



Dr. M.G.R.
EDUCATIONAL AND RESEARCH INSTITUTE
DEEMED TO BE UNIVERSITY

University with Graded Autonomy Status

(An ISO 21001 : 2018 Certified Institution)

Periyar E.V.R. High Road, Maduravoyal, Chennai-95. Tamilnadu, India.



FORM NO. F/CDD/004
Rev.00 Date 20.03.2020

FACULTY OF MANAGEMENT STUDIES

MBA- Two-Year, Full-Time Program- Curriculum and Syllabus
Program Structure for MBA-HRM (Full Time)

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FACULTY OF MANAGEMENT STUDIES

Master of Business Administration
Human Resource Management
MBA (Full Time)

Outcome Based Curriculum & Syllabus

REGULATION - 2026



FACULTY OF MANAGEMENT STUDIES

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DECLARATION

I, **Dr.G.Brindha**, Professor & Head, **Faculty of Management Studies**, hereby declare that this copy of the syllabus for **Master of Business Administration - Human Resource Management Full time 2026 Regulation** from page no. 1 to 74 is the final version which is being taught in the class and uploaded in our University website. I assure that the Syllabus available in our university website is verified and found correct. The Curriculum and Syllabi have been approved by our Academic Council / Vice Chancellor.

Date:

Signature



FACULTY OF MANAGEMENT STUDIES

MBA- Two-Year, Full-Time Program- Curriculum and Syllabus
Program Structure for MBA-HRM (Full Time)

Faculty of Management Studies

VISION

"Developing core management competencies embedded with social and environmental values through exemplary management education."

MISSION

M1: Promoting the holistic development of our students and staffs through education, and development programs in capacity building and life skills.

M2: Strive to promote an open learning environment in the field of management and entrepreneurship.

M3: Inculcate ethical values in our students and staff so that they contribute optimally towards the development of the society.

QUALITY POLICY:

- Aspire for high standards of excellence in teaching, research, consulting and entrepreneurship.
- Drive home the core values of humility, honesty and hard work that spell individual and corporate success.



FACULTY OF MANAGEMENT STUDIES

MBA- Two-Year, Full-Time Program- Curriculum and Syllabus

Program Structure for MBA-HRM (Full Time)

PROGRAM EDUCATION OBJECTIVE : PEO

PEO1: Students are able to inculcate entrepreneurial skills to manage current business environment and start new businesses.

PEO 2: Students are capable of using research tools to investigate and analyze business environment.

PEO 3: Candidates present themselves with morality, integrity, hard work, ethical behaviour, social consciousness, and a broader outlook in their work place.

PEO 4: Candidates capability to have multidisciplinary approach, harnessing technology and innovative thinking to tackle and resolve complex business challenges.

PROGRAM OUTCOME: PO

PO 1: Apply knowledge of management theories and practices to solve business problems.

PO 2: Foster Analytical and critical thinking abilities for data-based decision making.

PO 3: Ability to develop Value based Leadership ability.

PO 4: Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO 5: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.



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Program Structure for MBA-HRM (Full Time)

PROGRAM SPECIFIC OUTCOME: PSO

PSO1: Apply strategic, analytical, and innovative skills for effective business decision-making in modern organization.

PSO2: Demonstrate ethical leadership, sustainability awareness, communication, and professional competence for global business practices

Mapping PEOs with Mission

PEOs	M1	M2	M3
PEO1	2	3	2
PEO2	3	3	3
PEO3	3	2	2
PEO4	3	3	2

Mapping PEOs with POs and PSOs

PEOs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
PEO1	3	2	2	2	3	3	2
PEO2	3	2	3	3	3	3	3
PEO3	1	3	2	2	1	1	2
PEO4	3	1	2	2	1	3	3

Strength of Correction: 3-High, 2-Medium, 1-Low



FACULTY OF MANAGEMENT STUDIES

MBA- Two-Year, Full-Time Program- Curriculum and Syllabus
Program Structure for MBA-HRM (Full Time)

Table 1:Credit Distribution Format :MBA HRM

S. No	CATEGORY	Description	No. of Courses	Credits	Total	Credit Weight age %	Contact hours
1	CORE COURSES	Core Theory	14	56	56	54.9	560
2	INTERDISCIPLINARY COURSE/ LAB	Core A/c, E-Commerce Theory (STAT, ECO)	4	16	18	17.6	160
		Lab	1	2	20		20
3	ENTREPRENEURSHIP DEVELOPMENT SKILLS	Foundation Development	1	4	4	3.9	40
4	SKILL DEVELOPMENT	Professional Corporate Communication	1	2	6	5.89	60
		Business Spreadsheet Applications	1				
		Professional Managerial Skills	1				
5	VALUE ADDED COURSE	T-Group Interaction Lab	1	2	6	5.8	60
		Corporate Etiquette	1				
		Contemporary Management Seminars / NPTEL / SWAYAM / Coursera	1				
6	PROJECTS/ SUMMER INTERNSHIP / CAPSTONE PROJECT VIVA VOCE / CORE SKILL	Internship / Capstone	1	6	12	11.8	288
		Major Project	1	6			384
Total				102	102		1572



FACULTY OF MANAGEMENT STUDIES

MBA- Two-Year, Full-Time Program- Curriculum and Syllabus

Program Structure for MBA-HRM (Full Time)

Table 2: Revision/modification done in syllabus content:

Course(Subject) Code	Course (Subject) Name	Concept /Topic if any, removed in current curriculum	Concept/topic added in the new curriculum	% of Revision/ Modification done
The Whole Curriculum structure and syllabus Revamped				

Table 3: MBA-HRM

List of New courses/ value added courses/life skills/Electives/interdisciplinary /courses focusing on employability/entrepreneurship/skill development.

S.No	New Courses	Inter Disciplinary Courses	Inter Disciplinary Lab	Skill Development	Value Added Courses	Focus On Employability /Entrepreneurs hip/ Skill Development.
1	Essentials of Management and behavioral science, Legal Aspects of Business	Business Economics for Managers, Accounting for Business Managers, Basics Statistics for Managers, Digital Commerce for Managers	Computer Application in Business Decisions	Professional Corporate Communication		
2	Marketing Principles and Practices, Modern Human Resource Practices, Business Research Methods, Strategic Workforce Management, Talent				T-Group Interaction Lab, Corporate Etiquette	



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	Acquisition Management, Workplace and Welfare Management					
3	Corporate Strategic Management, Corporate Financial Management, Professional Learning and Development, Stress and Wellness Management			Professional Managerial Skills, Business Spreadsheet Applications		Foundation of Entrepreneurship, Summer Internship / Capstone Project- Viva Voce (4weeks)
4	E-Marketing Concepts, Global Business Management				Contemporary Management Seminars / NPTEL / SWAYAM / Coursera	Major Project



FACULTY OF MANAGEMENT STUDIES

MBA- Two-Year, Full-Time Program- Curriculum and Syllabus

Program Structure for MBA-HRM (Full Time)

Table 4: Program Articulation Matrix

Course Code	Course Name	Course Category	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	Aligned SDG
MMHR26001	Essentials of Management and Behavioral Science	Core Course	2.6	2.4	2.2	2.4	2.2	2.6	2.4	4,8,16
MMHR26002	Business Economics for Managers	Interdisciplinary Course	2.6	2.4	2.2	2.4	2.2	2.6	2.4	8,9,12
MMHR26003	Accounting for Business Managers	Interdisciplinary Course	2.8	2.4	1.4	1.8	1.2	3.0	2.0	8,12,16
MMHR26004	Legal Aspects of Business	Core Course	2.6	2.4	1.4	1.2	3.0	2.8	2.2	8,9,16
MMHR26005	Basics of Statistics for Managers	Interdisciplinary Course	2.6	2.4	1.6	2.4	1.2	2.8	2.2	4,8,9
MMHR26006	Digital Commerce for Managers	Interdisciplinary Course	2.8	2.4	2.4	2.6	1.4	3.0	2.4	8,9,12
MMHR26L01	Computer Application in Business Decisions	Interdisciplinary Lab	3.0	2.4	2.4	2.6	2.4	3.0	2.4	4,8,9
MMHR26L02	Professional Corporate Communication	Skill Development	2.6	3.0	2.8	2.0	1.8	3.0	2.2	4,8,16
MMHR26007	Marketing Principles and Practices	Core Course	2.6	2.0	2.4	2.2	2.4	3.0	2.2	8,9,12
MMHR26008	Modern Human Resource Practices	Core Course	2.2	2.0	1.8	2.0	1.8	2.6	2.0	5,8,10
MMHR26009	Business Research Methods	Core Course	3.0	3.0	2.6	2.33	3.0	3.0	2.6	4,9,17
MMHR26010	Strategic Workforce Management	Core Course	2.8	3.0	2.75	2.67	2.75	2.6	2.4	8,4,5
MMHR26011	Talent Acquisition Management	Core Course	2.6	2.8	2.8	2.75	3.0	2.6	2.0	8,10,5
MMHR26012	Workplace and Welfare Management	Core Course	2.4	3.0	2.8	2.5	2.8	2.2	3.0	8,3,10
MMHR26L03	T-Group Interaction Lab	Value Added Courses	2.50	2.75	2.50	3.00	2.67	2.40	3.00	4,8,16
MMHR26L04	Corporate Etiquette	Value Added Courses	2.2	2.4	2.8	2.6	2.8	3.0	3.0	4,8,16



FACULTY OF MANAGEMENT STUDIES

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MMHR26013	Corporate Strategic Management	Core Course	1.8	1.6	2.2	2.2	2.4	2.2	3.0	8,9,16
MMHR26014	Foundation of Entrepreneurship	Core Course	2.8	2.6	2.8	2.6	2.6	3.0	2.2	8,9,17
MMHR26015	Corporate Financial Management	Core Course	2.8	2.6	1.0	1.6	1.0	2.6	1.6	8,9,16
MMHR26016	Professional Learning and Development	Core Course	2.4	2.6	2.8	2.5	2.8	2.6	2.4	4,8,9
MMHR26017	Stress and Wellness Management	Core Course	2.6	2.5	2.67	2.5	2.0	2.2	3.0	3,8,4
MMHR26L05	Professional Managerial Skills	Skill Development	2.6	2.6	2.4	2.4	2.6	3.0	2.2	4,8,16
MMHR26L06	Business Spreadsheet Applications	Skill Development	2.8	2.8	1.33	1.25	1.4	2.6	1.6	4,8,9
MMHR26L07	Summer Internship / Capstone Project Viva Voce (4 Weeks)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill	2.6	2.4	2.0	2.2	2.0	2.4	2.0	4,8,17
MMHR26018	E-Marketing Concepts	Core Course	2.6	2.6	2.6	2.4	2.6	3.0	2.4	8,9,12
MMHR26019	Global Business Management	Core Course	2.4	2.8	2.0	2.6	2.0	2.6	1.8	8,9,17
MMHR26L08	Contemporary Management Seminars / NPTEL / SWAYAM / COURSERA	Value Added Courses	2.2	2.2	1.67	2.2	1.75	2.2	1.8	4,9,17
MMHR26L09	Major Project	Projects/ Summer Internship / Capstone project Viva voce / Core skill	3.0	3.0	2.0	2.0	2.67	3.0	2.0	4,8,9



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FIRST SEMESTER

Theory:

Course Code	Course Title	L	T/SLr	P/R	C	Ty / Lb/ ETP
MMHR26001	Essentials of Management and behavioral science	4	0	0	4	Ty
MMHR26002	Business Economics for Managers	4	0	0	4	Ty
MMHR26003	Accounting for Business Managers	3	1	0	4	Ty
MMHR26004	Legal Aspects of Business	4	0	0	4	Ty
MMHR26005	Basics Statistics for Managers	3	1	0	4	Ty
MMHR26006	Digital Commerce for Managers	4	0	0	4	Ty

Practical:

Course Code	Course Title	L	T/SLr	P/R	C	Ty / Lb/ ETP
MMHR26L01	Computer Application in Business Decisions	0	0	4	2	Lb
MMHR26L02	Professional Corporate Communication	0	0	4	2	Lb
	Sub Total				28	

Credits Sub Total: 28

SECOND SEMESTER

Theory:

Course Code	Course Title	L	T/SLr	P/R	C	Ty / Lb/ ETP
MMHR26007	Marketing Principles and Practices	4	0	0	4	TY
MMHR26008	Modern Human Resource Practices	4	0	0	4	TY
MMHR26009	Business Research Methods	3	1	0	4	TY
MMHR26010	Strategic Workforce Management	4	0	0	4	TY
MMHR26011	Talent Acquisition Management	4	0	0	4	TY
MMHR26012	Workplace and Welfare Management	4	0	0	4	TY

Practical:

Course Code	Course Title	L	T/SLr	P/R	C	Ty/ Lb/ ETP
MMHR26L03	T-Group Interaction Lab	0	0	4	2	Lb
MMHR26L04	Corporate Etiquette	0	0	4	2	Lb
	Sub Total				28	

Credits Sub Total: 28

SUMMER INTERNSHIP / CAPSTONE PROJECT VIVA VOCE (4 WEEKS)

At the end of the 2nd semester students should undergo 4 weeks of Summer Internship / Capstone project. The Summer Internship / Capstone Project completion certificate should be submitted within the first week of third semester. The viva-voce exams will be conducted during the third semester examination.



