

Jankidevi Bajaj Institute of Management Studies
SNDT Women's University, Mumbai
Master of Business Administration - Human Resource
Management (MBA - Human Resource Management)
Revised Syllabus (Effective from AY 2018-19)

Name of the Course : MBA – Human Resource Management
Duration : **2 years**
Number of Semesters : **4**
Credit per paper : **4**
Total Number of
Papers in 4 Semesters : **31**
Total Credits : **120**
Proposed Structure : **As given below**

Programme Outcomes:

- The objective of the programme is to provide student with opportunities to pursue a career in the Human Resource Management, acquiring knowledge, skills and attitudes that give a strong foundation for holding competent and responsible executive positions.
- The curriculum has been designed to enable the student to develop a thorough knowledge of the basic concepts and techniques for understanding Individual, group and organizational behaviour and devising effective Human Resources strategies.
- It aims to enable the student to develop People skills, analytical skills, decision-making and managerial skills required for the industry and be ready to contribute and manage the various HR functions ranging from HR planning, recruitment, selection, placement, performance management, compensation and benefits administration, Training and development of human capital, Internal mobility of employees, talent management and development, worker relations and managing legal aspects of HR , and strategic HR planning in the current global business.
- The programme is designed to fulfil the need for skilful manpower, people with set of management skills to manage the challenges of competitive business environment with appropriate inputs on Soft Skills, Personality Development, negotiation and Communication; team- working capabilities, leadership and networking skills with and critical thinking ability and analytical skills for designing appropriate HR strategies.

SCHEME: Semester I

	CODE	Subject	L	Cr	P/T	D	TP	TW	P/V	Total
1.	1001	Managerial Economics	2	4	2	2	50	50	--	100
2.	1002	Business Communication	1	2	1	--	--	50	--	50
3.	1003	Financial Reporting, Statements and Analysis	2	4	2	2	50	50	--	100
4.	1004	Marketing Management	2	4	2	2	50	50	--	100
5.	1005	Computer Applications for Business	2	4	2	2	50	50	--	100
6.	1006	Managerial Skills for Effectiveness	2	4	2	2	50	50	--	100
7.	1007	Organizational Behavior	2	4	2	2	50	50	--	100
8.	1008	Business Statistics and Analytics for Decision Making	2	4	2	2	50	50	--	100
			15	30	15	14	350	400		750

SCHEME: Semester II

	CODE	Subject	L	Cr	P/T	D	TP	TW	P/V	Total
1.	2001	Indian Economy and Policy	2	4	2	2	50	50	--	100
2.	2002	Legal and Business Environment	2	2	--	2	50	--	--	50
3.	2003	Corporate Finance	2	4	2	2	50	50	--	100
4.	2004	Business Research Methodology	2	4	2	2	50	50	--	100
5.	2005	Operations Management	2	4	2	2	50	50	--	100
6.	2006	Project Management	2	4	2	2	50	50	--	100
7.	2007	Human Resource Management	2	4	2	2	50	50	--	100
8.	2008	Quantitative Techniques	2	4	2	2	50	50	--	100
			16	30	14	16	400	350		750

SCHEME: Semester III

	CODE	Subject	L	Cr	P/T	D	TP	TW	P/V	Total
1.	3001	Indian Ethos, Business Ethics and Corporate Social Responsibility and Sustainability	2	4	2	2	50	50	--	100
2.	3002	Entrepreneurship and Sectoral Specialisation	2	4	2	2		50+50	--	100
3.	3003	Summer Internship		6		-		100	--	100
4.	3004	Organization Design	2	4	2	2	50	50	--	100
5.	3005	Human Resource Development	2	4	2	2	50	50	--	100
6.	3006	Employee Relations	2	4	2	2	50	50	--	100
7.	3007	Human Resource Metrics and Analytics	2	4	2	2	50	50	--	100
8.	3008	Compensation and Benefits Management and Performance Management Systems	2	4	2	2	50	50	--	100
		Total	14	34	14	14	300	500		800

Sectoral Specialization (Code - 3003)

Semester – III

*** A student can choose any one of the following:**

	Subject	L	Cr	P/T	D	TP	TW	P/V	Total
1.	Agency and Broking		2			50	--	--	50
2.	Any other sector of Interest to the students with specific approval of the Institute		2			50	--	--	50
3.	BPO and KPO		2			50	--	--	50
4.	Digital Marketing		2			50	--	--	50
5.	Education Management		2			50	--	--	50
6.	Food Processing		2			50	--	--	50
7.	Health and Wellness Management		2			50	--	--	50
8.	Horticulture		2			50	--	--	50
9.	Hospitality Management		2			50	--	--	50
10.	Insurance		2			50	--	--	50
11.	Investment Banking		2			50	--	--	50
12.	Logistics and Supply Chain Management		2			50	--	--	50
13.	Management of Family Business		2			50	--	--	50
14.	Mutual Funds		2			50	--	--	50
15.	Pharma Management		2			50	--	--	50
16.	Retail and Shopping Mall Management		2			50	--	--	50
17.	Technology Management		2			50	--	--	50

Semester IV

Core Papers

	CODE	Subject	L	Cr	P/T	D	TP	TW	P/V	Total
1	4001	Corporate Strategy	2	4	2	2	50	50	--	100
2.	4002	Organization Change and Development	2	4	2	2	50	50	--	100
3.	4003	Team Dynamics and Behavioral Dynamics	2	4	2	2	50	50	--	100
4.	4004	Strategic HRM	2	4	2	2	50	50	--	100
5	4005	International HRM	2	4	2	2	50	50	--	100
6	4006	Talent Management	1	2	1	2	25	25	--	50
7	4007	Research Project (Year Long Project)		4			50	50	--	100
		Total	11	26	11	12	325	325		650

Semester: I

Paper No: 1

Course code: 1001

Paper: Managerial Economics

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to understand tools and techniques of managerial economics to enable them to appreciate its relevance in decision making; understand how microeconomics affect the business strategy of companies and develop economic way of thinking in dealing with practical business problems and challenges.

Learning Outcome:

This course will enable the student to

- understand the concepts and principles of microeconomics, impacting the household, firms and the markets
- analyse cost, revenue and profit implications across various types of markets
- evaluate the demand, determinants of demand and demand forecasting techniques

Course Contents:

Module	No.	Topic	Contact Hours	Weight age (%)
I	1.	Introduction: Nature and Scope of Managerial Economics; Micro and macro-economics; Positive versus normative economics; Circular-flow diagram; How the economy works as a whole	04	25
	2.	The market forces of supply and demand: Market demand versus individual demand; Demand schedule and demand curve; Determinants of demand/demand function; Law of demand, Exceptions to the Law of Demand; Expansion & contraction; Increase & decrease in demand; Supply and demand – equilibrium	06	
II	3.	Demand Forecasting: Importance of Demand Forecasting; Techniques of Demand Forecasting	05	25
	4.	Elasticity and its application: The elasticity of demand; Types of Elasticity of Demand; Using Elasticity in Managerial Decision Making	05	
III	5.	Production Analysis: Factors of production; Theory of production; Production function; Short run and long run production function; Law of variable proportion; Isoquant and Iso-cost line; Optimal factor combinations; Returns to scale; Economics and Diseconomies of scale	05	25
	6.	Cost Analysis: Short run and Long run cost; Various measures of cost- FC, VC, AC, MC; Cost curves & their shapes	05	

IV	7.	Market Structure and Pricing Practices: Perfect competition, its characteristics; Short run and Long run equilibrium of a perfectly competitive firm Monopoly, its characteristics; Short run and Long run equilibrium under monopoly; Price Discrimination by a monopolist Monopolistic competition, its Characteristics; Individual equilibrium and Group equilibrium Oligopoly, its characteristics; Game theory.	10	25
		Total	40	100

Reference Books:

Ahuja, H.L., Managerial economics (8thed.). New Delhi: S.Chand, 2011

Damodaran, S, Managerial Economics (2nded.). New Delhi: Oxford University Press, 2010

Dwiwedi, D.N. Micro Economics: Theory & Applications (2nded.). New Delhi: Pearson Education. 2011

Greenlaw, S&Taylor, M. Principles of Microeconomics. OpenStax (2018)

Mankiw, G. Economics: Principles & Applications (6thed.). New Delhi: Cengage Learning. 2012

Salvatore, D., &Srivastava, R. Managerial Economics: Principles and Worldwide Applications (7thed.). New Delhi: Oxford University Press. 2012

Thomas, C.R&Maurice, C.S. Managerial Economics (10thed.). New Delhi: McGraw Hill. 2014

Semester: I

Paper No: 2

Course code: 1002

Paper: Business Communication

Marks: 50

Credits: 2

Semester End Examination: Nil

Continuous Internal Evaluation: 50 Marks

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to improve their oral and written communication skills, reading and listening skills, and write effective reports and proposals and make effective presentations.

Learning Outcome:

This course will enable the student to

- understand the basics of communication
- improve their communication skills
- make effective presentations

Course Contents:

Module	No.	Topic	Contact Hours	Weight age (%)
I	1.	Introduction and Communication Basics - Process of Communication - Communication in Organization - Nature, Function and Scope. Barriers to effective communication Management of written and oral communication	06	25
	2.	Just-A-Minute Presentation - Overcoming Glossophobia	04	
II	3.	Presentation–1 (Planning & Preparing) Presentation–2 (Visual Aids) Presentation–3 (Delivery) Graded Team Presentations-Group 1-Graded Team Presentations-Group 2-Reading, listening & Questioning	10	25
III	4.	Writing Business Communication-Writing Reports, Proposals, Emails, Summaries Graded Individual Presentations- Presentation feedback, Bios and Resumes	10	25
IV	5.	Communication technology and its impact on office procedures and automation.	10	25
Total			40	100

Reference Books:

Sharma, R. C. & Krishna Mohan. Business Correspondence and Report Writing: Third Edition. New Delhi: Tata McGraw-Hill Publishing company Limited, 2007.

Hasson, Gill. Brilliant Communication Skills. Great Britain: Pearson Education, 2012.

