply software applications to enhance efficiency of business functions.

CLO4. Identify the basics of DBMS/RDBMS and apply software applications to enhance efficiency of business functions.

Unit	Topic	Hours
I - Introduction to Computer System(CLO1)	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(CLO 2)	Introduction to MS Word, Menus, Shortcuts, Document types, Formatting documents, Macros, Mail merge; **Introduction to MS PowerPoint:** Different templates	20 (10+10)
III - Introduction toMS-Excel(CLO3)	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(CLO3)	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(CLO4)	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

RecommendedText Books

1. Saxena S. (2003), A First Course in Computers, Vikas Publishing House, New Delhi
2. Bharihoka D. (2012), Fundaments of Information Technology, Excel Book,New Delhi

Reference Books

1. V. Rajaraman, Introduction to Information Technology, PHI. New Delhi
2. R. Hunt, J. Shelley, Computers and Commonsense, Prentice Hall of India New Delhi
3. Leon, M. Leon, Fundamentals of Information Technology, Leon Vikas, (4) Software manuals MSOffice by S.S. Srivastava, Firewall Media.
4. Bittu Kumar (2010), Microsoft Office 2010, V & S Publications
5. Behrouz.A. Forouzan, Data Communication and Networking, 5th Edition, McGraw Hill

Web Links

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

Course Title- Business Communication

Course Code. MGM806

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

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

Course Learning Outcome

CLO1: Understanding the role of communication in the organizational and Global Context
CLO2: Understanding the basics of effective written and verbal communication
CLO3: Understanding the theoretical models of communication and development in communication
  Research.
CLO4: Analyzing one's own communication style in different contexts and mediums
CLO5: Exposure and training of technical writing, responsibilities of a communicator, Ethical Issues
  And Legal Issues

Unit	Topics
Unit I **Concepts of Communication in Business (CLO1)**	**Concepts of Communication in Business:** Introduction to Business Communication, Components of Communication (7Cs)**,** Listening Skills**,** Verbal and Non-Verbal Skills and Presentation Skills**,** Legal issues in Communication
Unit II **Formal Communication (CLO2)**	**Formal Communication:** Planning and executing different types of messages**,** writing reports, proposals and Business plans**,** Improving personal writing skills
Unit III **Interpersonal Communication Skills (CLO3)**	**Interpersonal Communication Skills:** Communicating in teams, Negotiation Skills, Communication skills during a conflict, Mentoring and Appraisals, Communication in Social Media and Digital Communication, Public Speaking.
Unit IV **Cross Cultural Communication (CLO4)**	**Cross Cultural Communication:** Theoretical Framework of Cross-Cultural Communication, Communication across cultures through different mediums, Business Etiquettes across cultures
Unit V **Communication for career (CLO5)**	**Communication for career:** Resume writing and cover letters, Group Discussions and Interviews, Communication during Exit Interviews, Ethics and Communication

Recommended Text Books

- Pal, R., & Suri, P. L. (2022). *English Grammar & Composition*. Sultan Chand & Sons.
- Sharma, R. C., & Mohan, K. (2016). Business Correspondence and Report Writing: A practical approach to business & technical communication.

Reference Books

- Modern Business Correspondence - L. Gartside - The English Language Book Society andMacdonald and Evans Ltd.

- Jennings, B., Van Der Meer, S., Balasubramaniam, S., Botvich, D., Foghlú, M. Ó., Donnelly, W., & Strassner, J. (2007). Towards autonomic management of communications networks. *IEEE Communications Magazine*, *45*(10), 112-121.

- Howard, S. (1999). *Creating a successful CV*. Dorling Kindersley Ltd.

- Lally, K. J. (2006). *A study on communication pattern and barriers of communication in a multi speciality hospital* (Doctoral dissertation, Rajiv Gandhi University of Health Sciences (India)).

Course Title: Recruitment & Selection

Course Credit: 03 (2-1-0)

Course No. MHR810   **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**.**

Course Learning Outcomes

CLO1. To understand the concept of staffing and job analysis.
CLO2. To understand the process and types of recruitment in an organization.
CLO3. To understand the concept of selection and criteria for Selection Process
CLO4. Illustrate the importance of Induction and orientation.
CLO5. Evaluate the role that human resources planning, organizational and job analysis have in selection.