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THIRD SEMESTER

Theory:

Course Code	Course Title	L	T/SL r	P/R	C	Ty / Lb/ ETP
MMHR26013	Corporate Strategic Management	4	0	0	4	Ty
MMHR26014	Foundation of Entrepreneurship	4	0	0	4	Ty
MMHR26015	Corporate Financial Management	3	1	0	4	Ty
MMHR26016	Professional Learning and Development	4	0	0	4	Ty
MMHR26017	Stress and Wellness Management	4	0	0	4	Ty

Practical:

Course Code	Course Title	L	T/SL r	P/R	C	Ty / Lb/ ETP
MMHR26L05	Professional Managerial Skills	0	0	4	2	Lb
MMHR26L06	Business Spreadsheet Applications	0	0	4	2	Lb
MMHR26L07	Summer Internship / Capstone Project- Viva Voce	0	0	6	6	Lb
	Sub Total				30	

Credits Sub Total: 30

FOURTH SEMESTER

Theory:

Course Code	Course Title	L	T/SL r	P/R	C	Ty / Lb/ ETP
MMHR26018	E-Marketing Concepts	3	0	0	4	Ty
MMHR26019	Global Business Management	4	0	0	4	Ty

Practical:

Course Code	Course Title	L	T/SL r	P/R	C	Ty / Lb/ ETP
MMHR26L08	Contemporary Management Seminars / NPTEL / SWAYAM / Coursera	0	0	6	2	Lb
MMHR26L09	Major Project	0	0	12	6	Lb
	Sub Total				16	

Credits Sub Total: 16



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MAJOR PROJECT (8 WEEKS)

During 4th semester students should undergo 8 weeks of Major Project. The major project dissertation along with the project completion certificate must be submitted during viva-voce examination.

Credit Summary

Semester: 1 : 28

Semester: 2 : 28

Semester: 3 : 30

Semester: 4 : 16

Total : 102

C : Credits L : Lecture T : Tutorial S.Lr : Supervised Learning P : Problem / Practical R : Research

Ty/L/ETP/IE : Theory/Lab/Embedded Theory and Practical/Internal Evaluation.

Course Assessment Methods:

Direct		Indirect	
1	Internal Tests-CAT, PUE	1	Teachers Response Score
2	Assignments	2	Exit Feedback Survey
3	Seminar	3	Alumni feedback
4	End Semester Examinations	4	Industry Feedback



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I SEMESTER



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MMHR26001	ESSENTIALS OF MANAGEMENT AND BEHAVIORAL SCIENCE	L	T/SLr	P/R	C	Ty/Lb / ETP
	Total Contact Hours – 40	4	0	0	4	Ty
	Course Designed by – Faculty of Management Studies					

OBJECTIVES

1. To understand the basic concepts, functions, and principles of management.
2. Acquainting with applications of the principles in an organization
3. Studying system and process of effective controlling in the organization.

COURSE OUTCOMES (COs)

CO1	Understand the fundamentals, evolution, functions, and principles of management in modern organizations.
CO2	Analyze planning and organizing processes for effective business administration and decision-making.
CO3	Apply staffing, coordination, recruitment, and human resource management techniques in organizational settings.
CO4	Demonstrate leadership, directing, and controlling skills for managing employees and organizational performance.
CO5	Evaluate group behaviour, motivation theories, teamwork, and conflict management practices for organizational effectiveness.

Mapping of Course Outcomes (COs) with POs and PSOs

(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low

1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	2	1	2	1	3	2
	CO2	3	3	2	2	2	3	2
	CO3	2	2	3	2	2	3	2
	CO4	3	2	2	3	3	2	3
	CO5	2	3	3	3	3	2	3
3	Category	Core Courses (A)	Interdisciplinary course / Lab (B)	Entrepreneurship Development Skills (C)	Skill Development Lab (D)	Value Added Course (E)	Projects/ Summer Internship / Capstone project Viva voce / Core skill (F)	
		✓						
4	Approval				Meeting of Academic Council 2026			



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA-HRM (Full Time)**

MMHR26001

ESSENTIALS OF MANAGEMENT AND BEHAVIORAL SCIENCE

UNIT- I INTRODUCTION

8 hours

Definition of Management – Science or Art – Manager Vs Entrepreneur - Types of managers - Managerial roles and Responsibilities – Evolution of Management – Need and Importance of Organizational Behavior, Leadership styles – Theories – Leaders Vs Managers – Social responsibility of management.

UNIT –II PLANNING and ORGANISING

8 hours

Nature and purpose of planning – planning process – types of planning – Limitation of Planning – Planning premises objectives – hierarchy of objectives, Management by Objectives (MBO) — Decision making process. Nature and purpose of Formal and Informal organization structure – Types – Line and staff authority – Delegation of authority – Centralization and Decentralization – Relationship between authority and responsibility.

UNIT-III STAFFING AND COORDINATING

8 hours

Human Resource Planning, Job Analysis, Recruitment, – Staffing and its process – Selection, Training and Development, Performance Management – promotion and Transfer – Career planning. Coordination – Nature and purpose - Coordination at various levels: Top management, Middle management, Supervisory management and workers. Techniques for effective coordination

UNIT- IV DIRECTING AND CONTROLLING

8 hours

Direction: Principles of direction – Need and Importance for directing, process of controlling – budgetary and non-budgetary control techniques – use of technology. Recent Trends in Management controlling – Effective control system.

UNIT-V GROUP BEHAVIOUR AND MOTIVATION

8 hours

Group Dynamics - How Groups Work, Stages of Group Development – Types of teams and Team building, Motivation – Theories of motivation – types of motivation – Organizational Conflict – Causes – Types of Conflicts, Managing conflicts.

TOTAL NO. OF PERIODS: 40 HOURS

Reference Books:

1. Stephen P. Robbins, David A. DeCenzo and Mary A. Coulter, Fundamentals of Management, 11th Edition, Pearson Education, 2026.
2. Stephen P. Robbins, Mary A. Coulter and Lori Long, Management, 16th Edition, Pearson Education, 2024.
3. Harold Koontz and Heinz Weihrich, Essentials of Management, McGraw-Hill Education.
4. S. S. Khanka, Organisational Behaviour, S. Chand Publishing.
5. L. M. Prasad, Organizational Behaviour, Sultan Chand & Sons.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus Program Structure for MBA-HRM (Full Time)

MMHR26002	BUSINESS ECONOMICS FOR MANAGERS				L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 40				4	0	0	4	Ty
	Course Designed by – Faculty of Management Studies								
OBJECTIVES									
1. Acquaint the students with the basic instruments of managerial economics for the base of business;									
2. Familiarize students with the importance of demands and supply concepts;									
3. Providing knowledge about the production and cost concepts;									
4. Create awareness about various perfect and imperfect market structures;									
5. Enable students to understand the macroeconomic concepts in detail.									
COURSE OUTCOMES (COs)									
CO1	Apply the basic concepts of economics for taking business decisions.								
CO2	Appling demand and supply concept under different markets for sustain market equilibrium.								
CO3	Able to comprehend the concepts of cost, production and its relationship to business operations.								
CO4	Capable of applying marginal analysis for different market conditions.								
CO5	Learn to Confidently using appropriate macroeconomic concepts for sustainable business.								
	Mapping of Course Outcomes (COs) with POs and PSOs								
	(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	
2	CO1	3	2	2	2	1	3	2	
	CO2	3	3	1	2	1	2	3	
	CO3	3	3	1	2	1	3	1	
	CO4	3	3	2	3	2	2	2	
	CO5	3	3	2	3	1	1	3	
3	Category	Core Courses (A)	Interdisciplinary course / Lab (B)	Entrepreneurship Development Skills (C)	Skill Development Lab (D)	Value Added Course (E)	Projects/ Summer Internship / Capstone project Viva voce / Core skill (F)		
			✓						
4	Approval					Meeting of Academic Council 2026			



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MMHR26002

BUSINESS ECONOMICS FOR MANAGERS

UNIT - I INTRODUCTION

8 hours

Definition, Nature and Scope, Distinction between Micro and Macro Economics. Consumer Behavior: Utility – meaning and concepts, Law of diminishing marginal utility, the indifference curve analysis - Indifference curve.

UNIT- II DEMAND and SUPPLY ANALYSIS

8 hours

Demand analysis, Law of demand, Determinants of Demand, Types of demand, Elasticity of demand, Types of elasticity of demand. Supply – Meaning, Supply curve, Equilibrium with supply and demand curves.

UNIT - III THEORY of PRODUCTION and COST FUNCTION

8 hours

Meaning of Production, Basic concepts, Short run and long run production function, Law of Variable Proportion. Production function with two variable inputs – Iso-quants – Meaning, Properties, Variable inputs – Returns to Scale, Cost Analysis: Determinants of Costs, Types of Cost.

UNIT – IV MARKET CLASSIFICATION

8 hours

Concept of market, Characteristics, Types of different market structure. Perfect Competition: Characteristics of a perfectly competitive market, Price and Output Determination under Perfect Competition, Monopoly, Monopolistic competition, Duopoly, Oligopoly: Kinked demand curve, Game Theory.

UNIT - V MACRO ECONOMIC CONCEPTS

8 hours

National Income concepts - Inflation, Balance of Payment, Exchange Rates, Nature of trade cycle, Foreign exchange market, Circular flow of income, Monetary and Fiscal Policy, Demonetization, Concept of Recession, Difference between a recession and a depression.

TOTAL NO. OF PERIODS: 40 HOURS

Reference Books:

1. Economics, Samuleson and Nordhaus, TMH Publishers Ltd. NewDelhi
2. Principle of Microeconomics, Gregory Mankiw, Cenagage Learning Publications.
3. Kontsoyianis, A., Modern Economics, Macmillan, NewDelhi.
4. Spencer M.H Managerial Economics, Text problems and short cases.
5. Mehta, P, L, Managerial Economics. Analysis, problem and cases, Sultan Chand Peterson, H.C and Lewis, W.C. Managerial Economics, 4th prentice Hall.



FACULTY OF MANAGEMENT STUDIES

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MMHR26003	ACCOUNTING FOR BUSINESS MANAGERS	L	T/SLr	P/R	C	Ty/Lb/ETP
	Total Contact Hours – 40	3	1	0	4	Ty
	Course Designed by – Faculty of Management Studies					

OBJECTIVES

1. Introduction to basics of accounting concepts.
2. Able to prepare final accounts with adjustments and concepts interlinked
3. Understand the concepts of assets and liabilities in terms of depreciation and
4. Analyze and interpret the transaction of a business.

COURSE OUTCOMES (COs)

CO1	Understanding the significance, uses and applications of different accounting systems.
CO2	Learning about accounting cycle and various concepts and conventions of accounting system.
CO3	Preparation of journal and ledger accounts.
CO4	Gaining knowledge to preparing financial statement by applying depreciation and necessary adjustments
CO5	Understanding implication of Hire purchase, leasing and installment system in business.

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	2	1	1	1	3	2
	CO2	3	3	1	2	1	3	2
	CO3	3	2	2	2	1	3	2
	CO4	3	3	2	2	1	3	2
	CO5	2	2	1	2	2	3	2
3	Category	Core Courses (A)	Interdisciplinary course / Lab (B)	Entrepreneurship Development Skills (C)	Skill Development Lab (D)	Value Added Course (E)	Projects/ Summer Internship / Capstone project Viva voce / Core skill (F)	
			✓					
4	Approval				Meeting of Academic Council 2026			



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA-HRM (Full Time)**

MMHR26003

ACCOUNTING FOR BUSINESS MANAGERS

UNIT – I INTRODUCTION TO ACCOUNTING

8 hour

Introduction to accounts and accounting terminologies - Types of accounts – various branches in accounts – Users of accounting Information - Difference, Meaning, Uses and application of different branches.

UNIT – II INTRODUCTION TO FINANCIAL ACCOUNTING

8 hours

Meaning and understanding of GAAP - Concepts and Conventions of accounts - Golden rules of Accounts – Scope, Objectives and Significance of Accounting.,

UNIT – III ACCOUNTING CYCLE

8 hours

Book Keeping – Journal – Ledger – Balancing of accounts - Preparation of Trial Balance – Preparation of subsidiary books - Cash Book - Bank book - Single entry system - Double Entry system.

UNIT – IV FINAL ACCOUNTS DEPRECIATION

8 hours

Preparation of Final Accounts of a Sole Trading Concern – Adjustments Receipts and Payments Account - Income and Expenditure Account - Balance Sheet .Adjustments by working on Depreciation. Meaning – Causes – Types of depreciation. (Methods: SLM, WDV, Insurance Policy, Sinking Fund and Annuity).

UNIT – V HIRE PURCHASE, LEASING AND INSTALLMENT

8 hours

Hire purchase - Leasing and Installment system: Meaning – Features - Concepts – Uses – Differences - Application of the concepts.