Semester: I

Paper No: 3

Course code: 1003

Paper: Financial Reporting, Statements and Analysis

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to prepare financial statements, analyse them using various tools and use them for managerial decision making in the areas of finance and investment.

Learning Outcome:

This course will enable the student to

- understand the accounting mechanics and process involved in preparing the financial statements
- analyse the accounting statements of companies and prepare comparative study of the financial strength of different firms
- distinguish and appreciate the importance of internal and external audit

Course Contents:

Module	No.	Topic	Contact Hours	Weight age (%)
I	1.	Financial Accounting-Scope and Importance, Users of accounting statements, Accounting Principles, Concepts and Conventions	10	25
	2.	Accounting Process: Basic Records; Understanding of Transactions and related documents		
II	3.	Preparation of Financial Statements	10	25
III	4.	Financial Reporting, Reporting Practices - Mandatory Accounting Standards - Overview of External and Internal Audit	10	25
IV	5.	Analysis of Financial Statements with managerial perspective: Ratio Analysis, Cash Flow/Fund Flow Analysis	10	25

		Total	40	100
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Reference Books:

Bhattacharya S.K., Accounting for Management: Text and Cases, Vikas Publishing, 2009

Earl K. Stice, James D. Stice, Financial Accounting: Reporting and Analysis, Thomson South-Western, 2007

Godwin, Alderman, Sanyal, Financial ACCT, Cengage Learning, 2012

Harsolekar Dinesh, Financial Accounting for Management: Text and Cases, Edu-Tech Publishing Co, 2013

Ramachandran. N and Ram Kumar Kakani, Financial Accounting for Management, Tata McGraw-Hill, 2005

Semester: I

Paper No: 4

Course code: 1004

Paper: Marketing Management

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to identify core concepts of marketing and the role of marketing in business and society; explore appropriate measures to operate effectively in local and global settings and develop marketing strategies based on product, price, place and promotion objectives

Learning Outcome:

This course will enable the student to

- understand the marketing concepts and practices in consumer and business markets
- evaluate marketing mix adopted by organizations
- develop analytical skills, and acumen for designing marketing plans.
- design marketing strategies for organizations

Course Contents:

Module	No.	Topic	Contact Hours	Weightage (%)
I	1.	Introduction: Importance and Scope of Marketing; Fundamental marketing concepts; Change in marketing management in recent years; Understanding Marketing as Creating, Communicating, and Delivering Value	10	25
	2.	Identifying And Selecting Markets: Consumer Markets and Buying Behavior; Business Markets and Buying Behavior; Market Segmentation, Targeting and Positioning; Concept of Marketing Mix; Marketing Research and Market Information		
II	3.	Designing Value: Setting Product Strategy; Designing and Managing Services; New-Product Development and Product Life-Cycle Strategies; Pricing Considerations and Strategies.	10	25
III	4.	Delivering Value: Designing and Managing Integrated Marketing Channels; Managing Retailing, Wholesaling, and Logistics.	10	25
	5.	Communicating Value: Designing and Managing Integrated Marketing Communications; Advertising, Sales Promotion, and Public Relations; Personal Selling and Direct Marketing.		
IV	6.	Managing The Marketing Effort: Strategic Marketing Planning; Marketing Implementation and Evaluation; Competitive Dynamics.	10	25
		Total	40	100

Reference Books:

Etzel, M., Walker, B, Stanton, W., & Pandit, A..Marketing,(14thed). New Delhi: McGraw Hill Education, 2009

Kotler, P., Keller, K, Koshy, A., & Jha, M. Marketing Management: A South Asian Perspective (14thed). New Delhi: Pearson Education. 2013

Lamb; Hair; Sharma & McDaniel. MKTG, 1/e (1sted). New Delhi: Cengage Learning, India 2009

Ramaswami & Namakumari. Marketing Management: Global Perspective Indian Context (4thed). New Delhi: Macmillan (India) Limited. 2013

Saxena, R. Marketing Management (5thed). New Delhi: McGraw Hill Education, 2016

Semester: I
Paper No: 5
Course Code: 1005
Paper: Computer Applications for Business
Marks: 100 (Internal 50 + External 50)
Credits: 4
Semester End Examination: 50 Marks
Continuous Internal Evaluation: 50 Marks
Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to use office productivity improvement tools effectively and apply information technology solutions to make faster managerial decisions and also update on the emerging technologies.

Learning Outcome:

This course will enable the student to

- understand the concepts of information technology applied in the areas of management
- appreciate the use of Information Technology in an organization
- learn to apply IT solutions for faster business decision-making
- use office productivity improvement tools such as word processing, spreadsheets, business presentations and databases

Course Contents:

Module	No.	Topic	Contact Hours	Weight age (%)
I	1.	Evolution of IT and IT building blocks: - Historical Perspective of Computer and Information Technology; How a Computer works – Hardware and Software components and their characteristics from a user/buyer’s perspective; - Basics of networking (LAN/ WAN/ MAN) and various means to access internet (Dial-up, leased, DSL, VSAT, wireless) from a buyer’s perspective - Basics of Internet – how internet works; Familiarity with various components of the internet; Browser, Web Server, DNS Server, Search Engines; Applications of Internet –	02	25

		Websites, Blogs, email, FTP, Voice over Internet		
	2.	MS Word - Usage of Word processing - Applications in documentation preparation and making reports, mail merge, preparation of questionnaires, presentations, tables and graphs, drawings.	08	
II	3	Power point Presentation	02	25
	4.	Advanced spreadsheet functions: - Usage of spreadsheet – Basic tables and charts - Formulas (e.g. add, subtract, multiply, divide) – application in creating budget sheets - Functions (e.g. average, sum, date-time, etc) – application in student averages - Conditional logic (e.g. if, countif, sumif) - application - Analysing scenarios, sensitivity analysis - Creating pivot tables - Lookup functions (e.g. VLookup functions in Excel)	08	
III	5.	Introduction to databases: - Concept, characteristics, objectives - Spreadsheetsvs Databases - Advantages & limitations - Entity, attribute, schema, subschema	02	25
	6.	- Application to analyse survey results of a marketing campaign using a database tool such as MS Access - Project Management, e.g. MS Project for defining tasks, start/ end dates, identifying critical tasks, etc.	08	
IV	7.	E-commerce and its impact on organization	05	25
	8.	Emerging technologies, concepts and the organization of future - Social Media & Its Impact – Sentiment Analysis - Cloud computing – Infrastructure-as-a-Service, Platform-as-a-Service, Software-as-a-Service - Mobile computing - Big Data & Analytics – Volume, Variety and Velocity of data - Internet of Things, Machine-2-Machine	05	
		Total	40	100

Reference Books:

Basandra, Suresh. K, Computers Today, Galgotia Publications, 2002

Behl Ramesh, Information Technology for Management (2nd Edn.), McGraw Hill, 2012

Kenneth C. Laudon, Carol GuericioTraveler, E-Commerce-business – technology - Society, Pearson Education, 2003

Turban Efraim and Volonino Linda, Information Technology for Management (7th Edn.), Wiley India, 2012.

Semester: I

Paper No: 6

Course Code: 1006

Paper: Managerial Skills for Effectiveness

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to describe, analyze and evaluate the environmental, social, cultural, economic, legal and organizational aspects in the current businesses scenario by acquiring the knowledge and relevant skills like analytical, leadership, communication, problem solving and decision making with building the ethical and business centric attitude

Learning Outcome:

This course will enable the student to

- understand the basic principles of a management and evolution of management philosophy, and management thought
- appreciate the management processes such as planning, organizing, motivating and controlling
- acquire the ability to apply general management principles in practical situations
- develop the skills for managing work and organization

Course Contents:

Module	unit No.	Topic	Contact Hours	Weight age (%)
I	1.	Management: Concepts, evolution of management philosophy, definition, principles of management, functions of management, Managerial roles, Role of management techniques in modern industry and Its evolution in India.	10	25
	2.	Planning: Planning process: goals, objectives, standards and MBO, types of planning -policies, processes, methods, Concepts, types and process of decision making. Risk and uncertainty, Managerial skills- Budgeting, Time management, Goal setting,		

		Problem solving,presentation skills ,Communication skills, Managing meetings		
II	3.	Organizing: Organization as a structure ,formal and informal organization, line, staff and functional authority–Centralization Vs. decentralization ,delegation of authority, chain of command; span of management, authority, responsibility, and accountability, types of organizational structures ,bases of departmentation	10	25
	4.	Organizational Culture: Cultural Diversity, Multi Ethnic Workforce, Organizing Knowledge resource. Managerial skills--Assessing culture, interaction across business functions, collaboration ,networkingskills,		
III	5.	Leading: Motivating employees- motivation theories, current issues, Leadership- Theories, issues, styles, Understanding leadership challenges and strategies, techniques of communication and co-ordination. Motivating Indian workforce,	10	25
	6.	Managerial skills--team management, mentoring, Negotiation & Assertiveness skills, creating teams, Delegating, designing motivating jobs,developing trust, providing feedback		
IV	7.	Controlling: Concept of Managerial control, Definition ,importance, process, types, contingency factors ,contemporary issues, Effective control system, Controlling organizational performance, Operations Management and value chain management	10	25
	8.	Management audit, social audit, coordination of all controls in the organization. Managerial skills-Acquiring power, Active listening, Disciplining		
Total			40	100

Reference Books:

Jackson Helbrigel, Slocum, *Management – A Competency based approach*, Thomson South - Western, 2007

Koontz Harold, *Essentials of Management an International and Leadership Perspective*, Tata McGraw Hill Education, 2012

Koontz Harold and Cyril O'Donnell, *Essentials of Management*, Tata McGraw Hill, 2000

Stephen Robbins, Coulter Mary, *Principles of Management*, Pearson Education, 2008

Stoner, Freeman and Gilbert, *Management*, Prentice Hall India, 1995

Supplementary reading:

The Frontiers of Management by Peter Drucker, Harvard Business Review Press.