Unit	Topic
Unit I Staffing & Job Analysis (CLO1)	Staffing models and strategy; Planning: External influences, human resource planning, staffing planning; Job analysis: Job Description and Job Specification, Process and Methods, Uses of Job Analysis. Job Design Contemporary Issues in Job Designing, competency-based job analysis
Unit II Selection (CLO2)	Concepts of Recruitment - Meaning, Objectives, Scope & Definition, Type of Recruitment - Direct/Indirect, Internal/ External. Traditional verses Modern techniques, Evaluation of Recruitment- Outsourcing Programme. Importance and relevance of Recruitment.
Unit III Induction and Orientation (CLO3)	Selection – Concept of Selection, Criteria for Selection, Process, Advertisement and Application (Blank Format). Screening – Pre and Post Criteria for Selection, Steps of Selection Interviewing – Types and Guidelines for Interviewer& Interviewee, Types of Selection Tests, Effective Interviewing Techniques. Selection Hurdles and Ways to Overcome Them.
Unit IV Induction and Orientation (CLO4)	Induction – Concept, Types-Formal /Informal, Advantages of Induction, How to make Induction Effective, Orientation & On boarding- Programme and Types, Process. Socialization-Types-Anticipatory, Encounter, Setting in, Socialization Tactics, Current trends in Recruitment and Selection Strategies.
Unit V Staffing system management (CLO5)	Staffing system management; Retention management: turnover analysis and retention initiatives; Selected issues on Staffing inIndia. Exit Interview- Meaning and importance.

Recommended Text Books

- Employee Selection, Lilly M Berry, 1 edition, Cengage Learning, 2002
- Online Recruiting and Selection: Innovations in Talent Acquisition, Douglas H. Reynolds, John A. Weiner, John Wiley & Sons, 2009
- Effective Recruitment and Selection Practices, R. L. Compton, William J. Morrissey, Alan R. Nankervis, Bill Morrissey, CCH Australia Limited, 2009

Reference Books

- Heneman, Herbert G. III & Timothy A. Judge, Staffing Organizations, McGraw-Hill/Irwin, latest edition.
- Gatewood, Robert D. & Hubert S. Field, Human Resource Selection, 5th edition, Harcourt College Publishers, 2001.
- Jackson, Susan E. & Randall S. Schuler, Managing Human Resources Through Strategic Partnerships, 8th edition, Thomson/Southwestern, 2003.

Web RESOURCES:

1. American Staffing Association: www.staffingtoday.org
2. International Personnel Management Association:www.ipma-hr.org
3. Society for Human Resource Management: www.shrm.org
4. Workindex.com:www.workindex.com

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Course Title: Human Resource Management

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Course Credit: 04 (3-1-0)

Course Code. MHR803   **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**.**

Course Learning Outcomes

CLO1. To understand the importance of human resources and their effective management in organizations

CLO2. Able to demonstrate a basic understanding of different tools used in forecasting and planning human resource needs

CLO3. To describe appropriate implementation, monitoring and assessment procedures of training and development.

CLO4. To understand the concept and maintain a pay system that is consistent for employees within the organization (internal consistency).

CLO5. Able to evaluate jobs and its methods and managing ethical issues in HRM

Unit	Topic
Unit I Basics of HRM (CLO1)	Introduction: Understanding the nature and scope of Human resource management, Functions and objectives of HRM, Role of HR, HR department structure & HR strategy
Unit II Human Resource Planning (CLO2)	HRP, Recruitment & Selection: Nature and importance of Human resource planning, Recruitment & Selection process in BPS, Meaning and importance placement and induction
Unit III Training and Development (CLO3)	Training, Development & Job Analysis: Training & human resource development, Performance appraisal, career development and planning, Job analysis: Job Description and Job Specification, job specification, job simplification and quality of work life (QWL).
Unit IV Compensation (CLO4)	Remunerations & Benefits: Managing basic remunerations, Basic concepts & Importance of compensation plan, fringe benefits, incentives, and social security schemes.
Unit V Job Evaluation (CLO5)	Job Evaluation & Ethical Issues: Significance of Job evaluation, Methods of Job evaluation

RecommendedText books

- Noe, R. A., Hollenbeck, J. R., Gerhart, B. A., & Wright, P. M. (2016). *Fundamentals of human resource management* (p. 608). New York, NY: McGraw-Hill Education.
- Johnstone, S., Rodriguez, J. K., & Wilkinson, A. (Eds.). (2023). *Encyclopedia of human resource management*. Edward Elgar Publishing.
- Widarni, E. L., & Bawono, S. (2020). *The Basic Of Human Resource Management Book 1*. Book Rix.