TOTAL NO. OF PERIODS: 40 HOURS

Reference Books:

1. R.L.Gupta and V.K.Gupta, Advanced Accounting - Sultan Chand and Sons - NewDelhi.
2. Jain and Narang, Financial Accounting - Kalyani Publishers - NewDelhi.
3. T.S. Reddy and A.Murthy, Financial Accounting - Margham Publications-Chennai.
4. Shukla and Grewal, Advanced Accounting – S Chand - NewDelhi.
5. P.C. Tulsian – Financial Accounting



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus Program Structure for MBA-HRM (Full Time)

MMHR26004	LEGAL ASPECTS OF BUSINESS			L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 40			4	0	0	4	Ty
	Course Designed by – Faculty of Management Studies							
OBJECTIVES								
1. Assist students in understanding basic laws affecting operations of a business enterprise.								
2. Supporting students in understanding of free enterprise system and legal framework.								
3. Providing the concepts of sales and insurance laws.								
COURSE OUTCOMES (COs)								
CO1	Expertise with concepts of business laws.							
CO2	Able to enter socialized contract with the business dealers and avoid legal issues.							
CO3	Create Awareness of insurance law and able to choose apt insurance policy.							
CO4	Aware of partnership act features and able to operate appropriately the negotiable instruments.							
CO5	Operating company by adhering to company law.							
	Mapping of Course Outcomes (COs) with POs and PSOs							
	(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low							
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	2	1	1	3	3	2
	CO2	3	3	2	1	3	3	2
	CO3	2	2	1	1	3	3	2
	CO4	2	2	1	1	3	3	2
	CO5	3	3	2	2	3	2	3
3	Category	Core Courses (A)	Interdisciplinary course / Lab (B)	Entrepreneurship Development Skills (C)	Skill Development Lab (D)	Value Added Course (E)	Projects/ Summer Internship / Capstone project Viva voce / Core skill (F)	
		✓						
4	Approval				Meeting of Academic Council 2026			



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA-HRM (Full Time)**

MMHR26004

LEGAL ASPECTS OF BUSINESS

UNIT –I BUSINESS CONTRACTS AND DIGITAL AGREEMENTS

8 hours

Indian Contract Act and Essentials of Valid Contracts – E-Contracts and Digital Signatures – Performance and Discharge of Contracts – Breach of Contract and Legal Remedies – Consumer Rights in Digital Transactions – Cyber Frauds and Online Business Liabilities – Introduction to Artificial Intelligence and Legal Issues in Business.

UNIT-II COMMERCIAL AND FINANCIAL TRANSACTIONS

8 hours

Law of Agency and Business Representation – Bailment, Pledge, Indemnity and Guarantee – Sale of Goods and Consumer Protection – Negotiable Instruments and Digital Payments – UPI, Electronic Banking and FinTech Regulations – Overview of Insolvency and Bankruptcy Code (IBC) – Legal Aspects of E-Commerce and Online Trade.

UNIT-III INSURANCE, COMPETITION AND REGULATORY LAWS

8 hours

Insurance Laws Relating to Life, Health and General Insurance – IRDAI Regulations and Policyholder Protection – Competition Law and Anti-Competitive Practices – Intellectual Property Rights Including Trademark, Copyright and Patent – ESG Compliance – Data Protection and Privacy Laws – Sustainable and Green Business Regulations

UNIT-IV BUSINESS ORGANISATIONS AND CORPORATE GOVERNANCE

8 hours

Partnership and Limited Liability Partnership – Formation and Incorporation of Companies – One Person Company and Start-Up Regulations – Memorandum and Articles of Association – Corporate Governance and Ethical Practices – Board Management and Corporate Compliance – Prevention of Oppression and Mismanagement – Corporate Social Responsibility..

UNIT-V CORPORATE LAWS, DISPUTE RESOLUTION AND EMERGING ISSUES

8 hours

Companies Act, 2013 and Its Key Provisions – Share Capital and Corporate Funding – Meetings, Auditing and Corporate Reporting – Insolvency, Winding Up and Business Restructuring – Arbitration, Mediation and Alternate Dispute Resolution – Legal Framework for Start-Ups and Entrepreneurship – International Business Regulations and Compliance – Emerging Legal Challenges in Digital and Global Business Environment.

TOTAL NO. OF PERIODS: 40 HOURS

Reference Books:

1. N. D. Kapoor and Rajni Abbi, Elements of Mercantile Law, 39th Edition, Sultan Chand & Sons, 2023.
2. Saravanavel,P.and S.Sumathi.(2012).Legalaspects of Business.Mumbai: Himalaya Publishing House.
3. Kuchhal, M.C.and Vivek Kuchhal(2013).Mercantile Law. New Delhi: Vikas Publishing House.
4. Pandit and Pandit.Business Law, Mumbai: Himalaya Publishing House



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus Program Structure for MBA-HRM (Full Time)

MMHR26005	BASICS STATISTICS FOR MANAGERS				L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 40				3	1	0	4	Ty
	Course Designed by – Faculty of Management Studies								
OBJECTIVES									
1. Understand the Basic concepts of Statistics									
2. Know Correlation and Regression and its applications									
3. Understand the Basic concepts in Probability									
4. Provide knowledge about Index numbers and Time Series concepts.									
COURSE OUTCOMES (COs)									
CO1	Understand Role and importance of averages and its application in Business.								
CO2	Learning the concept of correlation and regression and its implications.								
CO3	Clarity in application of Measures of Probability Theories								
CO4	Application of Index number and its applications to solve business problems								
CO5	Understand the Importance of time series, its uses in business and interpretations								
	Mapping of Course Outcomes (COs) with POs and PSOs								
	(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	
2	CO1	3	2	1	2	1	3	2	
	CO2	3	3	2	2	1	3	2	
	CO3	2	3	2	2	1	3	2	
	CO4	3	2	2	3	1	3	2	
	CO5	2	2	1	3	2	2	3	
3	Category	Core Courses (A)	Interdisciplinary course / Lab (B)	Entrepreneurship Development Skills (C)	Skill Development Lab (D)	Value Added Course (E)	Projects/ Summer Internship / Capstone project Viva voce / Core skill (F)		
			✓						
4	Approval					Meeting of Academic Council 2026			



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA-HRM (Full Time)**

MMHR26005

BASICS STATISTICS FOR MANAGERS

UNIT – I BASICS OF STATISTICS

8 hours

Variables – Univariate Data – Frequency Distribution – Measures of Central Tendency – Mean – Median – Mode – Quartiles – Measures of Dispersion – Range – Quartile Deviation – Standard Deviation.

UNIT – II CORRELATION AND REGRESSION

8 hours

Concept of linear correlation between two variables - Scatter diagram - Karl person's formula for correlation coefficient - Spearman's Rank correlation (Simple problems) – Simple Regression (Two variables only).

UNIT–III PROBABILITY

8 hours

Definition of Random Experiment - Sample Space – Events: Mutually exclusive events - Exhaustive events - Dependent events and Independent events - Mathematical and Statistical definition of probability - Theorems of addition and multiplication laws of Probability (Without proof) (Simple problems).

UNIT – IV INDEX NUMBER

8 hours

Definition - Limitations and uses of Index numbers - Construction of index number by aggregate expenditure method and family budget method using Laspeyre's - Paasche's, Kelly's and Fisher's Formula, Fixed base index [FBI] and chain base Index, Cost of Living Index.

UNIT – V TIME SERIES

8 hours

Meaning of Time series - Various components of Time series: Trend, Seasonal, Cyclic and Random components - Methods of measuring Trend by (a) Graphical method (b) Moving average method. (Simple problems), Method of least square, seasonal Index.

TOTAL NO. OF PERIODS: 40 HOURS

Reference Books:

1. Robert M. Leekley, Applied Statistics for Business and Economics, Taylor & Francis, 2015.
2. P. N. Arora, Business Statistics, 9th Edition, S. Chand Publishing, 2022.
3. J. K. Sharma, Business Statistics, 5th Edition, Vikas Publishing House, 2021.
4. T. Veerarajan, Probability, Statistics and Random Processes, 4th Edition, McGraw Hill Education, 2017.
5. T. N. Srivastava and Shailaja Rego, Statistics for Management, 3rd Edition, McGraw Hill Education, 2021.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus Program Structure for MBA-HRM (Full Time)

MMHR26006	DIGITAL COMMERCE FOR MANAGERS			L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 40			4	0	0	4	Ty
	Course Designed by – Faculty of Management Studies							
OBJECTIVES								
1. Introducing various aspects and models of e-Commerce to efficiently execute and manage e commerce business.								
2. To develop an understanding among students about the global nature of e-commerce								
3. Learn about latest technologies and concepts used in the e-commerce industry.								
COURSE OUTCOMES (COs)								
CO1	Able to Design website							
CO2	Analyze the technical terms used in the e-commerce industry and various types of e-commerce							
CO3	Able design and develop different business models							
CO4	Using the modern technology applications in business world							
CO5	Application of e-commerce concepts in real time situation.							
	Mapping of Course Outcomes (COs) with POs and PSOs							
	(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low							
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	2	2	3	1	3	2
	CO2	3	3	2	2	1	3	2
	CO3	3	2	3	2	1	3	2
	CO4	2	2	3	3	2	3	3
	CO5	3	3	2	3	2	3	3
3	Category	Core Courses (A)	Interdisciplinary course / Lab (B)	Entrepreneurship Development Skills (C)	Skill Development Lab (D)	Value Added Course (E)	Projects/ Summer Internship / Capstone project Viva voce / Core skill (F)	
			✓					
4	Approval				Meeting of Academic Council 2026			



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA-HRM (Full Time)**

MMHR26006

DIGITAL COMMERCE FOR MANAGERS

UNIT-I INTRODUCTION TO NETWORKS

8 hours

Networks – LAN, MAN, WAN, PAN, Intranet - Extranet and Internet - Internet – ISP in India Working of Web, - HTML Markup for Structure - Creating simple web page - Marking up text - Adding Links – Adding Images.

UNIT- II E-COMMERCE - TYPES

8 hours

Concepts of E- commerce , Unique features , types of e-commerce Business to Consumer (B2C) - Business to business (B2B) - Consumer to Consumer (C2C), Business-to-Administration (B2A), Consumer-to-Administration (C2A), Consumer-to-Business (C2B) – Real life examples.

UNIT – III ELEMENTS OF A BUSINESS MODEL and BUILD A WEBSITE

8 hours

Eight key elements of a business model: Value proposition - Revenue model - Market opportunity - Competitive environment - Competitive advantage - Market strategy) Systematic approach to build an E-Commerce: Planning, System Analysis, System Design, Building the system, Testing the system, Implementation and Maintenance.

UNIT- IV TRENDS IN E-COMMERCE

8 hours

Mobile commerce: Introduction to mobile commerce - Benefits of mobile commerce, basic concepts - Block chain, Big data, data analysis, Cyber security , ERP, AI.

UNIT- V PROJECT CASE STUDY (presentation only)

8 hours

Case Study: Identify Key components, strategy, B2B, B2C Models of E-commerce Business model of any e-commerce website - Mini Project.

TOTAL NO. OF PERIODS: 40 HOURS

Reference Books:

1. Gary P. Schneider, Electronic Commerce, 14th Edition, Cengage Learning, 2022.
2. Kenneth C. Laudon and Carol Guercio Traver, E-Commerce: Business, Technology, Society, 18th Edition, Pearson Education, 2024.
3. Dave Chaffey, Digital Business and E-Commerce Management, 8th Edition, Pearson Education, 2022.
4. Turban, King, Lee, Liang and Turban, Electronic Commerce: A Managerial and Social Networks Perspective, 9th Edition, Springer, 2018.
5. Puneet Singh Bhatia, Fundamentals of Digital Marketing, 3rd Edition, Pearson Education, 2023.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus Program Structure for MBA-HRM (Full Time)

MMHR26L01	COMPUTER APPLICATION IN BUSINESS DECISIONS				L	T/S Lr	P/R	C	Ty/ Lb/ ETP
	Total Contact Hours – 20				0	0	4	2	Lb
	Course Designed by – Faculty of Management Studies								
OBJECTIVES									
1. Enable the student to understand the MS office packages									
2. Understand the advanced Excel functions used in research applications									
3. Application and using of Power point									
COURSE OUTCOMES (COs)									
CO1		Knowledge about MS word.							
CO2		Knowledge and skills on basics MS Excel							
CO3		Understand and Awareness Ms Access.							
CO4		Knowledge on basic applications using MS-ACCESS .							
CO5		Knowledge Of Using Power Point							
	Mapping of Course Outcomes (COs) with POs and PSOs								
	(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	
2	CO1	3	3	2	3	3	3	2	
	CO2	3	2	2	2	2	3	2	
	CO3	3	2	3	3	2	3	3	
	CO4	3	2	3	3	2	3	3	
	CO5	3	3	2	2	3	3	2	
3	Category	Core Courses (A)	Interdisciplinary course / Lab (B)	Entrepreneurship Development Skills (C)	Skill Development Lab (D)	Value Added Course (E)	Projects/ Summer Internship / Capstone project Viva voce / Core skill (F)		
				✓					
4	Approval					Meeting of Academic Council 2026			



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA-HRM (Full Time)**

MMHR26L01

COMPUTER APPLICATION IN BUSINESS DECISIONS

UNIT – I INTRODUCTION TO COMPUTER APPLICATION IN BUSINESS

4 hours

Basics of computer and IT systems, Hardware and Software concepts, Types of computers and Operating System, Role of Computers in business Organizations, Business Communication system, Internet, Internet and extranet.

UNIT-II OFFICE AUTOMATION TOOLS

4 hours

MS WORD:

1. Text Manipulation: Write a paragraph about your Institution and change the font size, type, spell, check, aligning and justification of text.
2. Page formatting: Page setup, Margins and orientation, page borders, Headers and Footer, Page numbering, water marks.
3. Tables and Manipulation: Creation, Insertion, Deletion (columns and rows), create a mark sheet.
4. Mail merge: Prepare an Invitation to invite your friends to your birthday party. (Prepare at least five letters).
5. Create a resume using a MS-word.

UNIT-III MS-EXCEL

4 hours

1. Formulas and Functions of Excel (Control keys).
2. Mark list preparation for a student.
3. Prepare invoice report and pay bill.
4. Charts and graphs, take your own table.

UNIT-IV MS-POWER POINT

4 hours

1. Create a slide show presentation for a seminar.
2. Create a slide show presentation to display percentage of marks in each semester for all students.
3. Preparation of organization charts.
4. Preparing business presentation using animations and transitions effects.

UNIT-V MS ACCESS

4 hours

1. Create a database using students mark details.
2. Create a database using employee details and generate a form to get input for the table.
3. To create forms for data entry.
4. Perform the sort operation using the student database.