Technology, Management and Society by Peter Drucker, Harvard Business Review

The Drucker Lectures: Essential Lessons on Management

Website-<http://www.druckerinstitute.com/link/about-peter-drucker/>

Semester: I
Paper No: 7
Course Code: 1007
Paper: Organizational Behaviour
Marks: 100 (Internal 50 + External 50)
Credits: 4
Semester End Examination: 50 Marks
Continuous Internal Evaluation: 50 Marks
Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to describe, analyse and evaluate the individual and group behaviour, organization's culture, and systems impacting behaviours of employees in the organizational settings in the current businesses by acquiring the knowledge and relevant skills for the same with human centric values and attitude.

Learning Outcome:

This course will enable the student to

- understand the main theories of Organizational Behavior
- analyze how these theories can help understand contemporary organizational issues
- apply theories to practical problems in organizations in a critical manner
- evaluate organizational practices and their impact on work behaviors, attitudes and performance

Course Contents:

Module	No.	Topic	Contact Hours	Weightage (%)
I	1.	Introduction-Understanding Organizational Behaviour, Concept, Challenges and Opportunities of Organizational Behaviour- Basic Model of Organizational Behavior	10	25
	2.	Individual Behaviour- Biographical characteristics, Ability, Learning, Personality and emotions, Perception, Individual decision making, attitude and values, Job satisfaction –employee performance		

II	3.	Basic motivation concepts and its application- MBO, employee recognition program, employee involvement program, variable pay program, Special issues in motivation	10	25
	4.	Foundations of Group Behaviour: Nature and Types of Groups; Stages of Group Development; Group member resources, Group Structure; Group Tasks and Processes; Communication in groups. Group decision making, Work Teams- Teams Vs. Groups, creating effective teams, issues in managing teams		
III	5.	Conflict, Negotiations and Intergroup Behaviour: Sources of Conflict, Classification of Conflict, Conflict Process; Negotiations – Process & Issues; Intergroup Relations.	10	25
	6.	Leadership –applying theories, Leadership styles and effectiveness. Trust and leadership, Power and Politics: Definition and Bases of Power; Power tactics, Organizational Politics; Ethics and Ethical behavior in Organizations.		
IV	7.	Organization Structure, Common organizational designs and new options, why structures differ. Organizational Culture, creating and sustaining culture, How employees learn culture	10	25
	8.	Organizational Change - Forces for Change; the Change Process; What can be changed, Resistance to change, Managing organizational change, Current change issues, Work stress and stress management		
Total			40	100

Reference Books:

Luthans Fred: Organizational Behaviour, McGraw Hill, 2011

Nelson, Debra L and James C: Organizational Behaviour, Cengage Learning India Pvt. Ltd., 2010

Pareek Udai: Understanding Organizational Behaviour, Oxford University Press, 2010

Robbins Stephen: Organizational Behaviour, Prentice Hall of India, 2010

Singh B. P. and Chhabra T. N: Organization Theory and Behaviour, Dhanpat Rai and Co.(p) Ltd., 2012

Journals

Organizational Behavior and Human Decision processes

Journal of Organizational Behavior

Websites

<http://papers.ssrn.com>

<http://www.nwlink.com/~donclark/leader/leadob.html>

Semester: I

Paper No: 8

Course code: 1008

Paper: Business Statistics and Analytics for Decision Making

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to analyse and solve various business related problems by using various mathematical techniques and statistical tools and apply these techniques in effective decision making

Learning Outcome:

This course will enable the student to

- understand the importance and scope of mathematics and statistics from the point of view of application to business
- apply mathematical and statistical techniques in business decision making

Course Contents:

Module	No.	Topic	Contact Hours	Weightage (%)
I	1.	Applications of Matrix algebra: Markov's Brand Switching Model National Income model, Prices under market equilibrium for two or more commodities	10	25
	2.	Applications of Differential calculus: Elasticity of demand, Marginal function concept, Optimization of economic functions such as total cost, total profit, total utility etc.		
II	3.	Applications of Integral Calculus: Total function from Marginal function, Producer's Risk, Consumer's Risk,	10	25

III		Learning curve	10	25
	4.	Probability		
	5.	Random variables and distribution concept Use of random variable and concept of conditional Averages in decision making such as newspaper boys problem Use of Bayes' theorem in decision making		
	6.	Probability distributions: Binomial, Asset pricing model using binomial distribution, Poisson, Normal, Negative binomial, Hyper geometric, Geometric		
	7.	Estimation: Point estimation, Interval estimation of mean, proportion, difference of mean , variance		
	8.	Hypothesis testing, Use of Chi Square distribution, Independence of attributes, Testing goodness of fit		
IV	9.	Applications of t distribution Value of population mean, equality of population means, dependent and independent samples	10	25
	10.	Applications of z distribution Value of population mean, equality of population means, value of population proportion and equality of population proportion		
	11.	Analysis of variance: one way and two way Checking for the significantly different treatment		
Total			40	100

Reference Books:

R.S.Soni, Essential of Business Mathematics and Business Statistics, Ane Books Pvt. Ltd., 2009

G.S.Monga, Mathematics and Statistics for Economics, Vikas Publications, 2007

Mizrahi and Sullivan, Mathematics: An Applied Approach, Wiley, 2000

Semester: II

Paper No: 1

Course code: 2001

Paper: Indian Economy and Policy

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to analyse the impact of economic policies on the business and relate micro and macro environmental forces and their impact on the Indian economy in effective decision making

Learning Outcome:

The student will be able to

- understand the role of economy specific to India
- analyse the impact of economic policies on the business

Course Contents:

Module	No.	Topic	Contact Hours	Weightage (%)
I	1.	National Income, Savings and Investment	05	25
	2.	Development and Planning, and the role of Planning Commission	05	
II	3.	Agriculture; Rural development sector including microfinance, NBFCs	05	25
	4.	Industrial Policy	05	
III	5.	Public and Private Sectors, MSME sectors	03	25
	6.	Infrastructure Development Industrial labour	03	
	7.	Banking trends – KYC norms. Technologies – ATMs, Core banking	04	
IV	8.	Role of FIs, and Financial Markets	10	25
	9.	Monetary policy, Fiscal Policy: Objectives and Trends		
	10.	Centre – State financial relationship		
Total			40	100

Reference Books:

K. P. M. Sundharam, GauravDatt, AshwaniMahajan, Indian Economy, S. Chand, 2013

N Gregory Mankiw, Economics: Principles & Applications, CengageLearning, 2012

Errol D'Souza, Macroeconomics, Pearson Education, 2012

H.L Ahuja, Macroeconomics - Theory and Policy, Sultan Chand, 2012

Semester: II
Paper No: 2

Course code: 2002

Paper: Legal and Business Environment

Marks: 50

Credits: 2

Semester End Examination: 50 Marks

Continuous Internal Evaluation: Nil

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will become aware of the different legal aspects of business and the various legal matters that they will confront in the corporate and business environment

Learning Outcome:

This course will enable the student to

- understand legal matters that they will be exposed in their business and professional life
- understand legal aspects of companies

Course Contents:

Module	No.	Topic	Contact Hours	Weightage (%)
I	1.	Introduction to Law: Nature of law; law and ethics; law and morality; legal systems; bodies of law.	10	25
	2.	Sources of Law: Constitutional law; statutory law; delegated legislation; judicial precedents; treaties; and customs		
II	3.	Indian Contract Act	10	25
III	4.	Sale of Goods Act	10	25
	5.	Negotiable Instruments Act		
III	6.	Competition Law: Anti-competitive agreements; abuse of dominance; and anti-competitive mergers	10	25
	7.	Overview of Company Law: Features of companies; types of companies; formation of companies, dividends, debentures, directors and meetings		
		Total	40	100

Reference Books:

Bare Acts

Aggarawal, Students Guide to Mercantile and Commercial Law, Taxman Publications, 2007

G.K.Kapoor, Business Law including Company Law, New Age International, 2008

P C Tulsian, Business Law, Tata McGrawHill, 2005

Semester: II

Paper No: 3

Course code: 2003

Paper: Corporate Finance

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to apply time value of money in valuation, use different criteria for investment decision making, analyse the impact of capital structure on the value of the firm and assess working capital requirements of the firm

Learning Outcome:

This course will enable the student to

- apply the concept of time value of money in valuation of Stocks and Bonds
- analyze capital investments
- relate capital structure decisions of the firms on the value of the firm
- appreciate the role of cost of capital in capital investment decisions
- assess working capital requirements of a firm

Course Contents:

Module	No.	Topic	Contact Hours	Weightage (%)
I	1.	Introduction to Financial Management	02	25

	2.	Time Value of Money and its Application	08	
II	3.	Capital Investment Analysis – Pay Back – Accounting Rate of Return, Discounted Payback, NPV, IRR, MIRR	10	25
III	4.	Capital Structure Theories – NOI Approach, NI Approach, MM Hypothesis – Capital Structure Decisions	10	25
	5.	Cost of Capital – Cost of debt, equity, preference shares, retained earnings, weighted average and marginal cost of capital		
IV	6.	Working capital management – Working Capital cycle - assessing working capital requirements – financing working capital requirements	10	25
		Total	40	100

Reference Books:

Brigham Eugene, Financial Management: Theory and Practice, Cengage Learning, 2012

Copeland, Weston, Shastri, Financial Theory and Corporate Policy, Pearson Education, 2009

Pandey I.M., Financial Management, Vikas Publishing, 2009

Prasanna Chandra, Financial Management, Tata McGraw Hill, 2008

Semester: II

Paper No: 4

Course code: 2004

Paper: Business Research Methodology

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to define research problem pertaining to businesses, frame hypothesis, collect data and analyse them, suggest solutions to the problems based on analysis and write research reports

Learning Outcome:

This course will help the students to

- understand and develop insights about different methods of research, research methodology, and design aimed at solving business problems
- design and execute Research Projects

Course Contents:

Module	No.	Topic	Contact Hours	Weightage (%)
I	1.	Introduction to Research: Nature and Scope of Business Research, The Role of Research in Management Decision Making, The Research Process, Basic Terminologies used in Research, Defining Research Problem, Research Objectives and Framing Hypothesis, Preparing a Research Plan	10	25
II	2.	Research Design Formulation: Research Design-Concept and types; Exploratory Research Design-Secondary data and Qualitative Research; Descriptive Research Design-Survey and Observation; Causal Research Design – Experimentation.	10	25
III	3.	Sources and Collection of Data: Secondary Data; Collection of Primary Data; Measurement and Scaling; Questionnaire and Form Design; Sampling: Design and Procedures; Fieldwork: Data Collection.	10	25
IV	4.	Presentation, Analysis and Interpretation of Data using analytical tools and software	10	25
	5.	Report writing, referencing and preparing bibliography		
	6.	Contemporary issues in Research such as ethics		
		Total	40	100

Reference Books:

Donald Cooper, Pamela Schindler, J K Sharma, Business Research Methods, McGraw Hill Education, India, 11th edition, 2012

Sachdeva J.K., Business Research Methodology, 3rd Edition, Himalaya Publishing, 2012

Thomas Edwards, Research Design & Statistics, McGraw Hill Education, India, 1st edition, 2012

T N Srivastava, ShailajaRego, Business Research Methodology, McGraw Hill Education, India, 1st edition, 2012

William Zikmund, BusinessResearch Methods, Cengage, 9th edition, 2012

Semester: II

Paper No: 5

Course code: 2005

Paper: Operations Management

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to analyze the importance of Operations Management and how it can provide a competitive advantage in the marketplace; experiment with the knowledge of the issues related to designing and managing Operations and the techniques to do so.

Learning Outcome:

This course will enable the student to

- understand the types of manufacturing systems
- appreciate the role of production and operations management functions in an organization
- compare production and operations management practices across various types of manufacturing systems
- evaluate the current operations management practices in organizations.

Course Contents:

Module	No.	Topic	Contact Hours	Weightage (%)
I	1.	Introduction: Nature and Scope of Production and Operations Management; The production function– interface with other functional areas like marketing, finance, personnel, materials, service and business sectors. Difference between	04	25

		Manufacturing and service operations. Transformation Processes for manufacturing, service & hybrid organizations. Types of Manufacturing Systems and their impact.		
	2.	Plant Location: Importance of plant location & the location factors, Steps in choosing a plant location, Location Models and its applications	06	
II	3.	Plant layout: objectives of a good layout, principles of layout, factors influencing layouts, types of layouts – functional, line, static and cellular layouts, techniques of optimizing layouts, computerized layout models.	06	25
	4	Materials handling – objectives, principles and methods of efficient handling, Introduction to material handling equipment.	04	
III	5.	Production planning and control(PPC):Concept, Objectives of PPC;Role of PPC in Operations Management; Functions/Elements of PPC in detail, PPC in different Manufacturing Systems, Advantages & limitations of PPC function.	10	25
	6.	Resource Requirement Planning Systems: Introduction to MRP-I, MRP-II, ERP & SAP; Aggregate Planning and Master Production Schedule;MRP system structure; Performing the MRP Calculations(Logic of the MRP computer Program)		
IV	7.	Reliability, maintenance and plant services – objectives, types of maintenance – breakdown and preventive maintenance, safety. Emerging trends – Just – in time manufacturing, robotics, Supply chain Management.	10	25
		Total	40	100

Reference Books:

Ashwathappa, Bhat, Production and Operations Management, Macmillan (India) Limited, New Delhi, 2nd edition, 2012

Chary S., Production and Operations Management, McGraw Hill Education, India, 5th edition, 2012

Chase, Jacobs, Aquilano, Agarwal, Operations Management, McGraw Hill Education, India, 11th edition, 2012

Krajewsk J. Lee, Larry P. Ritzman, Manoj K. Malhotra, Operations Management, Pearson Education, 9th edition, 2010

Semester: II

Paper No: 6

Course Code : 2006

Paper: Project Management

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to undertake project feasibility studies, identify projects, conduct project appraisal, execute various projects starting from project identification till project termination and apply various IT tools in order to execute projects efficiently.

Learning Outcome:

The student will be able to

- understand concepts of project management
- execute various projects, starting from project identification till project termination
- apply IT tools in project management.

Course Contents:

Module	No	Topic	Contact Hours	Weightage (%)
I	1	Project Management Concepts: Concept and characteristics of a project, importance of project management, types of project, project organizational structure, project life cycle, Statement of Work, Work Breakdown Structure, Characteristics of Project Manager. Project Feasibility Studies: Project Identification; Market and Demand Analysis; Technical Analysis; Project Cost Estimate; Financial Appraisal of Single Projects; Financial Appraisal of Multiple Projects; Socio-Cost Benefit Analysis	10	25
II	2	Project Planning: Project Planning and Scheduling techniques; developing the project network using CPM/PERT; constructing network diagram; AON basics; Forward Pass and backward pass; Limitations of CPM/PERT; Project Crashing; Probability of Project Completion.	10	25

		Resource Scheduling: Resource allocation method, splitting and multitasking, Multi project resources scheduling.		
III	3	Critical Chain Scheduling: Concept of critical chain scheduling; critical chain scheduling method, application of Critical chain scheduling and limitations. Project performance Measurement and Control: Monitor and assess project performance, schedule, and cost. Earned value Management, performance measurement; Methods to monitor, evaluate, and control planned cost and schedule performance.	10	25
IV	4	Project Closure/ Termination: Meaning of closure/ termination, project audit process, termination steps, final closure. IT in Projects: Overview of types of softwares for projects, major features of softwares like MS Project, criterion for software selection. Ethical issues involved in Sales and Distribution Management.	10	25
		Total	40	100

Reference Books:

Carroll, J. (2011). Project Management in Easy Steps (1sted). New Delhi: McGraw Hill.

Horine, G (2010). Absolute Beginner's Guide to Project Management (2rded.). New Delhi: Pearson.

Larson, E. Gray, C., & Desai, G. (2013). Project Management::the managerial process (4thed). New Delhi: McGraw Hill.

Maylor, H. (2003). Project Management (3rded). .). New Delhi: Pearson.

Semester: II

Paper No: 7

Course Code: 2007

Paper: Human Resource Management

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this Course, students will be able to describe, analyse and evaluate the people, cultural, organizational aspects in the current businesses scenario by acquiring the knowledge and relevant skills like communication, interpersonal relationship, soft skills, leadership skills, with building the ethical and business centric attitude for supporting the corporate level strategies of the business

Learning Outcomes:

This course will enable the student to

- understand the role of human resource management, concepts and theories
- appreciates how HRM contributes to organizational strategy and planning
- develop the skills to analyze a firm's HRM system and evaluate its strengths and weaknesses and propose changes to improve.

Course Contents:

Module	No.	Topic	Contact Hours	Weightage (%)
I	1.	Human resource management – Definition, importance, process, scope, HR policies, HR as a factor of competitive advantage, Role of HR Managers	10	25
	2.	Manpower planning, Downsizing & outplacement, Job analysis and Design		
II	3.	Recruitment, Selection, Orientation and placement	10	25
	4.	Performance appraisal, job evaluation, Appraisal-methods, Designing effective PMS, performance counseling, Potential Appraisals, Career planning and Development, Counselling		
III	5.	Compensation Management-, employee and executive remuneration, incentives, bonus, ESOPs, Fringe Benefits	10	25
	6.	Motivating employees-Motivation Theories and application, motivational strategies-incentive schemes, rewards, job rotation, enlargement, enrichment, empowerment, QWL, Job satisfaction, morale, Participative management		
IV	7.	HRD- Employee Training- Meaning, scope, importance, process, methods. Skill training, Management development, training evaluation,	10	25
	8.	Overview of Industrial Relations and Labour Laws. Ethical issues in human resources Management, Latest trends in HRM		

		Total	40	100
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Reference Books:

Armstrong Michael, HRM, Kogan Page Publishers, 2010

Mello Jeffery, Human Resource Management, Cengage Learning, 2008

RaoSubbaP., Human Resource Management and Industrial Relations, Himalaya Publishing Co.

Ashwathappa K., Human Resource Management – Text and cases, Tata McGraw Hill Company, 2007

Mathis, R.L., Jackson, J.H, Human Resource Management, Thomson South Western, 2003

DeCenzo, D.A., Robbins, S.P., Fundamentals of Human Resource Management, Wiley India Edition, 2007

Journals

International Journal of Human Resource Management

Human Resource Management Journal

Human Resource Management

Websites

www.business-standard.com

www.thehrpractice.in

www.hrmguide.in

www.shrm.org

Semester: II

Paper No: 8

Course code: 2008

Paper: Quantitative Techniques

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to formulate business models for various business problems and apply various operations research techniques in decision making in various managerial aspects of an organisation

Learning Outcome:

This course will enable the student to

- understand the concept of Operations Research
- gain knowledge on the application of various OR techniques in decision making in management of all aspects of an organization.