Reference Books
- Armstrong, M., & Taylor, S. (2023). *Armstrong's Handbook of Human Resource Management Practice: A Guide to the Theory and Practice of People Management*. Kogan Page Publishers.

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

Semester II

Course Title: Entrepreneurship

Course Code: OMS802   **Course Credits (2-0-0)Marks (30I + 70E)**

Course Objectives: The objective of this course is to expose the learner to the fields of entrepreneurship development. Focus will be to train the students to develop new projects and encouraging them to start their own ventures.

Course Learning Outcome

CLOI: Demonstrate a basic understanding of the concept of Entrepreneurship and Entrepreneur
CLOII: Understanding the role of an Entrepreneur in Economic Development of a Country
CLOIII: Understanding the various competencies identified by Entrepreneurship Development Institutes of India
CLOIV: Understanding on how Government supports to new Enterprises
CLOV: Understanding various forms of business organization

Units	Topics
Unit I Entrepreneurship (CLO1)	Concept of Entrepreneur and Entrepreneurship, Entrepreneur vs. Manager, Significance of Entrepreneurship in Economic Development; Economic, Social and Psychological needs for Entrepreneurship; Characteristics, Qualities and Pre-requisites of Entrepreneur; Rural Entrepreneurship, Intrapreneurship, business model canvas, business plan formulation (traditional)
Unit II Function of the Entrepreneur (CLOII)	The Function of the Entrepreneur in Economic Development of a Country; Methods and Procedures to start and expand one's own Business; Achievement Motivation; Environmental Factors affecting success of a new Business.
Unit III Entrepreneurial competencies (CLOIII)	Entrepreneurial competencies- competencies identified by Entrepreneurship Development Institute of India. Entrepreneurial motivation: External and internal factors. Role of the higher order needs of the need-hierarchy. Multiplicity and diversity.
Unit IV Government support to new Enterprises (CLOIV)	Government support to new Enterprises; Role of Government and Promotional agencies in Entrepreneurship Development; Entrepreneurship Development Programs in India, venture capital, angel investor, startup constrain and opportunities
Unit V Various forms of business organization (CLOV)	Introduction to various forms of business organization (sole proprietorship, partnership, corporations, Limited Liability company), mission, vision and strategy formulation.

Recommended text books

1. Hisrich, Robert D., Michael Peters and Dean Shephered, Entrepreneurship, Tata McGraw Hill, New Delhi, 2023
2. Barringer, Brace R., and R. Duane Ireland, Entrepreneurship, Pearson Prentice Hall, New Jersy (USA)
3. Lall, Madhurima, and Shikha Sahai, Entrepreneurship, Excel Books, New Delhi
4. Desai, V. (2004). Dynamics of Entrepreneurship Development. Himalaya Publication house.

Reference Books

5. Forbat John, "Entrepreneurship" 1st Edition, New Age International, 2008.
6. Enterprise Resource Planning - Richard Hammer – 1998
7. John S.M., rural women Entrepreneurship, 6th ed; Discovery Publishing House, 2004.
8. JanakiramB., Management & Entrepreneurship, Excel Books India, 2009.
9. Prahlad, CK., Fortune at the Bottom of the Pyramid: Eradicating Poverty Through Profits, IstEdition; Dorling Kindersley Ltd, 2006.

Web Links

1. https://www.tutorialspoint.com/entrepreneurship_development/entrepreneurship_development_tutorial.pdf
2. https://www.bing.com/videos/search?q=entrepreneurship+development+videos&qpvt=entrepreneurship+development+videos&view=detail&mid=2F136B2E6941D1F8DB4E2F136B2E6941D1F 8DB4E&&FORM=VRDGAR
3. https://www.bing.com/videos/search?q=entrepreneurship+development+videos&qpvt=entrepreneurship+development+videos&view=detail&mid=01D578B93003F888E6DF01D578B93003F88 8E6DF&&FORM=VRDGAR

Course Title: Research Methodology

Course Credit: 04 (2-2-0)

Course Code. MGM803   **Max. Marks: 100 (30I+70E)**

Objectives

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

Course Learning Outcomes

CLO1. To demonstrate familiarity with major concepts, theoretical perspectives, empirical findings, and historical trends

CLO2. Able to apply basic research methods including research design, data analysis and interpretation.

CLO3 Able to design a good quantitative purpose statement and good quantitative research questions and hypotheses.

CLO4. Able to conceptualize the primary characteristics of quantitative research and qualitative research

CLO5. Able to to design a good qualitative purpose statement and a good central question in qualitative research.