TOTAL NO. OF PERIODS: 20

Reference Books:

1. Kenneth C. Laudon, & Jane P. Laudon (2022). *Management Information Systems: Managing the Digital Firm* (17th Ed.). Pearson
2. Efraim Turban, Ramesh Sharda, & Dursun Delen (2021). *Decision Support and Business Intelligence Systems* (10th Ed.). Pearson
3. C. S. V. Murthy (2020). *Management Information Systems* (Himalaya Publishing House). Himalaya Publishing House



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA-HRM (Full Time)

MMHR26L02	PROFESSIONAL CORPORATE COMMUNICATION				L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 20				0	0	4	2	Lb
	Course Designed by – Faculty of Management Studies								
OBJECTIVES									
1. Enable learners to speak fluently and flawlessly in all kinds of communicative									
2. Contexts with speakers of all nationalities									
3. Social Communication									
COURSE OUTCOMES (COs)									
CO1		Develop confidence and clarity in personal and professional communication.							
CO2		Communicate effectively in various social and workplace situations.							
CO3		Demonstrate active participation and coordination in group communication activities.							
CO4		Enhance presentation and public speaking skills for professional effectiveness.							
CO5		Improve employability and interpersonal skills required for career development.							
Mapping of Course Outcomes (COs) with POs and PSOs									
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low									
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	
2	CO1	3	3	2	2	1	3	2	
	CO2	2	3	3	2	3	3	2	
	CO3	3	3	3	2	2	3	3	
	CO4	2	3	3	3	1	3	2	
	CO5	3	3	3	1	2	3	2	
3	Category	Core Courses (A)	Interdisciplinary course / Lab (B)	Entrepreneurship Development Skills (C)	Skill Development Lab (D)	Value Added Course (E)	Projects/ Summer Internship / Capstone project Viva voce / Core skill (F)		
					✓				
4	Approval					Meeting of Academic Council 2026			



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA-HRM (Full Time)**

MMHR26L02

PROFESSIONAL CORPORATE COMMUNICATION

UNIT – I PERSONAL COMMUNICATION

4 hours

Fundamental of personal communication, verbal and non-verbal communication, barriers to effective communication, interpersonal communication skills, Everyday professional interactions, Conversational skills for managers, Communication in hybrid and remote work environments, Listening and feedback.

UNIT – II SOCIAL COMMUNICATION

4 hours

Meaning and importance of social communication, Social etiquette and professional behaviour, Telephone and digital communications, Workplace discussion and collaborative communication, Discussion on contemporary issues, conversational and interactive skills, Digital communication tools.

UNIT – III GROUP COMMUNICATION

4 hours

Group discussion techniques, Brainstorming and decision making, leadership communication, Conducting meeting and conferences, Public speaking and corporate anchoring, negotiation skills and persuasion, crisis communication and Media interaction, stakeholders communication, corporate networking skill.

UNIT – IV INTEGRATED SPEAKING AND PRESENTATION SKILLS

4 hours

Presentation design and delivery, PowerPoint presentation skills, storytelling in business communication, persuasive speaking techniques, impromptu speaking, elevator pitch preparation, interview skills and strategies, HR, Technical, stress and panel interviews, Virtual interview skills, resume and self-introduction skill.

UNIT – V EMPLOYABILITY AND CORPORATE SKILLS

4 hours

Employability skill for managers. Corporate grooming and workplace etiquette, Time management and productivity communication, Workplace diversity and inclusion communication, communication for managers and entrepreneurs, personal branding, Career communication strategies, Workplace ethics and professional responsibility.

TOTAL NO. OF PERIODS: 20 HOURS

Reference Books:

1. Courtland L. Bovee and John V. Thill, Business Communication Today, 15th Edition, Pearson Education, 2021.
2. Mary Ellen Guffey and Dana Loewy, Business Communication: Process and Product, 10th Edition, Cengage Learning, 2020.
3. Lesikar, Raymond V., Flatley, Marie E. and Rentz, Patricia, Business Communication: Connecting in a Digital World, 13th Edition, McGraw Hill Education, 2021.
4. Krizan, A. C., Merrier, P. and Jones, C., Business Communication, 10th Edition, Cengage Learning, 2018.



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FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus
Program Structure for MBA-HRM (Full Time)

II SEMESTER



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA-HRM (Full Time)

MMHR26007	MARKETING PRINCIPLES AND PRACTICES			L	T/SL r	P/R	C	Ty/Lb/ ETP	
	Total Contact Hours 40			4	0	0	4	Ty	
	Course Designed by – Faculty of Management Studies								
OBJECTIVES									
1. Make students understand the concept of marketing with selling;									
2. Application and familiarize with the marketing mix; and its functions;									
3. To familiarize with market segmentation and targeting and									
4. Learn about understand with product life cycle, product mix and branding.									
COURSE OUTCOMES (COs)									
CO1	Understand the concepts of marketing, selling, and marketing mix strategies in business environments.								
CO2	Analyze the importance of product development and the benefits of marketing activities.								
CO3	Apply market segmentation, targeting, and positioning strategies for business growth.								
CO4	Develop effective communication strategies for national and global marketing environments.								
CO5	Evaluate service quality practices and customer retention techniques for long-term business success.								
	Mapping of Course Outcomes (COs) with POs and PSOs								
	(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	
2	CO1	3	2	2	2	3	3	2	
	CO2	2	2	3	2	2	3	2	
	CO3	3	2	3	2	2	3	2	
	CO4	3	2	2	2	2	3	3	
	CO5	2	2	2	3	3	3	2	
3	Category	Core Courses (A)	Interdisciplinary course / Lab (B)	Entrepreneurship Development Skills (C)	Skill Development Lab (D)	Value Added Course (E)	Projects/ Summer Internship / Capstone project Viva voce / Core skill (F)		
		✓							
4	Approval				Meeting of Academic Council 2026				



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA-HRM (Full Time)**

MMHR26007

MARKETING PRINCIPLES AND PRACTICES

UNIT-I OVERVIEW OF MARKETING

8 hours

Define Marketing, Scope of marketing , Role of Marketing management in business strategy – Marketing process – Functions of marketing, Product Life Cycle marketing and New Product Development – Concepts of marketing – Benefits – Core marketing concept– Selling vs. Marketing.

UNIT- II MARKETING MIX AND SEGMENTATION

8 hours

Buyer behaviour – Market segmentation, Targeting and Positioning, Marketing mix (4ps and extended 7ps) - Product mix and Product line decisions - Branding and Packaging – Pricing: Objectives- Factors and Methods – Packing and Labeling Innovation.

UNIT- III MARKETING COMMUNICATION MIX

8 hours

Integrated marketing communication (IMC), process and Mix: Advertising and media planning - Sales promotion and Public relation - Direct marketing – Growth, Benefits and Channels, Telemarketing - Sales force objectives – Structure - Size and compensation.

UNIT-IV MARKETING CHANNEL AND RESEARCH

8 hours

Marketing channel system – Functions and flows of channels – Channel design, Global Market Entry and Selection,. Marketing Research: Importance, Scope, Types , Process –Merits and demerits of marketing research – Marketing research in India. Sales forecasting – Importance - Techniques.

UNIT –V ISSUES AND DEVELOPMENTS IN MARKETING

8 hours

Social, ethical and legal aspects of marketing. - Services marketing and Service Quality Models - International marketing Global Marketing Strategies - Green marketing and Sustainability - Relationship marketing and Customer Retention marketing.

TOTAL NO. OF PERIODS: 40 HOURS

Reference Books:

1. Philip Kotler and Gary Armstrong, *Principles of Marketing*, 18th Edition, Pearson Education, 2023.
2. Philip Kotler, Kevin Lane Keller, Alexander Chernev, *Marketing Management*, 16th Edition, Pearson Education, 2022.
3. William D. Perreault Jr., Joseph P. Cannon and E. Jerome McCarthy, *Essentials of Marketing*, 17th Edition, McGraw Hill Education, 2020.
4. V. S. Ramaswamy and S. Namakumari, *Marketing Management: Global Perspective Indian Context*, 6th Edition, Sage Publications, 2018.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA-HRM (Full Time)

MMHR26008	MODERN HUMAN RESOURCE PRACTICES	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 40	4	0	0	4	Ty
	Course Designed by – Faculty of Management Studies					

OBJECTIVES

1. Introduction to basic concepts and importance of Human Resource Management
2. Understand the various functions of Human Resource Management
3. Acquaint with HR functions as acquisition, development, retention and compensation of employees.
4. Enable students to support employees to achieve organizational goals.

COURSE OUTCOMES (COs)

CO1	Understand the functions and responsibilities of human resource management in organizational environments.
CO2	Analyze manpower planning, recruitment processes, and job design techniques for effective workforce management.
CO3	Identify training and development needs to enhance employee performance and organizational growth.
CO4	Evaluate employee performance appraisal methods and reward management practices effectively.
CO5	Develop strategies to maintain work-life balance and improve quality of work life in organizations.

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	2	1	3	2	1	3	2
	CO2	1	3	2	1	2	3	1
	CO3	3	2	1	2	2	2	3
	CO4	2	3	1	3	1	2	2
	CO5	3	1	2	2	3	3	2
3	Category	Core Courses (A)	Interdisciplinary course / Lab (B)	Entrepreneurship Development Skills (C)	Skill Development Lab (D)	Value Added Course (E)	Projects/ Summer Internship / Capstone project Viva voce / Core skill (F)	
		✓						
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA-HRM (Full Time)**

MMHR26008

MODERN HUMAN RESOURCE PRACTICES

UNIT – II INTRODUCTION

8 hours

Human Resource Management–Importance–Challenges–HR management activities–Role of Personnel manager–Qualities of HR manager, Integration of employee / management interests–Environment of Human resource Management –External Forces, Internal Forces–HR Metrics.

UNIT -II JOB ANALYSIS, DESIGN AND HUMAN RESOURCE PLANNING

8 hours

Job Analysis–Content, Steps in job analysis, Factors affecting job design, Job specification – Human resource planning – Importance, foundations for personnel functions–Internal / External sources of recruitment – Methods of recruitment – Selection procedure–Orientation Program.

UNIT- III TRAINING AND PERFORMANCE APPRAISAL

8 hours

Distinction between training and development, Training process–Training techniques/methods, evaluation of on the job and off the job training methods, Performance appraisal - Factors of Appraisal – Traditional and Modern methods–Ethics of appraisal–HR Score card–Career planning and development.

UNIT -IV PROMOTION, JOB EVALUATION AND COMPENSATION

8 hours

Promotion–Promotion policy–Types of Promotion, Reasons, Principles and types – Separation – Lay off – Resignation – Dismissal –Retrenchment, Voluntary retirement scheme – Retention, Attrition–Job evaluation–Procedure, Job evaluation methods–Components of Remuneration – Wages and salary, incentives, fringe benefits

UNIT- V QUALITY OF WORKLIFE

8 hours

Quality of work life, Role of supervisor in QWL – Safety –Types of accidents – Safety programs – Work place health issues–Work place violence–Outsourcing HR activities–Collective bargaining, Job enlargement/enrichment.

(Current topics and ethical practices in HR management will be discussed and not for examination.)

TOTAL NO. OF PERIODS: 40 HOURS

Reference Books:

1. Gary Dessler, Human Resource Management, 17th Edition, Pearson Education, 2023.
2. Raymond A. Noe, John R. Hollenbeck, Barry Gerhart and Patrick M. Wright, Human Resource Management: Gaining a Competitive Advantage, 13th Edition, McGraw Hill Education, 2022.
3. K. Aswathappa, Human Resource Management: Text and Cases, 9th Edition, McGraw Hill Education, 2021.
4. Wayne F. Cascio, Managing Human Resources, 12th Edition, McGraw Hill Education, 2021.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA-HRM (Full Time)

MMHR26009	BUSINESS RESEARCH METHODS		L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 40		3	1	0	4	Ty
	Course Designed by – Faculty of Management Studies						
OBJECTIVES 1. To provide research knowledge and fundamental principles of research; 2. Enable to understand the concept of scientific research and the methods using suitable sampling and data collection techniques; 3. To provide introduction to statistical tools of data analysis using SPSS and 4. Imparting knowledge about report writing and the intricacies involved in writing a research report.							
COURSE OUTCOMES (COs)							
CO1	Understand the fundamental concepts of research methodology and select appropriate research designs for						
CO2	Apply suitable sampling techniques and data collection methods for research investigations.						
CO3	Formulate hypotheses and utilize appropriate measurement scales for research analysis.						
CO4	Analyze and interpret research data using statistical tools and SPSS applications effectively.						
CO5	Develop professional skills in research report writing and presentation of research findings.						

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	3	3	-	3	3	2
	CO2	3	3	2	2	3	3	2
	CO3	3	3	2	2	3	3	3
	CO4	3	3	3	-	3	3	3
	CO5	3	3	3	3	3	3	3
3	Category	Core Courses (A)	Interdisciplinary course / Lab (B)	Entrepreneurship Development Skills (C)	Skill Development (D)	Value Added Course (E)	Projects/ Summer Internship / Capstone project Viva voce / Core skill (F)	
		✓						
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA-HRM (Full Time)**

MMHR26009

BUSINESS RESEARCH METHODS

UNIT – I INTRODUCTION TO RESEARCH

8 hours

Definition of Research, Concept, Nature, Scope and Characteristics - Types of Research, Objectives, Significance - Research Process - Selection of Research problem - Research Design - Need, Features and Important Concepts, Exploratory Research, Descriptive Research and Experimental Research.