Course Contents:

Module	No.	Topic	Contact Hours	Weightage (%)
I	1.	<p>Introduction to OR: Concepts, genesis, application potential to diverse problems in business and industry, scope and limitations.</p> <p>Assignment Problem (AP): Concepts, formulation of model, Hungarian method of solution maximization / minimization, balanced / unbalanced prohibited assignments problems.</p> <p>Transportation problems (TP): Concepts, Formulation of models, solution procedures for IFS and Optimality check, balanced / unbalanced, maximization / minimization – case of degeneracy, prohibited routing problems – post optimal sensitivity analysis.</p>	10	25
	2.	<p>Linear Programming (LP): Concepts, formulation of models, solution procedures for IFS and Optimality check, balanced / unbalanced, maximization / minimization - case of degeneracy, prohibited routing problems - post optimal sensitivity analysis.</p> <p>Linear Programming (LP): Duality Principle Primal / Dual inter relation post optimal sensitivity analysis for changes in the b-vector, c-vector, addition / deletion of variables / constraints, dual simplex method, problems, limitations of LP vis-à-vis Non-linear programming problems, brief introduction to non LP methods an associated problems.</p>		
II	3.	<p>Network Analysis: Minimal spanning, tree problems, shortest route problem, maximal flow in capacitated network concepts and solution algorithm as applied to problems project planning and control by use of CPM / Pert. Concepts: definitions of project jobs events; arrow diagrams - time analysis and</p>	10	25

		derivation of the critical path. Concepts of floats (total free, interfering and independent) crashing of a CPM network. Probability assessment in PERT network.		
III	4.	Queuing (waiting line) Models: Concepts: Type of queuing systems (use of 6 character codes) Queues in series and parallel problems and based on the results of following models (M/m/1) single channel queue with Poisson arrival rate negative exponential service time, with and without limitations of queue size, (m/G/1) single channel with Poisson arrival and general service time, PK-formulae.	05	25
	5.	Digital Simulation: Concepts area of application, random digits and methods of generating probability distributions, application to problems in queuing, inventory, new product profitability maintenance, etc.	05	
IV	6.	Game Theory: Concepts - 2 person, n person game-zero sum games and non zero games; solution procedures to 2 person zero sum games; saddle point, mixed strategy sum games method for mx2 games. Graphical methods equivalence of game theory and linear programming models. Solution of 3x3 games by LP simplex method including duality application for maximizing / minimizing players strategy	10	25
		Total	40	100

Reference Books:

Hamdy A. Taha, Operations Research: An Introduction, Pearson, 2008

Anderson, Introduction to Management Science, Cengage Learning, 2008

Semester III

Semester: III

Paper No: 1

Course code: 3001

Paper: Indian Ethos, Business Ethics and Corporate Social Responsibility and Sustainability

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to understand the importance of Indian Ethos and value systems, get exposure to social sector and current local as well as global needs of doing business ethically, transparently and sustainably by acquiring the knowledge and relevant skills with building the ethical and business centric attitude.

Learning Outcome:

This course will enable the student to

- understand the value and significance of doing business ethically, ethical issues and dilemmas and their influence on decision making in business activities
- appreciate the significance of corporate governance from local and global perspective, doing business ethically, ethical issues and dilemmas and their influence on corporate decision making
- identify the need and importance for an organization to be a corporate citizen and the impact of CSR, and sustainability on corporate sector
- gain insight into the present day leadership imperatives and leadership challenges in the global scenario, and the role of women leaders

Course Contents:

Module	No.	Topic	Contact Hours	Weight age (%)
I	1	Ethics and “Business “ethics: What is ethics? Nature and objectives of ethics-, ethics and morality, ethics and religion, ethics and law, ethics and values. The 3 C’s of business ethics: compliance, contribution and consequences. Factors causing unethical behaviour.	10	25
	2	Environmental issues in Business Ethics. Workplace Ethics. Ethics in Marketing and Consumer Protection. Ethics in Accounting and Finance. Ethics in HR practices. Ethics in the board room. Professional ethics. Ethics and conflict of interest.		
II	3	Value crisis in contemporary Indian Society – Value crisis at : the individual level, societal level, intellectual level, cultural level. The way out. The Good Life and its Values- Values: what are they? The Indian concept of values- the modern approach to the study of values – what is a good life? Value spectrum for a good life	10	25

	4	Material Values. Societal Values. Psychological values. Aesthetic values. Moral and ethical values. Spirituality and Spiritual values. Human values. Values in work life. Human values in Management.		
III	5	Corporate Governance- Evolution of corporate governance- Governance practices and regulation-Structure and development of boards-Role of capital market and government- Governance ratings-Future of governance- innovative practices- Transparency and disclosures; Some important Reports on Corporate Governance - Case studies with lessons learnt-Highlights of Kumarmangalam Birla Committee for SEBI on Corporate Governance; CII's Desirable Corporate Governance Code; Cadbury Committee report for effective Corporate Governance; Blue ribbon Committee on improving the effective corporate audit committees; Naresh Chandra Committee on Corporate audit and governance; Corporate Governance Voluntary Guidelines 2009, Sarbanes Oxley and Clause 49	10	25
	6	Corporate Social Responsibility- Theoretical perspectives- Corporate citizenship-Business practices-CSR Management Philosophy; Objectives-Definition- Evolution- Need for CSR - Strategies for CSR-Challenges and implementation- CSR Charter; CSR Codes of Conduct; Core stake holders and Multi stake holders		
IV	7	Sustainable Development: concept, definition of sustainable development, need, importance, education, Philosophical development, Gandhian Thoughton Sustainable Development, Sustainable Development and social framework, equitable distribution, criticism. Meaning and Scope- Corporate Sustainability-Sustainability Terminologies and Meanings- Why is Sustainability an Imperative-Sustainability Case Studies-Triple Bottom Line (TBL).	10	25
	8	Corporate Sustainability Reporting Frameworks-Global Reporting Initiative Guidelines-National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business-International Standards-Sustainability Indices- Principles of Responsible Investment-Challenges in Mainstreaming Sustainability Reporting		
		Total	40	100

Reference Books:

S. Balachandran, K C R Raja and BK Nair, Ethics, Indian Ethos and Management, Shroff Publishers, New Delhi, 2004

Swami Anubhavananda, Arya Kumar, Ethics in Management: Insights from Ancient Indian Wisdom, Anne Books, 2008

- A B Rao, Business Ethics and Professional Values, Excel Books, 2009
- NirmalaTandon, Contemporary Indian Ethics, English Edition, 2003
- NeeruVasishth and Dr Namita Rajput, Business Ethics and Values (with case studies),Taxmann, 2010
- Ronald Francis and Mukti Mishra, Business Ethics: An Indian Perspective, Tata McGrawHill, 2009
- Laura P Hartman and AbhaChatterjee, Perspectives in Business Ethics,Tata McGraw Hill, 2006
- P S Bajaj and Raj Agrawal, Business Ethics: An Indian Perspective, Biztantra, 2004
- S G Hundekar, Business Ethics and Human Values, Excel Books, 2009
- Swamy Dr Parthasarathy, Human Values and Management, Anne Books India, 2013
- A.N. Tripathi, Human Values, New Age International (P) Ltd, 2006
- Harvard Business Review on Corporate Ethics, Harvard Business School Press, 2010
- K R Kim, Essence of Good Management, Times Business Series, 2011
- Doing Business Ethically, Harvard Business Press, 1989
- Agarwal K. Sanjay, 'Corporate Social Responsibility in India', SAGE Publications, 2008
- Aras Guler and Crowther David, 'A Handbook of Corporate Governance and Social Responsibility', FIRST INDIAN REPRINT, Gower Publishing Limited, 2013
- Chandratre K.R., and Navare, A.N.,'Bharat's Corporate Governance', Bharat Law House, 2010
- Cloud Henry, 'Boundaries for Leaders', Harper Business, 2013
- Coombs Timothy W. & Holladay Sherry J., Managing Corporate Social Responsibility A Communication Approach', Willey – Blackwell A John Wiley& Sons, Ltd., 2012
- Crane Andrew, Matten Dirk and Spence Laura J. (Eds.), Corporate Social Responsibility Readings and cases in global context, First Indian Reprint, 2012
- Crane Andrew, McWilliams Abigail, Matten Dirk, Moon Jeremy, Siegel Donald S. (Eds.), The Oxford Handbook of Corporate Social Responsibility, Oxford University Press Inc., New York, 2008
- Aron Cramer , Zachary Karabell ;Sustainable Excellence: The Future of Business in a Fast-Changing World, 2010- Jenson Books Inc

Websites

<https://www.globalreporting.org/Pages/default.aspx>
<http://database.globalreporting.org/search/>
<http://www.csrwire.com/>
<http://www.oecd.org/corporate/>
<https://aflcio.org/what-unions-do/social-economic-justice/corporate-accountability>
<http://www.theacsi.org/>

Journals

Business Ethics Quarterly
Business Strategy & the Environment
Ethical Corporation
The Journal of Corporate Citizenship
Journal of Management & Governance
Corporate Social-Responsibility and Environmental Management
CSRwire
Triple Pundit

Semester: III

Paper No: 2

Course code: 3002

Paper: Entrepreneurship and Sectoral Specialization

Marks: 100 (Internal 100)

Credits: 4

Application Based Research Project on Entrepreneurship: 50 Marks

Sectoral Specialization Project: 50 Marks

Course Outcome:

On completion of this course, students will be able to understand the requirements to start a new small/medium business enterprise and augment their entrepreneurial skills in the area of their interest by acquiring the knowledge and relevant skills like Planning, acquiring, organizing and disseminating resources, using analytical, leadership, communication, problem solving and decision making skills with a entrepreneurial mind set and business centric attitude. Sectoral Specialization in Management: focuses on the application of management concepts and principles to specific sectors to improve the performance of these sectors.

Learning Outcome:

This course will enable the student to

- understand the requirements to start a new business
- capture and evaluate the business opportunity and convert the viable idea in to a business proposition
- cultivate an entrepreneurial mind set
- exhibit effective decision-making skills, employing analytical and critical thinking ability to establish their own start up enterprise

Evaluation:

Evaluation will be 100% internal. An application based research project will be evaluated for 50 marks at the mid of the semester and a Sectoral Project will be evaluated at the end of the semester for 50 marks.

Course Contents:

Module	No.	Topic	Contact Hours	Weight age (%)
I	1.	Concept of Entrepreneurship and emergence of entrepreneurial class Theories of entrepreneurship Characteristics of entrepreneurial leadership, risk taking, decision taking and business planning.	02	25
	2	Analysis of business opportunities, environmental scanning, Sectoral studies, process of generating business ideas, screening and selection	02	
	3	Techno-economic feasibility studies. Development of detailed project report for implementation.	03	
	4	Ancillary industry development; Identification of opportunities for ancillary industries. Entrepreneurial opportunities in service industries, transportation, distribution and agro industries.	03	
II	1	Institutional framework for entrepreneurship development in our country. Government policy, agencies supporting entrepreneurship & development, industrial estates, financial incentives, backward area benefits, schemes for the educated unemployed, fiscal incentives, procurement of industrial equipment, marketing support, source of finance : institutional and others.	04	25
	2	Training for entrepreneurship development.	03	
	3	Entrepreneurial behaviour, techno-economics innovation and entrepreneurship, socio-psychological factors influencing entrepreneurial development.	03	
		Total	20	50

The following areas of sectoral specialization will be offered.