Unit	Topic
Unit I - Introduction to Research (CLO1)	Meaning, Objectives, Understanding the language of research - Concept, Construct, Definition, Variable. Research Process, Descriptive statistics, basis of central tendency, dispersion, skewness, bell curve
Unit II - Research Design (CLO2)	Features of a good research design – Exploratory Research Design – concept, types and uses, Descriptive Research Designs - concept,types and uses. Experimental Design: Causal relationships, Conceptof Independent & Dependent variables, extraneous variable, Treatment, Control group, Research Problem.
Unit III - Measurement (CLO3)	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.
Unit IV Qualitative & quantitative research (CLO4)	Qualitative research - Quantitative research – Concept of measurement, causality, generalization, replication. Hypothesis testing;parametric and non-parametric tests
Unit V Types of Data (CLO5)	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

Recommended Text Books

- Zikmund, W. G. (2003). Business Research Methods, Thomson Learning. *Inc., Eastern Press, Bangalore*.Cooper, D.R. and Schindler, P.S. (2006) Business Research Methods. 8th Edition, McGraw Hill, Tata.
- Kothari, C. R. (2004). *Research methodology: Methods and techniques*. New Age International.

Reference Books

1. Millian J. Geode & Paul K. Hatl, Methods in Research, McGraw Hills, New Delhi.
2. Goddard, W., & Melville, S. (2004). *Research methodology: An introduction*. Juta and Company Ltd.
3. 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: Strategic and International HumanResource Management

Course Credit: 04 (3-1-0)

Course Code. MHR806   **Max. Marks: 100 (30I+70E)**

Objectives

The objective of the course is to develop the perspective of strategic and international human resource management for better decision making.

Course Learning Outcomes

CLO1. To understand the concept of Strategic Human Resource Management in MNC's

CLO2. To understand the external and internal contextual factors that affects human resource environment.

CLO3. Able to formulate, implement and evaluate Human Resource Strategy

CLO4. To understand the features, elements and approaches of International HRM

CLO5. To understand managing people in International Context and concept of Strategy Implementation

Unit	Topic
Unit I Introduction to Strategic HRM (CLO1)	Strategic Human Resource Management (SHRM): An Overview Definitions, meaning and concept of SHRM, Characteristics of SHRM, Significance and evolution of SHRM, Prerequisites of SHRM, Emerging HR skills and competencies; Models of SHRM: Schools of thought, SHRM themes, The SHRM framework.
Unit II Strategy Implementation (CLO2)	The SHRM Context: The human resource environment: external and internal contextual factors; Impact of technology on HRM and e-HR: changing practices and emerging trends; Investment perspective to HRM. Diversity and exclusion: A critical workforce problem
Unit III Strategy Formulation (CLO3)	Strategy Formulation: Role of HRM in strategy formulation; HR planning and strategic planning integration: approaches and steps. Strategy Implementation: strategy driven role-behaviors, culture and subsystems; Workforce utilization and employment practices; Strategy Evaluation: Evaluating strategic contributions of HR practices, dimensions of evaluation, approaches and methods of evaluation, trends in evaluation
Unit IV Introduction to International Human Resource Management (CLO4)	Definition, Features, and elements of International Human Resource Management; Approaches to International Human Resource Management, Globalization and International HRM. Domestic verses international HRM Cross-Cultural Management: Kluckhohn and Strodtbeck framework, Hofstede's Cultural Dimensions, Trompenaar's Dimensions, Schwartz Value Survey, the GLOBE Study,
Unit V New Economic Policy and HRM Strategy (CLOV)	International perspective of Industrial relations IHRM trends and future challenges. Corporate social responsibility and sustainability in HR Labour regulation in a global economy. Diversity and diversity management. Managing people in International Context.

Recommended Text Books

1. Bhatia, S. K. (2005). *International Human Resource Management*. Deep and Deep Publications.
2. Dessler, G., & Varrkey, B. (2005). *Human Resource Management, 15e*. Pearson Education India.

Reference Books

- Charles R. Greer, Strategic Human Resource Management, Pearson Education, 2003.
- Gómez-Mejía, L. R., Balkin, D. B., Cardy, R. L., Santos, I. O., Muñoz, E. M., & Cabrera, R. V. (1997). *Gestión de recursos humanos* (pp. 25-ss). Madrid: Prentice Hall Chitakornkijsil, P. (2010).
- THE INTERNATIONALIZATION OF HUMAN RESOURCE MANAGEMENT IN THE HOST NATION CONTEXT & STRATEGIC APPROACH OF IHRM. *International Journal of Organizational Innovation*, *3*(2).