UNIT – II SAMPLING DESIGN AND DATA COLLECTION:

8 hours

Sample Design - Sampling Concepts, Sampling Principles Types of Sample design - Simple and Multiple Sampling - Literature Review - Data Collection - Methods of Data Collection.

UNIT – III SCALING TECHNIQUES AND HYPOTHESIS TESTING

8 hours

Null hypothesis and alternative hypothesis - Testing of hypothesis - Type I and Type II errors - Test of Significance - Measurement and Scaling Techniques - Attitude Measurements, Selecting a Measurement Scale, Rating Scales and Ranking Scales.

UNIT – IV DATA ANALYSIS

8 hours

Computer and its role in research - Use of statistical software SPSS in research - Univariate analysis (frequency tables, bar charts, pie charts, percentages), Bivariate analysis - Cross tabulations and Chi-square test, ANOVA, t-test, Correlation and regression.

UNIT – V REPORT WRITING

8 hours

Research Report - Different types of reports - Different formats of Research Reports - Steps in Report Writing - Research Report Components - Principles of research report writing – Structures of Reports - plagiarism.

TOTAL NO. OF PERIODS: 40 HOURS

Reference Books:

1. Quinlan, C., Babin, B., Carr, J., Griffin, M., & Zikmund, W. G. (2024). *Business Research Methods* (3rd Ed.). Cengage Learning.
2. Dangi, H. K., & Dwen, S. (2024). *Business Research Methods* (2nd Ed.). Vikas Publishing (S. Chand).
3. Bell, E., Bryman, A., & Harley, B. (2022). *Business Research Methods* (6th Ed.). Oxford University Press.
4. Bougie, R., Sekaran, U., & Srivastava, M. (2021). *Research Methods for Business: A Skill-Building Approach* (8th Ed.). Wiley India.
5. Pannerselvam, Research Methodology, 2nd Edition, Prentice Hall Inc 2014 ISBN NO: 8120349466



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA-HRM (Full Time)

MMHR26010	STRATEGIC WORKFORCE MANAGEMENT	L	T/SL r	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 40	4	0	0	4	Ty
	Prerequisite -NIL					
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To enable the students to know various strategies of human resource Management;						
2. To enhance the human resources handling skills and						
3. To understand the organizational culture.						
COURSE OUTCOMES (COs)						
CO1	Familiarity in the field of human resources and frame suitable strategies.					
CO2	Apply e-HRM tools and practices for recruitment, training, performance management, employee					
CO3	Evaluating performance based evaluation and creating returns based on performance.					
CO4	Analysing and applying appropriate retrenchment strategies.					
CO5	Handling collective bargaining and resolving grievances.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	3	3		3	3	2
	CO2	3	3		2	2	3	2
	CO3	3	3	3		3	3	2
	CO4	3	3	2	3		2	3
	CO5	2	3	3	3	3	2	3
3	Category	Core Courses (A)	Interdisciplinary course / Lab (B)	Entrepreneurship Development Skills (C)	Skill Development Lab (D)	Value Added Course (E)	Projects/ Summer Internship / Capstone project Viva voce / Core skill (F)	
		✓						
4	Approval				Meeting of Academic Council 2026			



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA-HRM (Full Time)**

MMHR26010

STRATEGIC WORKFORCE MANAGEMENT

UNIT – I INTRODUCTION

8 hours

Introduction to Strategic HRM – Definition - Need and Importance - Introduction to business and corporate strategies - Integrating HR strategies with business strategies - Developing HR plans and policies.

UNIT – II RECRUITMENT AND SELECTION PROCESS

8 hours

e- Employee profile – e-selection and recruitment - Virtual learning and orientation – e -training and development – e-Performance management – Issues in employee privacy – Employee surveys online.

UNIT – III PERFORMANCE MANAGEMENT

8 hours

Meaning - Concept - Defining key result areas (KRA) - Result based performance - Linking performance to pay - Merit based promotions - Reward and Compensation Strategies - Performance and Skill based pay - Team based pay broad banding - Profit sharing.

UNIT – IV RETRENCHMENT STRATEGIES

8 hours

Retrenchment strategies – Downsizing - Voluntary Retirement Schemes (VRS) - HR outsourcing - Early retirement plans - Project based employment - Retention and retraining - Exit interview.

UNIT – V UNIONS and GLOBAL HRM

8 hours

Strategies for dealing with unions - Role of unions – Strategic collective bargaining – CB process - Grievance handling process - Global HR strategies - Introduction to global HR strategies - Developing HR as a Value added function.(Re-inventing talent acquisition only for discussion).

TOTAL NO. OF PERIODS: 40 HOURS

Reference Books:

1. John Bratton and Jeffrey Gold, *Human Resource Management: Theory and Practice*, 8th Edition, Palgrave Macmillan, 2020.
2. Raymond A. Noe, John R. Hollenbeck, Barry Gerhart and Patrick M. Wright, *Human Resource Management: Gaining a Competitive Advantage*, 13th Edition, McGraw Hill Education, 2022.
3. Michael Armstrong, *Armstrong's Handbook of Strategic Human Resource Management*, 7th Edition, Kogan Page, 2021.
4. John Storey, Paul Wright and Dave Ulrich, *The Routledge Companion to Strategic Human Resource Management*, 2nd Edition, Routledge, 2021.
5. Jeffrey A. Mello, *Strategic Human Resource Management*, 5th Edition, Cengage Learning, 2019.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA-HRM (Full Time)

MMHR26011	TALENT ACQUISITION MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 40	4	0	0	4	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. The objective of this course is designed to create symbiotic relationship between talent and organization to accelerate Performance improvements; 2. To institute talent management system that ensures identification, management, development of talent portfolio; 3. To understand the ROI system and able to perform competency mapping and 4. To know the SWOT analysis of organization.						
COURSE OUTCOMES (COs)						
CO1	Understand the concept of talent management and its basics and identify talents.					
CO2	Use of talent management strategies to result in organization’s performance.					
CO3	Framing strategies to acquire skills and knowledge to build effective talents within an organization.					
CO4	Use of talent management information system to identify the challenges and nurturing talent in a company.					
CO5	Capable of evaluating talents and executing competency mapping and use it for framing HR strategies.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	2	2	3		2	2
	CO2	3	3	3		3	3	2
	CO3	2	3	3	2	3	3	2
	CO4	2	3	3	3	3	3	2
	CO5	3	3	3	3	3	3	2
3	Category	Core Courses (A)	Interdisciplinary course / Lab (B)	Entrepreneurship Development Skills (C)	Skill Development Lab (D)	Value Added Course (E)	Projects/ Summer Internship / Capstone project Viva voce / Core skill (F)	
		✓						
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA-HRM (Full Time)**

MMHR26011

TALENT ACQUISITION MANAGEMENT

UNIT- I INTRODUCTION

8 hours

Talent Management: Definition – Elements – Process – Focus - Employer branding - Talent management in global level - TMS as engine for new economy - Difference between talent and knowledge workers.

UNIT- II TMS and PMS

8 hours

Talent Management System - Element and benefits of Talent Management system - Building blocks - Recruitment processes - Development strategies on Career planning - Retention of talent workers - Performance Management System (PMS) and Reward Mechanism.

UNIT -III TALENT PLANNING

8 hours

Talent Planning - Succession management process - Cross functional capabilities and fusion of talent - Talent development budget - Value driven cost structure - Contingency plan for talent - Building a reservoir of talent - Leadership coaching.

UNIT- IV RETURNS ON TALENT

8 hours

Return on talent: ROT measurements - Optimizing investment in talent - Integrating compensation with talent management - Developing talent management information system - Challenges of identifying and nurturing talent in a company.

UNIT - V COMPETENCY MAPPING

8 hours

Concept - Techniques used for competency mapping - Competency models - Evaluating talent management strengths and weaknesses - Developing an integrated talent management strategy - Challenges faced in talent management - Employee retention and attrition.

TOTAL NO. OF PERIODS: 40 HOURS

Reference Books:

1. Berger, Lance A and Dorothy Berger (Eds) *The Talent management Handover*, Tata McGraw Hill New Delhi 2 edition (1 January 2017) ISBN-10: 007173905X ISBN-13: 978-0071739054
2. Chowdhary, Subnit *The Talent Era*, *Financial Times/Prentice*, Hall International. (September 2003) ISBN 10: 0273662694 ISBN-13: 978-0273662693
3. Management 21C; *Financial Times* Prentice Hall, Edition 2000. ISBN 978-0273639633
4. Sanghi, Seema, *The Handbook of Competency mapping*, Response Books, New Delhi. Second Edition (1 October 2007) ISBN-10: 0761935983 ISBN-13: 978-0761935988
5. Toni Hodges De Tuner, Lynn Schmidt *Integrated Talent Management Score Card* ASTD Press Edition (January 13, 2014) ISBN: 1562868659



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA-HRM (Full Time)

MMHR26012	WORKPLACE AND WELFARE MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 40	4	0	0	4	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To know the importance of unions;						
2. To be aware about the skill of negotiation with unions and group of workers;						
3. To know the statutory and non-statutory welfare measures and						
4. To encourage workers to participate in decision making.						
COURSE OUTCOMES (COs)						
CO1	Performing role of industrial relations linking socio-economic position;					
CO2	Recognizing the unions and its effective use for organisations efficiency					
CO3	Capacity to negotiate and believe in collective bargaining for better industrial relationship;					
CO4	Ability to identify the welfare measures that suits employees and extend effective welfare measures and					
CO5	Encourage employees to be part of business through WPM .					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	3	2		3	2	3
	CO2	3	3	3		3	2	3
	CO3	2	3	3		2	2	3
	CO4	2	3	3	3	3	2	3
	CO5	2	3	3	2	3	3	3
3	Category	Core Courses (A)	Interdisciplinary course / Lab (B)	Entrepreneurship Development Skills (C)	Skill Development Lab (D)	Value Added Course (E)	Projects/ Summer Internship / Capstone project Viva voce / Core skill (F)	
		✓						
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA-HRM (Full Time)**

MMHR26012

WORKPLACE AND WELFARE MANAGEMENT

UNIT – I INTRODUCTION

8 hours

Industrial Relations Perspectives: Approaches – Scope, Concept and Significance – IR Systems – Structure of IR dept. – Role of IR officer – Industrial Relations and the emerging Socio-economic scenario – Causes for poor IR – IR approaches.

UNIT – II TRADE UNIONS

8 hours

Role – Types – Origin – Structure – Theory – Future of Trade Unions: Trade Union and Employees - Trade Union and the Management – Code of Discipline and Code of Conduct –Grievance management – Misconduct – Discipline, Forms of indiscipline – Punishments – Trade Union Act.

UNIT- III NEGOTIATION AND COLLECTIVE BARGAINING

8 hours

Negotiation – Conciliation – Arbitration - Adjudication – Collective – Settlements –Collective bargaining – Objectives – Process – Collective Bargaining and Settlements – ILO – Aim and Role in Promoting Industrial Peace – Industrial Dispute Act.

UNIT- IV LABOUR WELFARE

8 hours

Meaning and Scope – Theories – Classifications, Concepts and Growth of Labour Welfare in India – Role, Responsibilities and Duties of Welfare officer – Industrial Hygiene and safety - Recommendations of National Commission on Labour – Factories Act.

UNIT -V WORKERS PARTICIPATION MANAGEMENT

8 hours

Meaning - Levels of Participation – Evolution – Models – Objectives – Joint Management Council–Stages of Participative Management – Evaluation.

(Current topics and ethical practices in HR management will be discussed and not for examination.)

TOTAL NO. OF PERIODS: 40 Hours

Reference Books:

1. K. Aswathappa, *Human Resource Management: Text and Cases*, 9th Edition, McGraw Hill Education, 2021.
2. Gary Dessler, *Human Resource Management*, 17th Edition, Pearson Education, 2023.
3. Raymond A. Noe, John R. Hollenbeck, Barry Gerhart and Patrick M. Wright, *Human Resource Management: Gaining a Competitive Advantage*, 13th Edition, McGraw Hill Education, 2022.
4. P. Subba Rao, *Essentials of Human Resource Management and Industrial Relations*, 6th Edition, Himalaya Publishing House, 2020.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA-HRM (Full Time)

MMHR26L03	T-GROUP INTERACTION LAB	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 20	0	0	4	2	ETP
	Prerequisite -NIL					
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To enable learners to maintain proper relationship with in employees as a group and as a individual						
2. Coordinate with employees as a group and as a individual						
3. To Develop Effective interpersonal skills						
COURSE OUTCOMES (COs)						
CO1	Confidence in communication and successful in personal communication					
CO2	Coordinate with all departments and improve management skills.					
CO3	Developing Effective interpersonal skills.					
CO4	Improvement in handing different employees and customers					
CO5	Enhanced managerial skill.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO	PSO2
2	CO1	3	2				2	3
	CO2		3			3	3	3
	CO3						2	3
	CO4	2	3	3	3	3	2	3
	CO5		3	2	3	2	3	3
3	Category	Core Courses (A)	Interdisciplinary course / Lab (B)	Entrepreneurship Development Skills (C)	Skill Development Lab (D)	Value Added Course (E)	Projects/ Summer Internship / Capstone project Viva voce / Core skill (F)	
						✓		
4	Approval				Meeting of Academic Council 2026			



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus
Program Structure for MBA-HRM (Full Time)

MMHR26L03

T-GROUP INTERACTION LAB

Concentrate / Emphasis on Supervisors and Managers / Workplace Essentials

- ✓ Change Management
- ✓ Conflict Resolution
- ✓ Customer Service and Support
- ✓ Developing Corporate Behaviour
- ✓ Handling a Difficult Customer
- ✓ Respect and Responsibility in Workplace
- ✓ Risk Assessment and Management
- ✓ Safety In The Workplace
- ✓ Teamwork And Team Building For Managers



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA-HRM (Full Time)

MMHR26L04	CORPORATE ETIQUETTE	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 20	0	0	4	2	Lb
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. Enable students to learn the etiquette of business.						
2. Make students learn about good decorum to be maintained in day-to-day business.						
3. Build strong business relationship by applying business etiquette.						
COURSE OUTCOMES (COs)						
CO1	Demonstrate professional etiquette and ethical behavior in workplace environments.					
CO2	Apply appropriate business decorum and positive interpersonal conduct within organizations.					
CO3	Enables to rise to the moral standards expected					
CO4	Enhance interpersonal and communication skills for maintaining strong stakeholder relationships.					
CO5	Build effective business relationships and professional acceptance in physical and virtual communication environments					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	2	2	3	2	3	3	3
	CO2	2	3	3	2	3	3	3
	CO3	2	2	2	3	3	3	3
	CO4	3	2	3	3	2	3	3
	CO5	2	3	3	3	3	3	3
3	Category	Core Courses (A)	Interdisciplinary course / Lab (B)	Entrepreneurship Development Skills (C)	Skill Development Lab (D)	Value Added Course (E)	Projects/ Summer Internship / Capstone project Viva voce / Core skill (F)	
						✓		
4	Approval				Meeting of Academic Council 2026			



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA-HRM (Full Time)**

MMHR26L04

CORPORATE ETIQUETTE

UNIT- I : INTRODUCTION TO BUSINESS ETIQUETTE

4 Hours

Meaning and importance of business etiquette – Minimum standards required in professional etiquette practices – Professional behaviour in organizational settings – Workplace discipline and ethical conduct – Role of etiquette in personal and professional success.