1. Agency and Broking
2. Any other sector of Interest to the students with specific approval of the Institute
3. BPO and KPO
4. Digital Marketing
5. Education Management
6. Food Processing

7. Health and Wellness Management
8. Horticulture
9. Hospitality Management
10. Insurance
11. Investment Banking
12. Logistics and Supply Chain Management
13. Management of Family Business
14. Mutual Funds
15. Pharma Management
16. Retail and Shopping Mall Management
17. Technology Management

Semester:III

Paper No: 3

Course code: 3003

Paper: Summer Internship

Marks: 100 % Internal Evaluation

Credits: 6

Semester End Examination: Presentation and Project Report: 100 Marks

Learning Outcome:

The summer project is expected to provide the student with a firsthand experience of working in an organization and understand the various business functions practically by observation and participation wherever feasible.

Module	No.	Topic	Contact Hours	Weight age (%)
I	1.	Hands on experience	300	100

Semester: III

Paper No: 4

Course code: 3004

Paper: Organization Design

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to describe, analyse and evaluate the organizational structural aspects for making it relevant in the current business environment to achieve the organizational effectiveness in the current businesses scenario by acquiring the knowledge and relevant skills for the same with building a business centric attitude.

Learning Outcome:

This course will enable the student to

- understand components of structure and its determinants like strategy, size, technology, environment, power and politics for designing organizations for effective functioning
- learn how organizations can adapt to or control external elements and stakeholders
- design the strategic and structural changes needed to attain effectiveness
- appreciate the impact of power and politics in organizations and learn to handle internal conflict and coordination between work units
- analyse the existing corporate culture and how managers shape the culture

Course Contents:

Module	No.	Topic	Contact Hours	Weight age (%)
I	1.	Understanding organizations- Organization and stakeholders, The Evolution of organization theory, Organizational effectiveness	10	25
	2.	Basics of an organizational design-Dimension of organization structure		
II	3.	The determinants of structure – Strategy, organization size, technology, environment, power and politics.	10	25
	4.	Organizational design – Alternative structures & various design options, Bureaucracy, Adhocracy		
III	5	Contemporary issues in organization theory – managing the environment,	10	25
	6	Change management- managing Change in the organization		
IV	7.	Managing organizational conflict, Managing organizational culture	10	25
	8.	Managing organizational evolution , Organizational decision making and organizational learning & knowledge management		
Total			40	100

Reference Books:

Robbins Stephen P. Organization Theory: Structure, Design, And Applications, Pearson Education India, 2009

BalighHelmyH.: Organization Structures: Theory and Design, Analysis and prescription, Springer, 2006

CunliffeAnnL.: Organization Theory, SAGE, 2008

Daft, Richard L. Daft, Jonathan Murphy, Hugh Willmott, Organization Theory and Design, South Western Cengage Learning, 2010

Dessler Gary: Organization Theory: integrating structure and behavior, Prentice-Hall of India, 2011

ShuklaMadhukar : Understanding Organisations: Organisational Theory and Practice in India, Prentice-Hall of India, 1996

Journals

International Journal of Human Resource Management

Human Resource Management Journal

Human Resource Management

Websites

www.codhyd.org/

www.humancapitalonline.com

www.shrmindia.org

Semester: III

Paper No: 5

Course code: 3005

Paper: Human Resource Development

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to analyze and evaluate the current and future Knowledge-Skill- Ability demand for the organization, Training and retraining the workforce, by acquiring the knowledge and relevant skills for the same for building the highly skilled workforce matching with the organizational needs.

Learning Outcome:

This course will enable the student to

- understand and apply learning styles
- understand training need analysis
- use job analysis technique for understanding organizations training needs
- develop, implement and evaluate training programmes
- apply various quantitative techniques for personnel assessment

Course Contents:

Module	No.	Topic	Contact Hours	Weight age (%)
I	1.	Introduction to HRD: Concept, Scope, Significance and HRD efforts in Indian Companies; Recent experiments in Indian companies.	10	25
	2.	Strategies for HRD: Individual learning; Group learning; Organisational Development; Behavioural modelling; Training methods - skills and technical training		
II	3.	HRD mechanisms: Performance appraisal; potential appraisal; career development; Performance Counselling; Training and Development; Recruitment and Selection.	10	25
	4.	Assessing HRD needs-Organizational analysis, Task analysis, Person analysis-Designing HRD programme-		
III	5.	Implementing HRD programme, Evaluating HRD programme	10	25
	6.	Strategic staffing- aligning HR strategy with corporate strategy, competency mapping -procedures and steps, methods of data collection for mapping, developing competency models		
IV	7.	Career Management & development, Management development and designing MDPs	10	25
	8.	Coaching & performance management, Employee counselling and Wellness services		
		Total	40	100

Reference Books:

Richard A. Swanson, Elwood F. Holton, Foundations of Human Resource Development, Berrett-Koehler Publishers, 2001

Ronald R. Sims, Human Resource Development: Today and Tomorrow, IAP, 2006

Dr. B. Janakiraman Training & Development, Dreamtech Press, Indian Text Edition, 2007.

Werner Jon, Randy DeSimone, Human Resource Development, Cengage Learning, 2011

Wilson John P., Human Resource Development: Learning & Training for Individuals & Organizations, Kogan Page Publishers, 2005.

Creative Training Techniques Handbook by Robert W. Pike, CSP

Websites

www.astd.org

www.istdtrg.org

Journals

International Journal of Human Resource Management

Human Resource Management Journal

Human Resource Management

Advances in Developing Human Resources

Semester: III

Paper No: 6

Course code: 3006

Paper: Employee Relations

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to describe, analyze and evaluate the environmental, social, cultural, economic, legal and organizational aspects impacting the Labour Relations in the current businesses scenario by acquiring the knowledge and relevant skills like leadership, communication, problem solving, negotiation and arbitration with building the trust between workers and management and resolving industrial disputes

Learning Outcome:

This course will enable the student to

- understand the interaction pattern among labour, management and the State
- appreciate the importance of certain important and critical issues in Indian Industrial Relations System
- evaluate the role of trade unions in industrial disputes and labour welfare
- apply various methods of resolving industrial disputes

Course Contents:

Module	No.	Topic	Contact Hours	Weight age (%)
I	1.	Concepts, scope and philosophy of Industrial Relations (IR), IR- dimensions of the problem, emergence of the labour force, I.R. and five year plans. Four decades of I.R. policy in India	10	25
	2.	The nature of management response, The framework of labour relations legislations and govt. outlook regarding I.R. systems		
II	3.	Industrial conflicts and disputes causing Industrial unrests – strikes, lockouts, go slow, -Recent Trends in Industrial Disputes-Lay off, Termination Retrenchment, closures, VRS	10	25
	4.	Methods of solving Industrial disputes – negotiations, Conciliation, arbitration, adjudication and collective bargaining- principles, procedures, and collective agreements, machinery for settlement of disputes		
III	5.	Industrial Acts -Industrial Disputes Act 1947, Payment of Gratuity Act 1982, ESI Act 1948.	10	25
	6.	Role of Indian Labour Laws and International bodies such as ILO- Managing foreign nationals in Indian organizations Social Audit		
IV	7.	Trade Unions: What are Trade Unions, Trade Unionism in India; Emergence, history, growth; Trade Union as an Organization; Structure, Size, Affiliation, Membership, Finance, Leadership; Trade Union recognition and registration	10	25
	8.	Trade Unions, Grievances and redressal mechanisms, Code of discipline in industries, .Standing orders, Settlements, White collar & blue collar unionism; Trade Unionism in the unorganized sector; Multi-unionism and Multi-union bargaining; Role of trade unions in wage determination, productivity and labor welfare		
		Total	40	100

Reference Books:

SenRatna:Industrial Relations, MacMillan, 2009

ArunMonappa, RanjeetNambudiri, PatturajaSelvaraj:Industrial Relations and Labour Laws, TataMcGraw Hill ,2nd edition, 2012

SinhaP.R.N.,SinhaInduBala, ShekharSeemaPriyadarshini:Industrial Relations, Trade Unionsand Labour Legislation, Pearson India,2nd edition, 2012

Websites

www.articlesbase.com

<http://industrialrelations.naukrihub.com/employee-welfare.html>

www.india-laws.com

www.Citehr.com

www.ilo.org

www.hrmguide.net

Journals

Personnel Today

Industrial Journal of Industrial Relations

Indian Journal of Industrial Relations

Semester: III

Paper No: 7

Course code: 3007

Paper: Human Resource Metrics and Analytics

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester.

Course Outcome:

On completion of this course, students will be able to analyze and evaluate the appropriate technological tools and techniques suitable for the organization to manage its human resources in the current businesses scenario by acquiring the knowledge and relevant HR audit skills ,skills related to legal compliances with building the cutting edge technological and business centric attitude.