Course Title: Compensation Management

Course Credit: 03 (2-1-0)

Course No. MHR808   **Max. Marks: 100 (30I+70E)**

Objectives

A Human Resource Management Approach illustrates the art and science of compensation practice and its role in promoting a company's competitive advantage.

Course Learning Outcomes

CLOI. To understand the Concept Compensation Management

CLOII. Design a pay structure that will ensure the firm is competitive with other similar firms (external competitiveness)

CLOIII. Identify and understand performance based pay system.

CLOIV. Identify and describe typical employee benefits components and systems, and describe in detail those that are legally required with reference to law

CLOV. To understand the contemporary strategic compensation challenges

Unit	Topic
Unit I - Compensation Management (CLO1)	Compensation Management- Concept, objectives, nature, types, compensation responsibilities, compensations philosophies & approaches.
Unit II - Wage And Salary Administration (CLOII)	Wage and salary administration at the micro level. Job evaluation, traditional and new techniques. Compensation structure. Indian practices: wage boards, pay commissions, compensation management in multinational organizations.
Unit III - Concepts Of Employee Benefits (CLOIV)	Managing Employee Benefits: Nature and types of benefits, employee benefits programs security benefits, retirement security benefits, health care benefits, time–off benefits, employee benefits required by law, discretionary major employee benefits, designing a benefits package.
Unit IV - Performance Based Pay (CLOIV)	Managerial remuneration pays commission; performance based pay system incentives, executives' compensation plan and packages.
Unit V - Compensation Strategies (CLOV)	Contemporary Strategic Compensation Challenges- compensation practices of multinational corporations and working of different institutions related to reward system like wage boards, pay commissions.

Recommended Text Books

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 IndianEdition.

Reference Books

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 BooksPvt Ltd.
6. Malik, P.L. *Handbook of Labourer and Industrial Law*, Eastern Book company.

Course Title: Management of Industrial Relations and Labour Laws

Course Credit: 03 (2-1-0)

Course No. MHR809   **Max. Marks: 100 (30I+70E)**

Objectives

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

Course Learning Outcomes

CLOI Able to demonstrate descriptive knowledge of the field of industrial relations.

CLOII Able to apply the essential concepts of industrial relations and their interrelationship at thepersonal, organizational and national levels.

CLOIII To recognize and consider the social, historical and equity issues within industrial relations.

CLOIV Able to investigate solutions to industrial relations problems based on research and assessment ofcurrent practices.

CLOV Able to communicate your knowledge of industrial relations in both written and verbal formatsreactive to both audience and purpose.

Unit	Topic
Unit I - Structure &Evolution of IR (CLO1)	Industrial relations system in India: Structure and its evolution; Nature, causes and types of industrial disputes, Industrial Disputes Act, Methods ofindustrial disputes resolution; Trends in industrial conflict. layoff, turnoverand retrenchment
Unit II Trade Union and Collective bargaining (CLO2)	Provisions of Trade Union Act, 1926, Rights and Liabilities of Registered Trade Union, Concept, Nature, functions and Types of Collective bargaining; Collective bargaining in the Indian context; Natureof grievances and grievance procedures; Handling employee grievances,
Unit III Labour Laws (CLO3)	Introduction, Emergence, Need and Objectives of Labour Laws; Principles of Modern Labour Laws; Classification of Labour Laws; International Labor Organization, Indian Constitution and Labour Legislations.
Unit IV Acts (CLO4)	Wage-Related Labour Laws: Payment of Wages Act; Minimum Wages Act; Payment of Bonus Act; Payment of Gratuity Act, Factories act, apprenticeship act 961.
Unit V – Compensation act and Industrial Democracy (CLO5)	Workmen's Compensation Act; Employees' State Insurance Act; Employees Provident Fund, Industrial Indiscipline, Concept and scope of industrial democracy, Contemporary issues in IR

Recommended Text Books

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, NewDelhi, Galgotia Publishing Company.

Reference Books

- Edwards, P. Industrial Relations: Theory and Practice in Britain. U.K. Blackwell Publishing.
- Kaufman, B. The global evolution of industrial relations: events idea and the IIRA. Geneva:International Labour Office.
- Singh, P., & Kumar, N. Employee Relations Management. New Delhi: Pearson EducationIndia.