UNIT – II : COURTESY, GOOD MANNERS AND CULTURAL ETIQUETTE

4 Hours

Knowledge and appreciation of courtesy and good manners at work – Respectful workplace interactions – Understanding values and expectations of different cultures – Cross-cultural etiquette and sensitivity – Adapting etiquette styles to organizational culture and global business environments.

UNIT – III : PROFESSIONAL COMMUNICATION ETIQUETTE

4 Hours

Effective polite verbal communication – Professional phone conversation skills – Letter writing etiquette – E-mail etiquette and digital communication practices – Workplace communication etiquette – Listening skills and respectful interaction in professional communication.

UNIT – IV : PROFESSIONAL CONDUCT AND MEETING ETIQUETTE

4 Hours

Professional behaviour with stakeholders including colleagues, customers, clients and superiors – Workplace relationship management – Meeting protocol and professional meeting behaviour – Preparation for meetings – Chairing meetings effectively – Drafting meeting agenda and minutes – Attendance and participation etiquette.

UNIT – V : WORKPLACE INCLUSIVENESS AND DISABILITY ETIQUETTE

4 Hours

Understanding inclusiveness and diversity in the workplace – Awareness of issues related to disability in organizations – General disability etiquette and respectful behaviour – Creating supportive and accessible work environments – Professional sensitivity and ethical responsibility in workplace interactions.

TOTAL NO. OF PERIODS: 20 HOURS

Reference Books:

1. Business Etiquette and Professionalism – S. Chand Publications.
2. The Essentials of Business Etiquette – McGraw Hill Education.
3. Communicating at Work – McGraw Hill Education.
4. Organizational Behaviour – Pearson Education.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus
Program Structure for MBA-HRM (Full Time)

SUMMER INTERNSHIP / CAPSTONE PROJECT VIVA VOCE (4 WEEKS)

At the end of the 2nd semester students should undergo 4 weeks of Summer Internship / Capstone project. The Summer Internship / Capstone Project completion certificate should be submitted within the first week of third semester. The viva-voce exams will be conducted during the third semester examination.



Dr. M.G.R.
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FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus
Program Structure for MBA-HRM (Full Time)

III SEMESTER



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA-HRM (Full Time)

MMHR26013	CORPORATE STRATEGIC MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb / ETP
	Total Contact Hours – 40	4	0	0	4	Ty
	Course Designed by – Faculty of Management Studies					

OBJECTIVES

1. Understanding the fundamentals of strategic management and its significance in dynamic business environments.
2. Developing awareness of corporate governance practices and social responsibility in organizations.
3. Gaining knowledge of strategic management tools and techniques for business decision making.
4. Enhancing awareness of strategy implementation, emerging trends, and contemporary strategic issues.

COURSE OUTCOMES (COs)

CO1	Develop the ability to formulate business strategies with effective corporate governance and social responsibility practices.
CO2	Analyze the business environment to identify core competencies and achieve competitive advantage.
CO3	Apply strategic analysis tools and techniques for organizational decision making.
CO4	Implement and evaluate business strategies for improving organizational performance.
CO5	Manage contemporary business issues and adapt to changes through ethical and responsible practices.

Mapping of Course Outcomes (COs) with POs and PSOs

(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low

1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	1	3	2	3	2	3
	CO2	2	3	3	1	3	2	3
	CO3	1	2	2	2	3	3	3
	CO4	2	1	1	3	1	3	3
	CO5	1	1	2	3	2	1	3
3	Category	Core Courses (A)	Interdisciplinary course / Lab (B)	Entrepreneurship Development Skills (C)	Skill Development Lab (D)	Value Added Course (E)	Projects/ Summer Internship / Capstone project Viva voce / Core skill (F)	
		✓						
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA-HRM (Full Time)**

MMHR26013

CORPORATE STRATEGIC MANAGEMENT

UNIT-I STRATEGY AND PROCESS

8 hours

Introduction – Strategy – Meaning – Importance - Strategic management- Process - Model of strategic management process - Types of strategies -Stakeholders in business – Vision, Mission and Purpose – Business definition – Objectives- Goals - Corporate governance and Social responsibility (Case Study).

UNIT- II COMPETITIVE ADVANTAGE

8 hours

Business Environment- Components of environment - Environmental scanning- Porter's Five Forces Model - Strategic groups - Globalization and industry structure - National context and competitive advantage resources - Capabilities and competencies – Core competencies .

UNIT - III STRATEGIES

8 hours

Strategic alternatives –Retrenchment and combination strategies - Diversification and strategic alliances - Environmental threat and opportunity profile (ETOP) - SWOT analysis - GAP analysis - Mc Kinsey's 7s framework - GE 9 Cell model-Selection of matrix - Balance score card.

UNIT- IV STRATEGY IMPLEMENTATION and EVALUATION

8 hours

Implementation process - Resource allocation - Designing organizational structure -Designing strategic - Matching structure and control strategy - Implementing strategic change – Politics, Power and Conflict - Techniques of strategic evaluation and control (Case Study).

UNIT- V OTHER STRATEGIC ISSUES

8 hours

Managing Technology and Innovation - Strategic issues for nonprofit organizations - New business models and strategies for internet economy - Current trends and issues (Case Study).

TOTAL NO. OF PERIODS: 40 HOURS

Reference Books:

1. Fred R. David and Forest R. David, *Strategic Management: A Competitive Advantage Approach, Concepts and Cases*, 18th Edition, Pearson Education, 2021.
2. Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson and Jeffrey S. Harrison, *Strategic Management: Competitiveness and Globalization*, 14th Edition, Cengage Learning, 2024.
3. Thomas L. Wheelen, J. David Hunger, Alan N. Hoffman and Charles E. Bamford, *Strategic Management and Business Policy: Globalization, Innovation and Sustainability*, 16th Edition, Pearson Education, 2024.
4. Charles W. L. Hill and Melissa A. Schilling, *Strategic Management: Theory & Cases*, 14th Edition, Cengage Learning, 2023.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA-HRM (Full Time)

MMHR26014	FOUNDATION OF ENTREPRENEURSHIP	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 40	4	0	0	4	Ty
	Course Designed by – Faculty of Management Studies					

OBJECTIVES

1. Enhancing entrepreneurial mindset, leadership qualities, and motivation among students.
2. Developing practical entrepreneurial skills and managerial abilities for successful business operations.
3. Encouraging innovation and identification of emerging business opportunities in the modern entrepreneurial environment.

COURSE OUTCOMES (COs)

CO1	Understand the fundamental concepts, characteristics, and skills required for successful
CO2	Analyze the role of central and state government support schemes in entrepreneurial development.
CO3	Develop the ability to establish and manage small business ventures successfully.
CO4	Through understanding of various aspects to launch a small business successfully.
CO5	Examine family business models and strategies for sustainable business growth and expansion.

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	2	3	2	3	3	2
	CO2	3	3	2	3	2	3	2
	CO3	3	2	3	3	2	3	3
	CO4	3	3	3	2	3	3	2
	CO5	2	3	3	3	3	3	2
3	Category	Core Courses (A)	Interdisciplinary course / Lab (B)	Entrepreneurship Development Skills (C)	Skill Development Lab (D)	Value Added Course (E)	Projects/ Summer Internship / Capstone project Viva voce / Core skill (F)	
				✓				
4	Approval				Meeting of Academic Council 2026			



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus Program Structure for MBA-HRM (Full Time)

MMHR26014

FOUNDATION OF ENTREPRENEURSHIP

UNIT – I INTRODUCTION TO ENTREPRENEURSHIP

8 hours

Entrepreneurship concept – Entrepreneurship as a career - Entrepreneurial personality – Characteristics of successful entrepreneur – Knowledge and skills of entrepreneur – types of entrepreneurship- Entrepreneur v/s Intrapreneurs - Entrepreneur v/s Entrepreneurship - Entrepreneur v/s Manager.

UNIT – II ENTREPRENEURIAL ENVIRONMENT

8 hours

Business environment –Role of central Govt. and State Govt. in promoting entrepreneurship - Introduction to various incentives - Subsidies and grants - Promotion of export-oriented units - Fiscal and tax concessions - Role of government - District Industries (DIC) and its functioning...

UNIT – III BUSINESS PLAN PREPARATION

8 hours

Identifying business opportunities and planning for business service and production - Business promotion– Facilities and incentives - Creating entrepreneurial venture - Business planning process - Environmental analysis –Identifying problems opportunities - Defining business idea.

UNIT – IV MANAGEMENT OF SMALL BUSINESS

8 hours

Finance and Human Resource Mobilization Operations Planning – Market and channel selection – Growth strategies – Product launching - Effective management of small business, Business ethics and corporate social responsibility.

UNIT – V FAMILY BUSINESS DEVELOPMENT MODELS and TYPES

8 hours

Family Business – Conceptual Models of Family firms – Three-dimension development model –Four classic family business types – Founders and the entrepreneurial experiences – Growing and evolving family business – Complexity of family enterprise – Diversity of successions

TOTAL NO. OF PERIODS: 40 HOURS

Reference Books:

1. Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2023). *Entrepreneurship* (12th Ed.). McGraw Hill.
2. Kuratko, D. F. (2021). *Entrepreneurship: Theory, Process, Practice* (11th Ed.). Cengage Learning.
3. Neck, H. M., Neck, C. P., & Murray, E. L. (2020). *Entrepreneurship: The Practice and Mindset* (2nd Ed.). Sage Publications.
4. Vasant, D. (2020). *Dynamics of Entrepreneurial Development and Management*. Himalaya Publishing House.
5. Khanka, S. S. (2019). *Entrepreneurial Development*. S. Chand Publishing



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA-HRM (Full Time)

MMHR26015	CORPORATE FINANCIAL MANAGEMENT	L	T/SLr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 40	3	1	0	4	Ty
	Course Designed by – Faculty of Management Studies					

OBJECTIVES

1. To provide students with a comprehensive understanding of the principles, objectives, and functions of financial management in domestic and global business environments.
2. To develop analytical skills for making financing, capital structure, and investment decisions that maximize shareholder wealth.
3. To equip students with the knowledge and techniques required for cost of capital estimation, leverage analysis, and working capital management.
4. To familiarize students with international financial markets, foreign exchange mechanisms, and global financial risk management practices.

COURSE OUTCOMES (COs)

CO1	Analyze the role of financial management in organizational decision-making and assess the suitability of different short-
CO2	Analyze capitalization and capital structure decisions using relevant theories, EBIT-EPS analysis, and indifference point
CO3	Compute the cost of capital, WACC, and leverage measures and assess their impact on financial decision-making and firm value.
CO4	Apply working capital management techniques to estimate working capital requirements and manage cash, inventory, and receivables effectively.
CO5	Evaluate the structure and functioning of international financial markets, foreign exchange markets, and global financial risks to support international financial decision-making.

Mapping of Course Outcomes (COs) with POs and PSOs

(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low

1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	2	1	2	1	2	2
	CO2	3	3	1	1	1	3	1
	CO3	3	3	1	1	1	3	1
	CO4	3	3	1	1	1	3	1
	CO5	2	2	1	3	1	2	3
3	Category	Core Courses (A)	Interdisciplinary course / Lab (B)	Entrepreneurship Development Skills (C)	Skill Development Lab (D)	Value Added Course (E)	Projects/ Summer Internship / Capstone project Viva voce /	
		✓						
4	Approval				Meeting of Academic Council 2026			



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA-HRM (Full Time)**

MMHR26015

CORPORATE FINANCIAL MANAGEMENT

UNIT - I INTRODUCTION TO CORPORATE FINANCIAL MANAGEMENT

8 Hours

Meaning, objectives and scope of financial management – Profit and wealth maximization – Functions of finance manager – Financial decisions – Agency cost and ethics in finance – Sources of finance: Equity shares, preference shares, debentures and retained earnings – Short term and long term financing – Startup financing and venture funding.