Learning Outcome:

This course will enable the student to

- appreciate the use of technology in the administration of human resources
- understand how new technologies can contribute significantly to the efficiencies in the management of a company's human capital
- apply HR audits skills
- accomplish a variety of objectives for the firm ensuring legal compliances
- establish efficient documentation and technology practices

Course Contents:

Module	No.	Topic	Contact Hours	Weight age (%)
I	1.	Human resource challenges, practices and implementation Talent search, maintenance, retention, screening for culture fit, organizational transparency, employee privacy, employee loyalty, managing workplace diversity, job stress and fatigue, job satisfaction, organizational commitment, innovation and intrapreneurship, rapid growth	10	25
	2.	Employee engagement and motivation, integration of talent, HR and technology, Challenges in implementing HR practices Adopting best HR practices		
II	3.	HR Audit -Objectives, scope and need for HR audit, Qualitative and quantitative indicators for HR audit, Areas and levels of HR Audit ,HR Audit Report and its benefits	10	25
	4.	Understanding HR indicators , metrics and data, Data collection, tracking, entry, Assess IT requirements to meet HR needs, Relational databases and HR systems, Statistical analysis for HR (regression analysis, measures of central tendency) Graphs, tables, spreadsheets, data manipulation (using Excel)		
III	5.	Human Resources Information Systems HRIS need analysis, and cost justification for HRIS investments, System design and acquisition, HRIS Life Cycle/HR responsibility in each phase of HRIS development	10	25
	6.	Project management development and HRIS acceptance, Change management: implementation, integration, and maintenance		
IV	7.	HRIS applications in -HR Administration, Job Analysis , HR Planning, Recruitment and Selection in an Internet Context and in context of mobile workers, Training and development, Performance management, Compensation, Benefits ,Payroll	10	25
	8.	Benchmarking and best practices - Staffing, Supply and demand forecasting, Total compensation analyses, Cost justification–return on investment, Communicating recommendations.		
		Total	40	100

Reference Books:

Bagdi, S. Practical Human Resource Information Systems. New Delhi: PHI

Baron, A., & Armstrong, M.. Human Capital Management- achieving Added Value through People. Kogan Page.

Fitz-enz, The ROI of Human Capital-Measuring The economic Value of Employee Performance, Amacom

Flamholtz, E, Human Resource Accounting-advances in concepts, Methods, and Applications, Kluwer - Academic Publishers, 2012

Kavanagh, M. &Thite, M.. Human Resource Information Systems: Basics, Applications, and Future Directions. New Delhi: Sage Publications, 2008.

Kolay,M.K . Human Resource Accounting, ICWAI

McConnell,J. Auditing your Human Resources Department

Rao, T.V, HRD Audit. New Delhi: Sage Publications, 2000.

Websites

<http://smallbusiness.chron.com/advantages-disadvantages-human-resourceinformation-system-2107.html>

Journals

International Journal of Human Resource Management
Human Resource Management Journal
Human Resource Management

Semester: III

Paper No: 8

Course code: 3008

Paper: Compensation and Benefits Management and Performance Management Systems

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to understand various aspects of managerial compensation in the current businesses scenario by acquiring the knowledge and relevant skills related to performance evaluation, setting up of PMS, legal aspects of wage

and salary distribution, with building the ethical and business centric attitude for fair compensation management.

Learning Outcome:

This course will enable the student to

- understand the concepts and theories of compensation
- gain knowledge of various aspects of managerial compensation
- understand the concepts of performance management
- gain knowledge of various aspects of performance evaluation, methods, and applications
- Equip the student with comprehensive knowledge and practical skills to improve their ability for compensation management and performance appraisal in their organizations

Course Contents:

Module	No.	Topic	Contact Hours	Weight age (%)
I	1.	Compensation administration-Theories of wages, concept of wages, Job evaluation approach to compensation management. Principles governing salary administration, wage survey and wage differentials, periodic revision of wages. Systems of wage payment-time rate and piece rate wages-advantages and disadvantages. Components of wages-activities involved in job analysis	10	25
	2.	Wage policy at Macro level and micro level Reward strategy & psychological contract-Law relating to compensation-Executive compensation. Pay for performance, competency based pay, equity based rewards, team rewards-Productivity linked wages, productivity bargaining incentive payment,Bonuses- concept & methods of calculation-Productivity linked bonus		
II	3.	Dearness allowances as a separate component of wage-principles for fixation of DA, consumer price index number, its computation, nominal wages and real wages.	10	25
	4.	Fringe benefits-objectives, classification, Salary structure-grades and incremental scales, Managerial compensation- perks Taxable/Non Taxable,Benefits administration, employee welfare and working conditions-statutory and voluntary measures, ESOP-options and implementation, Retirement benefits-provident fund pension and gratuity, VRS –Role of HR department in implementing a VRS package		
III	5.	Introduction to Performance Management System: Definition, concerns and scope, Objectives of Performance Appraisal (PA), Methods of PA, Appraisal Forms and Formats in PA Issues and Problems in P A, Legal and Ethical Perspectives in	10	25

		PA. Shortcoming of performance appraisal, Guideline for performance appraisal and good practices		
	6.	Performance Management process-Performance planning - Organizational and individual performance plans - Components of Manager's performance and development plan. Implementing Performance Management: Strategies for effective implementation of performance management-Top Management agreement, commitment and leadership. Appraisal Communication, Appraisal Interview, Performance Feedback and Counseling		
IV	7.	Reviewing & Managing Performance-Performance Management and strategic planning. Alternative models for Assessing Performance-Balance score card; EFQM Model, Outcome metrics-Economic Value Added (EVA); other economic measures. Performance Management and Rewards.	10	25
	8.	Building High Performance culture. Performance Management & Employee Development. Ethical issues and Ethical Strategies in Performance management		
		Total	40	100

Reference Books:

Henderson Richard I.: *Compensation Management in a Knowledge - based World*, Pearson India, 10th edition, 2012

Martocchio Joe: *Strategic Compensation: A Human Resource Management Approach*, Pearson India, 6th edition, 2012

Armstrong Michael & Baron Angela, *Performance Management: The New Realities* Jaico Publishing House, New Delhi, 2002

TV Rao Learning Systems Pvt. Limited, *Appraising and Developing Managerial Performance by Excel Books*, 2003

Wade David and Ricardo Ronad , *Corporate Performance Management*, Butter Heinemann, New Delhi, 2002.

Kolhi A.S. & Deb T. *Performance Management*

Henderson, *Compensation Management in a Knowledge Based World* ,Pearson Education, 9th Edition

Websites

www.articlesbase.com

<http://industrialrelations.naukrihub.com/employee-welfare.html>

www.india-laws.com

www.Citehr.com

www.ilo.org

www.hrmguide.net

<http://shrmindia.org>

<http://humanresources.about.com/od/performancemanagement>

Journals

Personnel Today
Industrial Journal of Industrial Relations
Indian Journal of Industrial Relations
International Journal of Business Performance Management
International Journal of Human Resource Management
Human Resource Management Journal
Human Resource Management

SEMESTER IV

Semester: IV

Paper No: 1

Course code: 4001

Paper: Corporate Strategy

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to describe, analyze and evaluate the environmental, social, cultural, economic, legal and organizational aspects of corporate strategy in the current businesses scenario by acquiring the knowledge and relevant skills like analytical, leadership, communication, problem solving and decision making with building the ethical and business centric attitude.

Learning Outcome:

This course will enable the student to

- understand basic concepts and theories in strategic management in corporate sector
- analyse strategic management techniques, strategy formulation and compare the alternatives in the context of rapidly changing technology
- apply appropriate strategic management tools to diagnose internal and external factors affecting organizations
- Evaluate strategies adopted for various purpose

Course Contents:

Module	No.	Topic	Contact Hours	Weight age (%)
I	1.	Introduction to Strategic management Concept of strategy, Corporate, Business and Functional Levels of Strategy ,Meaning and Characteristics of strategic management, strategic management Vs. operational management ,Strategic Management Process, Stakeholders in business and their roles in strategic management	10	25
	2.	Strategic intent, vision, mission, objectives and goals, Linking objectives to mission & vision. Critical success factors (CSF), Key Performance Indicators (KPI), Key Result Areas (KRA)Internal analysis,		
II	3.	Analyzing Company's Environment -External Environment: Environmental appraisal ,Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP) Analyzing Industry Environment: Industry Analysis - Porter's Five Forces Model of competition, Entry & Exit Barriers, strategic Group analysis	10	25
	4.	Analyzing Company's Internal Environment: Resource based view of a firm, meaning, types & sources of competitive advantage, analyzing Company's Resources and Competitive Position, competitive advantage ,Core Competence, Distinctive competitiveness, Benchmarking as a method of comparative analysis, Value Chain Analysis Using Porter's Model, Organizational Capability Profile: Strategic Advantage Profile, Portfolio Analysis: Business Portfolio Analysis - BCG Matrix – GE 9 Cell Model		
III	5	Strategy formulation and choice - Corporate level Strategy Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment – Turnaround, Divestment, Liquidation, Outsourcing Strategies	10	25
	6	Business level strategy- Generic Competitive Strategies: Meaning of generic competitive strategies, Low cost, Differentiation, Focus – when to use which strategy Competing through Business Models -Competitive Advantage and Firm Resources -Generic Strategies		
IV	7.	Strategy Implementation & Evaluation: issues and barriers, Matching structure to strategy, Changing structures and processes, Building learning organization, implementing Functional strategies(HR, Marketing ,Finance, Operations)	10	25
	8.	Strategy Evaluation: Operations Control and Strategic Control - Symptoms of malfunctioning of strategy –Use of Balanced Scorecard for strategy evaluation,Sustainability & Strategic Management: Threats to sustainability, Integrating Social & environmental sustainability issues in strategic management, meaning of triple bottom line, people-planet-profits.		
		Total	40	100

Reference Books:

Arthur, A., Thompson, A., Strickland, J., Gamble, J., & Jain, A. Crafting and Executing Strategy: The Quest for Competitive Advantage – Concept and Cases (5th ed.). New Delhi: Tata McGraw- Hill, 2012.

Grant, R. Contemporary Strategic Management. Cengage Learning New Delhi: Wiley India 2010

Hitt, M., & Hoskisson, Management of Strategy: Concepts and Cases. New Delhi: 2012

Kazmi Azhar: Strategic Management and Business Policy, McGraw Hill Education India Pvt Ltd; 3 edition, 2008

Kazmi, A. Strategic Management and Business Policy New Delhi: Tata McGraw- Hill
Morden Tony: Principles of Strategic Management, Ashgate Publishing, Ltd., 2012

Rao Appa C., Rao Parvathiswara B. and Sivaramakrishna K.: Strategic Management and Business Policy, Paperback, 2008

Tomar and Yadav Rajender Kumar: Strategic Management, Gph Book: Ms-11, Paperback, 2007

Wheelen Thomas L.: Concepts in Strategic Management and Business Policy: Toward Global Sustainability, Pearson Education; Thirteenth edition, 2012

Websites

<http://www.thepalladiumgroup.com>

<http://www.mckinsey.com>

Journals

Vikalpa: The Journal for Decision Makers

Journal of Education for Business

Harvard Business Review

McKinsey Quarterly

Semester: IV

Paper No: 2

Course code: 4002

Paper: Organizational Change and Development

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester.