Course Title: Training and Development

Course Credit: 05 (3-2-0)

Course No. MHR801   **Max. Marks: 100 (30I+70E)**

Objectives

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

Course Learning Outcomes

CLO1. To enable to understand the concepts of learning along with learning theories

CLO2. To develop an understanding of the strategic training and development Process.

CLO3. To familiarize you with the levels, tools and techniques involved in training.

CLO4. To develop training programs and processes in different organizations and analyze their effectiveness.

CLO5: To develop an understanding of contemporary issues in Training and Development.

Unit	Topic
Unit I Introduction to Training (CLO1)	Introduction to Learning: Concepts of Learning, Phases in Learning, Learning theories -Reinforcement theory, Social learning Theory, Goal theories, need theories, expectancy theory, Adult Learning theory Information Processing Theory, The Learning Process, The Learning Cycle
Unit II Strategic Training and development (CLO2)	Training Strategy and Designing Training: The evolution of Trainings Role, Strategic Training and development Process, Models of Training Department, Reasons for planned training, developing the group and the climate, Trainers and training styles, Evaluating training and Follow-on support.
Unit III Training methods (CLO3)	Training methods: Traditional methods, Presentation methods, Hands-on methods, Group Building Methods, e-learning, Technology influence on training and learning, computer- based training, developing effective online learning, blended learning, mobile technology and training methods
Unit IV Training Needs Analysis (CLO4)	Training Needs Analysis: Meaning and significance of training needs, types of needs, components of needs, data collection, analysis and interpretation. Meaning and significance of training design and development, principles of training design, design process, identifying the training objectives, determining structure, content, duration, method, learning activities
Unit V Contemporary issues in Training and Development (CLO5)	Contemporary issues in Training and Development: Orientation training, diversity training, POSH, team-training, cross functional teams, cross cultural training, training for talent management and competency mapping. Career Management, career management systems, Career paths, Career Plateauing, Coping with career breaks, Training for virtual work arrangements.

RecommendedText Books

- Dessler, G. Human Resource management–Prentice Hall in India Pvt. *Ltd,*.
- Rao, V. S. P. (2000). Human Resource Management excel book. *New Delhi*.
- Blanchard, P. N. (2008). *Effective training: Systems, strategies and practices*. Pearson Education India.

Reference Books

- Beebe, S. A., Mottet, T. P., & Roach, K. (2004). Training and development: Enhancing communication and leadership skills.
- Buckley, R., & Caple, J. (2009). *The theory and practice of training*. Kogan Page Publishers.
- Truitt, D. L. (2011). The effect of training and development on employee attitude as it relates to training and work proficiency. *Sage Open*, *1*(3), 2158244011433338.

Semester III

Course Title: Performance and Talent Management

Course Credit: 03 (2-1-0)

Course Code. MHR805   **Max. Marks: 100 (30I+70E)**

Objectives

This course aims to impart the understanding about the performance management system and strategies adopted by the organizations to manage employees' performance. This course also intendsto give insights on how to identify, integrate, and retain talent in an organization to deliver high performance.

Course Learning Outcomes

CLOI Define the concept of performance management and outline its role in contemporary organizations

CLOII Able to plan the different techniques involved in the performance appraisal process, forexample, the giving and receiving of feedback.

CLOIV. Demonstrate the ability to use different performance management techniques, forexample, coaching, mentoring, career development

CLOV. Define talent management and discuss the process of linking talent management to organizational strategy and other HR practices.

CLOVI. Examine the process for identifying high potential talent and developing a pipeline oftalent to serve organizational present and future needs.

Unit	Topic
Unit I Performance Management (CLOI)	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.
Unit II Performance Planning & Analysis (CLOII)	Performance planning; Ongoing support and coaching; Performance measurement and evaluation; Performance management and appraisal; Methods of performance appraisal
Unit III – Implementation and Issues in Performance Management (CLOIII)	Implementing performance management system- Strategies and challenges; Characteristics of effective performance metrics; Performance Improvement Plan; Role of HR professionals in performance management; Performance management documentation and audit; Use of technology and e-PMS
Unit IV Talent Management (CLOIV)	Concept and approaches; Framework of talent management; Talent identification, integration, and retention, Talent management in India; Managing employee engagement, Succession Planning
Unit V Talent Management Practices and Process(LO6)	Building the talent pipeline; Key factors and different aspects of talent management; Using talent management processes to drive culture of excellence; Future directions in talent management practice and research

Recommended Text Books

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 PublishingHouse, Mumbai.