UNIT - II CAPITAL STRUCTURE AND CAPITALIZATION

8 Hours

. Meaning of capitalization and capital structure – Over capitalization and under capitalization – Optimum capital structure – Theories of capital structure – EBIT–EPS analysis – Point of indifference – Practical problems

UNIT- III COST OF CAPITAL AND LEVERAGES

8 Hours

Meaning and importance of cost of capital – Components and computation of cost of capital – Weighted Average Cost of Capital (WACC) – CAPM – Operating, financial and combined leverage – Risk and leverage relationship – Practical problems.

UNIT - IV WORKING CAPITAL MANAGEMENT

8 Hours

Meaning and importance of working capital – Working capital cycle – Determinants and estimation of working capital – Cash, inventory and receivables management – Practical problems.

UNIT - V GLOBAL FINANCIAL MARKETS AND RISK MANAGEMENT

8 hours

International Financial Management - Meaning and Scope - International Financial Environment - Features and Components - International Financial Markets - Money Market and Capital Market - Foreign Exchange Market - Functions and Participants - Exchange Rate Determination - Factors Affecting Exchange Rates -- Challenges in Global Financial Management - Currency Risk, Interest Rate Risk and Regulatory Issues

TOTAL.NO.OF HOURS: 40 Hours

Reference Books

1. Khan, M.Y. & Jain, P.K. – Financial Management.
2. Prasanna Chandra – Financial Management.
3. I.M. Pandey – Financial Management.
4. Sharma & Sashi Gupta – Financial Management



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA-HRM (Full Time)

MMHR26016	PROFESSIONAL LEARNING AND DEVELOPMENT	L	T/S Lr	P/R	C	Ty/Lb/ETP
	Total Contact Hours – 40	4	0	0	4	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES 1. To provide a specific knowledge about training and Development and 2. To identify the training needs of employees and provide suitable training at the appropriate time.						
COURSE OUTCOMES (COs)						
CO1	Administering training activities of an organisation.					
CO2	Capable of performing training need assessment by analysing competencies.					
CO3	Understanding learning pattern and motivating employees to learn and make training effective.					
CO4	Able to plan a training programme based on the nature of job, number of trainees, infrastructure, environmental factors and choosing the venue and trainer suitably.					
CO5	Adopting technology to make training more effective and suitable for today’s trend.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	2	2		3	2	3
	CO2	2	3	3	2	3	3	2
	CO3	3	2	3	3	3	2	3
	CO4	2	3	3	3	3	3	2
	CO5	2	3	3	2	2	3	2
3	Category	Core Courses (A)	Interdisciplinary course / Lab (B)	Entrepreneurship Development Skills (C)	Skill Development Lab (D)	Value Added Course (E)	Projects/ Summer Internship / Capstone project Viva voce / Core skill (F)	
		✓						
4	Approval				Meeting of Academic Council 2026			



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA-HRM (Full Time)**

MMHR26016

PROFESSIONAL LEARNING AND DEVELOPMENT

UNIT- I INTRODUCTION

8 hours

Introduction to Training - Need for training and development - Importance of training and development - Assessment phase - Training and development phase -Evaluation phase - Training administration.

UNIT – II NEEDS ASSESSMENT AND ANALYSIS

8 hours

Organizational support for Need assessment - Steps in need assessment - Difference between need analysis and need assessment - Organizational analysis - Task analysis - Competency model.

UNIT – III LEARNING ENVIRONMENT

8 hours

Learning theories - Learning styles - Stages of learning - Learning principles - Learning organization and challenges - Motivation to learn - Instructional emphasis for learning outcomes.

UNIT – IV TRANSFER OF TRAINING

8 hours

Considerations in designing effective training programs - Training design - Work environment characteristics - Organizational environment characteristics - Encourage transfer - Various training methods - Trainer's role - Role of trainers - Qualities of a good trainers - Internal trainer Vs External trainer.

UNIT –V TRAINING METHODS

8 hours

Presentation methods - Hands-on methods – Group building methods - Choosing training methods. E-Learning & Use of technology in training: Technology's influence on training - Technology & multimedia - Computer-based training - Developing effective online learning -Blended learning - Simulations - Mobile technology & Training methods. Recent trends in training and development for discussion only.

TOTAL NO. OF PERIODS: 40 HOURS

Reference Books:

1. Employee Training and Development, 4th Edition by Noe, Raymond A., Publisher: Irwin/McGraw Hill
2. B.Taylor & G.Lippitt: Management Development And Training Handbook.
3. William E.Blank, Handbook For Developing Competency-Based Training Programmes, Prentice-Hall, New Jersey
4. David A.DeCenzo & Stephen P.Robbins: Fundamentals Of Human Resource Management
5. Management of Human Resources, Dr. A. K Saini and Sanjay Kumar Pathak, Publisher: Gullybaba Publishing



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA-HRM (Full Time)

MMHR26017	STRESS AND WELLNESS MANAGEMENT	L	T/SLr	P/R	C	Ty/Lb/ETP
	Total Contact Hours – 40	4	0	0	4	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To improve one's personal knowledge of the holistic management of stress;						
2. To Increase awareness about the impact of mental and physical wellbeing;						
3. To motivate students to assume a greater sense of personal responsibility;						
4. To work in groups and understand basic human relationships and						
5. To promote problem solving skills.						
COURSE OUTCOMES (COs)						
CO1	Understand the basic principles of stress management and framing strategies to cope up with stress.					
CO2	Recognizing stress triggers and building capacity to cope with stress.					
CO3	Applying apt leadership style to reduce stress of subordinates.					
CO4	Executing “coaching” and “counselling” and appropriately used to reduce stress.					
CO5	Applying various approaches to reduce stress by self-development with the assistance of counsellors.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	3				2	3
	CO2	3	2	3		2	2	3
	CO3	2	2		3		3	3
	CO4	2	3	3			2	3
	CO5	3		2	2		2	3
3	Category	Core Courses (A)	Interdisciplinary course / Lab (B)	Entrepreneurship Development Skills (C)	Skill Development Lab (D)	Value Added Course (E)	Projects/ Summer Internship / Capstone project Viva voce / Core skill (F)	
		✓						
4	Approval				Meeting of Academic Council 2026			



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA-HRM (Full Time)**

MMHR26017

STRESS AND WELLNESS MANAGEMENT

UNIT – I INTRODUCTION

8 hours

Meaning and Definition - Sources of stress - Nature of stress - Approaches to stress - Good stress Vs. bad stress – Consequence of stress - Burnout - Symptoms of burnout - Stress versus burnout - Model of stress - Strategies for coping stress individual and organizational strategies.

UNIT – II VARIOUS LINKAGES AND ASSESMENT OF STRESS

8 hours

Stress and personality - Stress and motivation - Verbal and non-verbal indications of stress - Assessment of stress - General sources of stress - Stress and health - Physiological and psychological illness. Stress management: Stress diary - Adopting a healthy life style - Right attitude.

UNIT – III STRESS AND LEADERSHIP STYLE

8 hours

Stress and management of change - Stress and conflict - Leadership styles in stressful and non-stressful situations - Organization and stress management - Recognize the signs - Approaches to the problem - Providers assistance: Time Management.

UNIT – IV COUNSELLING INTERVENTION

8 hours

Career plateau - Types of career plateau - Managing the plateau - Crisis management: meaning - Managing crisis - Crisis management decision making.

UNIT – V TRAINING COUNSELLORS

8 hours

Creativity - Process of creativity - Barriers – Developing creativity - Brain strategy - Humor at work -team - self-development - Principles of self-development - Ways to develop positive mental attitudes – Meditation for peace – Yoga for life problems - Counseling and stress management

TOTAL NO. OF PERIODS: 40 HOURS

Reference Books:

1. Richard S. Lazarus and Susan Folkman, *Stress, Appraisal, and Coping*, 2nd Edition, Springer Publishing, 2020.
2. Cary L. Cooper and James Campbell Quick, *The Handbook of Stress and Health*, 2nd Edition, Wiley-Blackwell, 2017.
3. Jerrold S. Greenberg, *Comprehensive Stress Management*, 15th Edition, McGraw Hill Education, 2021.
4. Edward A. Charlesworth and Ronald G. Nathan, *Stress Management: A Comprehensive Guide to Wellness*, 2nd Edition, Routledge, 2020.
5. Kathleen Kendall-Tackett, *The Stress Response in the Modern World*, 2nd Edition, Routledge, 2021.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA-HRM (Full Time)

MMHR26L05	PROFESSIONAL MANAGERIAL SKILLS	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 20	0	0	4	2	Lb
	Course Designed by – Faculty of Management Studies					

OBJECTIVES

1. Developing managerial competencies and professional practices essential for business organizations.
2. Enhancing leadership qualities, interpersonal communication, and analytical decision-making abilities among students.
3. Improving practical and problem-solving skills required for managing routine organizational activities effectively.

COURSE OUTCOMES (Cos)

CO1	Demonstrate knowledge of managerial and professional skills required in business organizations.
CO2	Analyze internal and external business environments for effective managerial decision making.
CO3	Develop positive interpersonal relationships with superiors, peers, and subordinates in workplace settings.
CO4	Apply teamwork, leadership, and reporting skills for effective organizational performance.
CO5	Enhance creative thinking, innovation, and problem-solving abilities in business activities.

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	2	2	3	2	3	2
	CO2	2	3	3	2	2	3	2
	CO3	3	2	3	2	3	3	3
	CO4	2	3	2	3	3	3	2
	CO5	3	3	2	2	3	3	2
3	Category	Core Courses (A)	Interdisciplinary course / Lab (B)	Entrepreneurship Development Skills (C)	Skill Development Lab (D)	Value Added Course (E)	Projects/ Summer Internship / Capstone project Viva voce / Core skill (F)	
					✓			
4	Approval				Meeting of Academic Council 2026			



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA-HRM (Full Time)**

MMHR26L05

PROFESSIONAL MANAGERIAL SKILLS

(TEACHING TOOLS: CASE STUDIES, BUSINESS GAMES AND PRACTICE)

UNIT – I FOUNDATION OF MANAGERIAL SKILLS

4 hours

Concept and significance of managerial skills – Role of managerial competencies in organizational effectiveness – Emotional Intelligence and self-awareness – Attitude towards change and adaptability – Learning and continuous development – Values, ethics and professional behavior – Personality development and managerial effectiveness.

UNIT – II ANALYTICAL AND PROBLEM-SOLVING SKILLS

4 hours

Introduction to analytical thinking and decision-making – Understanding business situations through case studies – Collection and interpretation of internal and external data – Application of analytical tools and techniques – Generating alternative solutions – Evaluation and selection of suitable solutions – Problem-solving and critical thinking skills.

UNIT – III INTERPERSONAL AND RELATIONSHIP BUILDING SKILLS

4 hours

Interpersonal communication and relationship management – Supportive communication techniques – Managing defensiveness and disconfirmation in communication – Principles of effective supportive communication – Coaching and mentoring skills – Counseling techniques – Building trust and maintaining professional relationships.

UNIT – IV TEAM BUILDING AND LEADERSHIP SKILLS

4 hours

Concept and importance of teams and teamwork – Advantages and challenges of team-based work – Leadership and team membership skills – Team development process – Skill development and practical application in teams – Empowerment and delegation – Conflict management and collaboration in teams.

UNIT – V CREATIVITY AND INNOVATION MANAGEMENT

4 hours

Meaning and importance of creativity and innovation in management – Developing creative thinking skills – Creativity as a continuous organizational practice – Stages of creativity: Introduction, Investigation, Ideation, Prototyping and Implementation – Techniques for fostering innovation – Application of innovative ideas in business and management.

TOTAL NO. OF PERIODS: 20 Hours

Reference Books:

1. Developing Management Skills – David A. Whetten AND Kim S. Cameron, Pearson Education.
2. Organizational Behavior – Stephen P. Robbins AND Timothy A. Judge, Pearson Education.
3. Emotional Intelligence – Daniel Goleman, Bantam Books.
4. The Five Dysfunctions of a Team – Patrick Lencioni, Jossey-Bass Publications



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA-HRM (Full Time)

MMHR26L06	BUSINESS SPREADSHEET APPLICATIONS	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 20	0	0	4	2	Ty
	Course Designed by – Faculty of Management Studies					

OBJECTIVES

1. To provide practical knowledge of spreadsheet applications and tools for managerial decision making.
2. To develop skills in data analysis, formula creation, and financial computations using spreadsheet software.
3. To enhance competency in preparing reports, charts, and business models for organizational management.

COURSE OUTCOMES (COs)

CO1	Understand the fundamentals and applications of spreadsheet tools in business management.
CO2	Apply formulas, functions, and data manipulation techniques using spreadsheet software.
CO3	Analyze business data and perform financial calculations for managerial decision making.
CO4	Create charts, tables, and reports for effective business presentation and analysis.
CO5	Develop spreadsheet-based models and solutions for solving organizational problems efficiently.

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	2		1	1	2	1
	CO2	3	3			1	3	1
	CO3	3	3	1	1	1	3	1
	CO4	2	3	1	2	2	2	3
	CO5	3	3	2	1	2	3	2
3	Category	Core Courses (A)	Interdisciplinary course / Lab (B)	Entrepreneurship Development Skills (C)	Skill Development Lab (D)	Value Added Course (E)	Projects/ Summer Internship / Capstone project Viva voce / Core skill (F)	
					✓			
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus
Program Structure for MBA-HRM (Full Time)

MMHR26L06

BUSINESS SPREADSHEET APPLICATIONS

Excel Skills for Professionals

1. Data Filters
2. Data Sorting
3. Pivot Tables
4. SUMIF/SUMIFS
5. COUNTIF/COUNTIFS
6. Excel Shortcut Keys
7. Charts
8. Cell Formatting
9. Managing Page Layout
10. Data Validation
11. Workbook
12. Vlookup
13. Creating charts and graphs
14. Pivot Charts
15. Flash Fill
16. Quick Analysis
17. Power View
18. Removing Duplicates
19. Conditional Formatting
20. Moving Columns into Rows
21. IF Formulas
22. Auditing Formulas



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA-HRM (Full Time)

MMHR26L07	Summer Internship / Capstone Project - Viva Voce	L	T/SLr	P/R	C	Ty/Lb/ETP
		0	0	6	6	Lb
	Course Designed By: Faculty of Management Studies					

OBJECTIVES:

1. To provide students with practical exposure to business environments through internship or capstone projects.
2. To enable application of management theories and concepts to real organizational problems.
3. To develop analytical, decision-making, and problem-solving skills in a business context.
4. To enhance communication, reporting, and presentation skills through viva voce evaluation.

COURSE OUTCOMES (Cos)

CO1	Understand and analyze real-time business processes, industry practices, and organizational challenges.
CO2	Apply management concepts, tools, and frameworks to develop practical solutions for business problems.
CO3	Demonstrate professional competencies such as teamwork, leadership, communication, and ethical decision-making in a workplace setting.
CO4	Develop a comprehensive internship/capstone project report by systematically organizing data, analysis, interpretations, and actionable managerial insights.
CO5	Evaluate business situations critically and justify recommendations made in the internship or capstone project based on data, observations, and managerial reasoning during viva voce.

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	2		2	1	2	1
	CO2	3	3		2	2	3	2
	CO3	2	1	3	2	3	1	3
	CO4	2	3		2	2	3	2
	CO5	3	3	1	3	2	3	2
3	Category	Core Courses (A)	Interdisciplinary course / Lab (B)	Entrepreneurship Development Skills (C)	Skill Development Lab (D)	Value Added Course (E)	Projects/ Summer Internship / Capstone project Viva voce / Core skill (F)	
							✓	
4	Approval				Meeting of Academic Council 2026			



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA-HRM (Full Time)**

MMHR26L07

SUMMER INTERNSHIP / CAPSTONE PROJECT- VIVA VOCE

Students will have an opportunity to expose their knowledge and talent to make an innovative project. Students are supposed to do innovative projects useful to industries/society in the area of relevant field, inter and multi-disciplinary areas, under the guidance of a staff member. They have to prepare a project report and submit to the department.

At the end of the semester Viva-Voce examination will be conducted by the internal Examiner duly appointed by the Head of the department and the students will be evaluated.



Dr. M.G.R.
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FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus
Program Structure for MBA-HRM (Full Time)

IV SEMESTER



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA-HRM (Full Time)

	E-MARKETING CONCEPTS	L	T/S Lr	P/R	C	Ty/Lb/ ETP
MMHR26018	Total Contact Hours – 40	3	0	0	4	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the fundamentals, evolution, and ecosystem of digital marketing along with AI applications in marketing. 2. To familiarize students with e-commerce platforms and digital marketing metrics used to measure online business performance. 3. To develop knowledge in website content creation, usability, web presence management, and content publishing tools. 4. To enable students to apply SEO, online advertising, and social media marketing techniques for effective digital campaigns.						
COURSE OUTCOMES (COs)						
CO1	Explain the evolution, ecosystem, customer behavior, and AI applications in digital marketing.					
CO2	Analyze e-commerce and digital marketing metrics including SEO, social media, email marketing, and online sales performance.					
CO3	Develop and manage effective website content using usability principles, content design strategies, and web publishing tools.					
CO4	Apply SEO techniques, online advertising methods, and social media marketing strategies to plan and manage digital marketing campaigns.					
CO5	Evaluate and manage online advertising, social media campaigns, blogging, consumer engagement, and social media analytics for business growth.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	2	3	2	2	3	3	2
	CO2	3	2	3	3	2	3	2
	CO3	3	3	2	2	2	3	3
	CO4	2	3	3	3	3	3	3
	CO5	3	2	3	2	3	3	2
3	Category	Core Courses (A)	Interdisciplinary course / Lab (B)	Entrepreneurship Development Skills (C)	Skill Development (D)	Value Added Course (E)	Projects/ Summer Internship / Capstone project Viva voce / Core skill (F)	
		✓						
4	Approval				Meeting of Academic Council 2026			



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA-HRM (Full Time)**

MMHR26018

E-MARKETING CONCEPTS

UNIT- I INTRODUCTION

8 hours

Evolution of digital marketing – AI applications in marketing – Digital marketing eco system – Digital Customers : Online buying behavior - privacy – non – marketers in digital customers in digital marketing – AI tools used in digital marketing.

UNIT - II E-COMMERCE AND DIGITAL MARKETING METRICS

8 hours

E-Commerce metrics – Sales metric – e-market places and third party shopping websites – SEO metrics – Social media metrics – email marketing metrics – Real life examples of this metrics..

UNIT- III WEBSITE CONTENT DEVELOPMENT

8 hours

Introduction - Web presence ownership - Management and development – Usability - Content development- Content Design - B2B website - Global web presence – content web publishing – Tools used in website content (content development).

UNIT - IV SEARCH ENGINE OPTIMIZATION

8 hours

Search Engine Optimization – Types of SEO – SEO process – SEO Metrics - Workings of search engines - Keyword selection - On-site optimization - Off-site optimization - Strategic search engine optimization - Third-party search engine ranking - Email for marketing messages - Email for newsletters.

UNIT- V ADVERTISING ONLINE AND SOCIAL MEDIA MARKETING

8 hours

Advertising Online - Programmatic advertising - Objectives and management - Online ad formats - Search advertising - Network advertising - Landing pages – Online advertising methods – Blogging - Consumer reviews and ratings - Social networking - Social sharing – Social media analytics and Campaign management.

TOTAL NO. OF PERIODS: 40 HOURS

Reference Books:

1. Strauss, J., Frost, R., & Ansary, A. I. (2023). *E-Marketing* (8th Ed.). Pearson.
2. Chaffey, D., & Ellis-Chadwick, F. (2022). *Digital Marketing: Strategy, Implementation and Practice* (8th Ed.). Pearson.
3. Ryan, D. (2021). *Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation* (4th Ed.). Kogan Page.
4. Kotler, P., Kartajaya, H., & Setiawan, I. (2021). *Marketing 5.0: Technology for Humanity*. Wiley.
5. Chaffey, D. (2020). *Digital Marketing Excellence*. Routledge.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA-HRM (Full Time)

MMHR26019	GLOBAL BUSINESS MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb / ETP
	Total Contact Hours – 40	4	0	0	4	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES 1. To familiarize with the theoretical background of international business; 2. To understand the economic, cultural and ethical issues relating to international business; 3. To create awareness about innovative approaches to business decisions to match global environment; 4. To impart knowledge of foreign trade and make them to understand the influence of financial institutions on international business						
COURSE OUTCOMES (COs)						
CO1	Understand the significance of international business.					
CO2	Understand the international business theories to meet global competitiveness to make investment decisions and getting financial assistance.					
CO3	Understand the foreign exchange determination systems to modify trading accordingly.					
CO4	Understand the importance of regional economic integration for better business decisions.					
CO5	Cope with global trends and challenges.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	2	1		3		2	2
	CO2	3	3		2		3	1
	CO3	3	3		2		3	1
	CO4	2	2		3		3	2
	CO5	2	3	2	3	2	2	3
3	Category	Core Courses (A)	Interdisciplinary course / Lab (B)	Entrepreneurship Development Skills (C)	Skill Development (D)	Value Added Course (E)	Projects/ Summer Internship / Capstone project Viva voce / Core skill (F)	
		✓						
4	Approval				Meeting of Academic Council 2026			



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA-HRM (Full Time)**

MMHR26019 GLOBAL BUSINESS MANAGEMENT

UNIT- I INTRODUCTION

8 hours

Introduction to Global Business – Meaning - Nature and significance of international business - Drivers of international business - Environmental awareness of international business.

UNIT - II INTERNATIONAL TRADE AND INVESTMENT

8 hours

Promotion of global business – Role of GATT / WTO – Multilateral trade negotiation and agreements – discussions and agreements – Challenges for global business – Global trade and investment – Theories of international trade – Need for global competitiveness – Regional trade block.

UNIT – III FOREIGN EXCHANGE DETERMINATION SYSTEMS

8 hours

Foreign exchange determination systems: Various types of exchange rate regimes– International trade organizations: UNCTAD, IMF, Role of IMF, IBRD – Features and roles - Advantages of WTO. TRIPS, TRIMS, GATS, MFA, AOA - Pre- Bretton woods periods - Bretton woods systems - Floating rate regimes - Managed fixed rate regime

UNIT – IV REGIONAL ECONOMIC INTEGRATION

8 hours

Global production – Location – Scale of operations – Cost of production – Make or Buy decisions - Global supply chain issues –Pricing - Production and channel management – Investment decisions – Economic and political risks– Exchange rate risk and management.

UNIT - V GLOBAL TRENDS AND CHALLENGES

8 hours

Globalization trends and challenges - Conflict in international business – Sources and types of conflict - Conflict resolutions – Negotiation – Role of international agencies – Ethical issues in international business.

TOTAL NO. OF PERIODS: 40 HOURS

Reference Books:

1. Charles W. L. Hill, International Business: Competing in the Global Marketplace, McGraw-Hill Education.
2. Bhalla and Raju- International Business Environment, Anmol Publications Pvt. Limited.
3. P.G.Apte- International Financial Management, Tata Mc Graw Hill
4. Helen Deresky, International Management: Managing Across Borders and Cultures, Pearson Education.
5. International Business, K.Aswathappa, McGraw Hill Companies



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA-HRM (Full Time)

MMHR26L08	CONTEMPORARY MANAGEMENT SEMINARS / NPTEL / SWAYAM / COURSERA	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 20	0	0	6	2	Lb
	Course Designed by – Faculty of Management Studies					
OBJECTIVES 1. To understand the issues prevailing in Business Environment. 2. To Present innovative solutions for the existing Business issues. 3. To Enhance the Presentation skills of students.						
COURSE OUTCOMES (COs)						
CO1	Understand contemporary issues and challenges in the business environment.					
CO2	Analyze emerging trends and management practices influencing organizations.					
CO3	Evaluate real-world business problems using management concepts and critical thinking.					
CO4	Develop innovative solutions for addressing current business and managerial issues.					
CO5	Demonstrate effective presentation and communication skills through seminar discussions.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	2	1		3		1	2
	CO2	2	3		2	1	3	1
	CO3	3	3	1	2	1	3	1
	CO4	3	3	2	1	2	3	2
	CO5	1	1	2	3	3	1	3
3	Category	Core Courses (A)	Interdisciplinary course / Lab (B)	Entrepreneurship Development Skills (C)	Skill Development (D)	Value Added Course (E)	Projects/ Summer Internship / Capstone project Viva voce / Core skill (F)	
		✓						
4	Approval				Meeting of Academic Council 2026			



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA-HRM (Full Time)**

MMHR26L08 CONTEMPORARY MANAGEMENT SEMINARS / NPTEL / SWAYAM / COURSERA

Students will be instructed to present PPT on Contemporary issues prevailing during that semester.
They need to present the

- Purpose/ need
- Issues
- Challenges
- Solutions
- SWOT of any Contemporary Topic

Note: Evaluation will be done through their presentation skills and Viva-Voce.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus Program Structure for MBA-HRM (Full Time)

MMHR26L09	Major Project	L	T/SLr	P/R	C	Ty/Lb/ ETP
		0	0	12	6	Lb
	Course Designed By: Faculty of Management Studies					

OBJECTIVES:

1. To enable students to identify real-world, practical problems in a workplace or organizational setting.
2. To develop the ability to identify relevant variables associated with the problem through review of literature and prior studies.
3. To train students in applying a systematic research approach including research design, sampling design, and selection of appropriate data collection tools.
4. To develop skills in applying suitable statistical and analytical tools for meaningful interpretation of data.

COURSE OUTCOMES (Cos)

CO1	Ability to identify a practical problem in a work place;
CO2	Capacity to identify the related variables to the problem based on reviews
CO3	Systematic approach to the problem by research design, sampling design and tool for data collection
CO4	Analyzing the data with apt tool
CO5	Reporting the work

Mapping of Course Outcomes (COs) with POs and PSOs

(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low

1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	3	2	2	3	3	2
	CO2	3	3	2	2	2	3	2
	CO3	3	3	2	2		3	2
	CO4	3	3	2	2		3	
	CO5	3	3	2		3	3	
3	Category	Core Courses (A)	Interdisciplinary course / Lab (B)	Entrepreneurship Development Skills (C)	Skill Development (D)	Value Added Course (E)	Projects/ Summer Internship / Capstone project Viva voce / Core skill (F)	
							✓	
4	Approval				Meeting of Academic Council 2026			



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA-HRM (Full Time)**

MMHR26L09

MAJOR PROJECT

The students are expected to make use of the knowledge and skill inculcated during their class room sessions and to apply them for making an innovative project for the development of society and industries on the title suggested by the company in one of the areas of your specialization.

Students are expected to do a Project work in an Industry. Each student will be allotted a guide based on the area of Project work. Industry may also allocate a guide. Inter disciplinary/multi-disciplinary project can also be done with guidance of relevant department. Monthly reviews will be conducted during the semester to monitor the progress of the project by the project review committee. Students have to submit the Project work at the end of the semester and appear for the Project Viva-Voce examination conducted by the examiners duly appointed by the Controller of Examination. Certificate in proof has to be included in the report along with the Bonafide certificate from the company.