Reference Books

5. Armstrong, M., *Performance management: Key strategies and practical guidelines*, KoganPage, 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: Softwares in HR

Course Credit: 03 (0-3-0)

Course Code: MHR 907

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

Objective
To handle volume of data in effective manner, improve their analytical skills and make them understand about the role of data in a business

Learning Outcomes
The students will be able to

CLO1. Maintain data and understand the ways to collect the data (Online Surveys & Business tools).

CLO2. Create mathematical and logical formulas using standard spreadsheet functions. (Theory)

CLO3. Work with tables and lists to analyze, filter and sort data to analyse the results fordifferent data set.

CLO4. Present the data in structured way to arrive and support the businessdecisions with Tableau and other softwares.

CLO5. Maintain salary details and payroll analysis and the employee's dashboard with offline and online tools &application.

Unit	Topic	Hours
I - Introduction to MS-Excel and basic functions (CLO1,2,)	Introduction to Electronic Spreadsheets, Feature of MS-Excel, Entering Data, Entering Series, Editing Data, Cell Referencing, Ranges, Date and time Functions, Auto sum, Copying Formula, Formatting Data, Creating Charts, formatting charts, Creating Database, Sorting Data, Filtering, etc.	10
II – Advnaced Functions and Analysis using tables(CLO3)	Pivot Table, Picot Chart, Coding of Data in Excel, Statistical functions (countif, countblank, rank), Text functions (left, right, mid, trim, concatenate), Financial functions (pv, fv, pmt), Lookup functions (hlookup, vlookup), Two level nested functions. Create, Modify a pivot table/data pilot, Filter, Sort data in a pivot table/data pilot, Use one-input, two-input data tables/multiple operations tables; Sorting and filtering: Sort data by multiple columns at same time, Create a customized list and perform a custom sort, macros**,** Employees feedback analysis using Google Doc.	15
III – Salary Details and Dashboard(CLO4)	Prepare Employee wise salary detail, ESI Detail, PF Detail &Labour Welfare Fund detail on Excel sheet. Payroll analysis. Creation of employee dashboard; working on Head count analysis; generation of ID's in attendance register, leave analysis; quality circles;	15
IV Basics of Tableau (CLO5)	Introduction to Tableau: Usage, Features scope. Connecting to data, loading data from Excel, CSV files, working and analyzing data, formatting	10
V Creating Dashboards (CLO5)	Introduction to calculations, dashboard development, Data sharing, User Calculations, Table Calculations, Logical Calculations, String Calculations, Number Calculations, filtering, graphs, charts	10

Recommended BooksText
Books

1. Stephen L. and Krehbiel and Berenson (2010), Statistics for Managers using Microsoft excel, PHI Learning Private Limited.
2. Guerrero H. (2010), Excel Data Analysis: Modeling and Simulation 2010. Springer.
3. Monsey M. and P sochan (2021). Tableau for Dummies. 1st Edition, Wiley Brand.

Reference Books

1. Managerial Statistics", Cengage Learning, by Gerald Keller., "
2. Statistics for Management", Tata McGraw Hill Publishing Company, by Dr. Srivastava T.N.
3. Research Methodology Concepts and Cases, Vikas Publishing House Private Limited, 2011 byDr. Deepak Chawla, Dr. Neena Sondhi.,

Semester IV

Course Title- Ethics and Values

Course Credit: 02 (2-0-0)

Course No. MGM901   **Max. Marks: 100 (30I+70E)**

Objective

To imbibe the moral values and ethics in students to make them responsible and compassionate globalcitizens

Course Learning Outcomes

CLOI Create awareness about need and importance of ethics and values in doing business
CLOII Sensitize to the nature of ethical issues
CLOIII Develop a capacity for ethical reasoning and to apply them in Organization contexts
CLOIV Apprehend essence of ethics in functional areas if an organization
CLOV Appreciate the role of corporate governance and corporate social responsibility in Promotingethics and values for a business

Unit	Topic
Unit I Meaning and nature of Ethics (CLOI)	Ethics: Meaning and nature of Ethics, Meaning of Moral & Ethics, Types of Ethics,Importance of Ethics, Nature of Ethics, Importance of ethics in business, Types of business; Individual Ethics- Professional ethics, Corporate Ethics, Ethical behavior
Unit II Business ethics and values (CLOII)	Nature of business ethics and values; Factors influencing business ethics, leadership strategy and performance, environment corporate culture, individualcharacteristics, Managing codes of ethics, ethics committees, hotlines, ethics training programs and laws enforcing ethical conduct.
Unit III Ethics in various fields (CLOIII)	Ethics in marketing, Process relative ethics, product relative ethics, competition relative ethics; Ethics in finance and accounting, investment decisions, disclosurenorms, insider trading norms. Ethics in production and operations management
Unit IV (CLOIV)	Ethics in global business, ethical principles governing global business, ethics relation to adapting host countries culture and norms, issues relating to negotiations and providing access to less developed countries, avoiding sanctions, protection of intellectual properties. Pressures for ethical convergence, ethicalprinciples governing global business.
Unit V (CLOV)	Corporate Governance and business ethics, roots of unethical behavior, unethical issues, corporate governance and ethics, the Indian context; Corporate Social Responsibility (CSR): Meaning, scope, Corporate Governance and CSR, Socialresponsibility and Indian corporations. Corporate Governance and regulators (SEBI's) role, The future of Corporate Governance in India.

Recommended Text Books

1. Agalabatti B.H., Krishna S., Business Ethics: Concepts and Practices (With special emphasison Indian Ethos and Values), Nirali Prakashan
2. Chakraborthy S.K., Ethics in Management: Vedantic Perspective, Oxford University PressDavies Peter W.F., Current Issues in Business Ethics, Roultedge

Reference Books

3. Fernando A.C., Corporate Governance: Principles, policies and practices, Pearson EducationGary A. Yukl, Leadership in Organizations, Pearson
4. Hartman Laura P., Perceptiveness in Business Ethics. McGraw Hill International PublicationsMcDonald Gael, Business Ethics: A Contemporary Approach, Cambridge University Press

HR ANALYTICS

Course Credit: 04 (2-2-0)

Course Code: MAN907

Max. Marks: 100

(30I+70E)

Objective

The course aims to comprehend as to how HR and business leaders can take decisions about their peoplebased on deep analysis of facts and data.

Course Learning Outcomes

CLOI. Develop an understanding of the role and importance of HR analytics, and the ability to track,store, retrieve, analyse and interpret HR data to support decision-making.

CLOII. Use applicable benchmarks/metrics to conduct research and statistical analyses related to Human Resource Management

CLOIII. Employ appropriate software to record, maintain, retrieve and analyse human resources information (e.g., staffing, skills, performance ratings and compensation information).

CLOIV. Apply quantitative and qualitative analysis to understand trends and indicators in human resource data; understand and apply various statistical analysis methods.

Unit	Topics
Unit I Introduction to HR Analytics (CLOI)	Introduction to HR Analytics: Evolution of HR Analytics, HR information systems and data sources, Introduction to HR Analytics, People Analytics & Workforce Analytics; HR Analytics & the Organizational Structure; Types of Data; HR Analytics and Metrics
Unit II Diversity Analysis (CLOII)	Diversity Analysis: Equality, diversity and inclusion; Workforce segmentation and search for critical job roles; Sentiment and trend analysis; Cost modelling; HR data warehousing; Decision tree
Unit III Recruitment and Talent Acquisition (CLOIII)	Recruitment and Talent Acquisition, Talent Acquisition and Analytics Trend; Analytics for Efficiency; Analytics for Effectiveness; Metrics, segmentation and impact; Case Discussion; HRP & Resource Planning; Manpower Planning; Optimization of workforce; Lead Time Analysis
Unit IV employee performance (CLOIV)	Predicting employee performance; Training requirements; evaluating training and development; Optimizing selection and promotion decisions; KPI vs metrics; Creating metrics
Unit V Evaluating stress levels (CLOV)	Tracking impact interventions; Evaluating stress levels and value-change; Formulating evidence based practices and responsible investment; Evaluation mediation process, moderation and interaction analysis

Recommended Text Books

- Edwards Martin R, Edwards Kirsten (Latest Edition), "Predictive HR Analytics: Mastering the HRMetric", Kogan Page Publishers, ISBN-0749473924
- Fitz-enz Jac (Latest Edition), "The new HR analytics: predicting the economic value of yourcompany's human capital investments", AMACOM, ISBN-13: 978-0-8144-1643-3
- Fitz-enz Jac, Mattox II John (Latest Edition), "Predictive Analytics for Human Resources", Wiley,ISBN- 1118940709 Session Plan (please add rows and columns as per your course

Reference Books

- Predictive HR Analytics-Mastering the HR Metric, By: Martin R. Edwards & Kristen Edwards,Kogan Page, Latest Edition.
- Predictive Analytics for HR , By: Jac Fitz-Enz & John R. Mattox II, Wiley Publication, LatestEdition