Course Outcome:

On completion of this course, students will be able to develop an awareness and fundamental knowledge of the need for change, why organizations change or fail to change, and how to plan for, manage and measure change, understand the issues, basic theories and methods associated with organizational change and development in contemporary organizations, by learning how to apply some of the key concepts and tools organizational development and change leadership and management.

Learning Outcome:

This course will enable the student to

- develop effective organisations through proper understanding of organisational dynamics.
- appreciate the theoretical underpinnings of Organisational Analysis, Diagnosis, Effectiveness and Change
- get a “hands-on” experience of interventions for change and organizational development
- deal more effectively with employers, employees and other stakeholders in OD process change for achieving organizational effectiveness.

Course Contents:

Module	No.	Topic	Contact Hours	Weight age (%)
I	1.	Introduction: Definition of change, how people experience change, Seven phases of change, shock and surprise, denial and refusal, rational Understanding, emotional acceptance, exercising and learning, Rationalization, integration. Organizational Change: Definition, Change: a managerial necessity, Areas of change, management of environment and technology, change and the manager, managing change from gender perspective.	10	25
	2.	Planned change, models of planned change, triggers for change, Model of Change Management: The organizational development model, people management, Organizational politics and change, the learning organization. Strategies for implementing organizational change, Challenges of execution		
II	3.	Organisation Development – Introduction, Definition, Objectives, Characteristics and Conceptual Framework of OD, OCTAPACE model of climate survey, Organisation Effectiveness	10	25
	4.	Organisational Analysis and Diagnosis – Approaches, Skills of a Change Agent; Managing Implementation of Change		
III	5.	Organisation Development Interventions – Criteria for Selection and Major Types Available, Classification of OD interventions	10	25

	6.	Interventions - Survey Feedback and Confrontation Meeting, team building Interventions, structural interventions, comprehensive OD interventions		
IV	7.	Interventions -Sensitivity Training Laboratory, Third Party Peace Making, management Grid, OD and Organisational Image, Institution Building	10	25
	8.	Managing OD Process, Power and Politics in OD, Issues in Client Consultant Relationship, Interdisciplinary nature of OD.		
		Total	40	100

Reference Books:

Cameron Esther & Green Mike, Making Sense of Change Management, 3rd Edition, Kogan Page Limited, 2012

Cummings Thomas & Worley Christophe, Theory of Organisation Development and Change, Cengage Learning 2009

French Wendell L. & Bell Cecil H., Organization Development: Behavioral Science Interventions for Organization Improvement, 6th Edition, Prentice Hall

Gross Julian, Dimensions of Organisation Development, First Edition, Ocen Publishing, 2009

McLean Gary N., Organization Development: Principles, Processes, Performance, First Edition, Berrett-koebler publisher, 2009

Mehta Amitabh, Organisation Development, First Edition, Global India Publications Pvt Ltd, 2009

Suri R.K. and Chhabra T.N. Behavioural Dynamics in Organization, Deep and Deep Publications, India

Change Management by Andrew Pettigrew and Richard Whipp Infinity Books

Websites

www.changedynamix.com

<http://www.oursouthwest.com/SusBus/mggchange.html>

Journals

Journal of Organizational Change Management

International Journal of Human Resource Management

Human Resource Management Journal

Semester: IV

Paper No: 3

Course code: 4003

Paper: Team Dynamics and Behavioural Dynamics

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester

Course Outcome:

On completion of this course, students will be able to understand a theoretical and strategically focused organizational dynamics incorporating dynamic processes such as decision making, power and politics, organizational change, organizational communication and conflict management and the implications these have on individual and group behaviour in light of organizational and environmental changes.

Learning Outcome:

This course will enable the student to

- understand the basic principles of behavioural dynamics in workplace
- develop effective organisations through proper understanding of organisational dynamics.
- deal more effectively with employers, employees and people in work life.

Course Contents:

Module	No.	Topic	Contact Hours	Weight age (%)
I	1.	Dynamics of human behaviour: Categories; Social groups and its types , Group Dynamics: Definition ,History ,Intragroup Dynamics, Type of groups, Influence on behaviour, Group structure, group performance, intergroup dynamics, conflict and its resolution, Team: composition, formation, and development-Team Performance and Motivation-Team Conflict and resolution ,Team Decision Making , Team dynamics in a workplace, Motivating and managing team. Leadership and team effectiveness	10	25
	2.	Individual Learning, Group learning, Self differentiated learning, Changing behaviour: stages of behaviour change, competitive vs. collaborative behaviour, developing collaboration, Behaviour Modeling - meaning, process, advantages and disadvantages, Transactional Analysis, Behaviour Based Safety in Indian Organizations, Psychological Well Being, Spiritual Well Being and Personality,		

		Understanding personality: How personality affects the dynamics among people		
II	3.	Learning behavioural skills: Assertiveness-Understanding assertive, aggressive, submissive and manipulative behavior, Leadership-difference between leadership and management, Stress Management, Bringing behavioral and attitudinal change in workforce	10	25
	4.	Organizational Climate surveys, attitudinal surveys, Assessment Centers, Validation of an Assessment Tool (Recruitment Test), and Core Competencies, Executive development programmes, Management Development and Training		
III	5.	Discovering the interpersonal orientation through FIRO-B, Experiential learning methodologies-T- group sensitivity training, encounter groups, appreciative enquiry,RET,MBTI,	10	25
	6.	Discovering facets of interpersonal trust through Johari Window, communication skills, Negotiation skills and strategies for team building, team morale,		
IV	7.	Changing Social Realities in Indian Industry & Job Burnout: Its Correlates & Consequences	10	25
	8.	Women minority & racial Issues at Workplace, Psychological Implications of Mergers, Acquisition and Economic Recession		
		Total	40	100

Reference Books:

Kaila H.L., Dr. Mishra R. K., Dr.RavishankarS., Nair J. K. M. :Behavioural Dynamics Research Insights, Himalaya Publishing House, 1st edition, 2009

Thomaskutty, Dr. Kaila H.L., Dr. Mishra R. K., Dr.RavishankarS.:Organisational Dynamics & HR Processes,Himalaya Publishing House, 1st edition, 2004

PerryJL, VandenabeeleW: Behavioral dynamics: Institutions, identities, and self-regulation Oxford University Press

VermaGopal Behavioural Dynamics in Organization Nyx Academics, 2012

Websites

<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC1323229/>

<http://behavioraldynamicsinc.com/>

<https://encyclopedia2.thefreedictionary.com/behavioral+dynamics>

Journals

Journal of Dynamic Behavior of Materials - Springer

Journal of Economic Psychology

Frontiers in Psychology

Semester: IV
Paper No: 4
Course code: 4004
Paper: Strategic Human Resource Management
Marks: 100 (Internal 50 + External 50)
Credits: 4
Semester End Examination: 50 Marks
Continuous Internal Evaluation: 50 Marks
Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester.

Course Outcome:

On completion of this course, students will be able to develop effective HR strategy in sync with overall corporate strategy, helping organization to invest in its best opportunities and ensuring that performance standards are met with highly committed workforce, by designing the appropriate work systems relevant to employment laws to improve the people management in the organization.

Learning Outcome:

This course will enable the student to

- Distinguish the strategic approach to human resources from the traditional functional approach
- Develop the perspective of strategic human resource management.
- Understand the relationship of HR strategy with overall corporate strategy
- Appreciate SHRM in the context of changing forms of organisation
- understand HR implications of organizational strategies
- think strategically and integrate the activities of HR with the organizations goals.

Course Contents:

Module	No.	Topic	Contact Hours	Weight age (%)
I	1.	Introduction to Strategic HRM- definition, meaning, aims, approaches and challenges.HR strategies- Definition, Types of HR strategies, criteria for an effective HR strategy, Formulation of HR Strategies, conducting a strategic review	10	25

	2.	Implementing strategic HRM: Staffing, training & development, performance management & feedback, Compensation and reward , employee separation		
II	3.	Integrating HR strategies with Corporate and Business strategies, Human Resource System-HR as a strategic partner, strategic role of top management, strategic role of line management	10	25
	4.	Managing Employee Relations: Employee engagement strategy, Unions and Strategic Collective Bargaining , Strategies for culture management, improving business performance through strategic HRM		
III	5.	Global Dimensions of strategic HRM: Difference between global HRM & domestic HRM; strategic HR issues in global assignments – expatriates selection & repatriation, HR strategy in International Context	10	25
	6.	Converting global presence into global competitive advantage, Developing cross cultural sensitivity, Training & development of International staff, Compensation issues, Performance management issues, outsourcing & its HR implications		
IV	7.	Strategic Knowledge Management-building knowledge management into strategy framework, knowledgesharing as a core competency, HR dimension to knowledge management.Strategies for learning organization,Strategies for improving organizational effectiveness,Building a multicultural -multinational Organization	10	25
	8.	Competencies of HR Professional in a SHRM Scenario, Evaluating the Effectiveness of SHRM,Corporate Ethics, Values and SHRM		
		Total	40	100

Reference Books:

Armstrong, Michael & Baron Angela. (2005). Handbook of Strategic HRM (1st ed.). New Delhi: Jaico Publishing House.

Mello, Jeffrey A. (2007). Strategic Human Resource Management (2nd ed.). India: Thomson South Western.

Regis, Richard. (2008). Strategic Human Resource Management & Development (1st ed.). New Delhi: Excel Books.

Agarwala, T. (2007). Strategic Human Resource Management. New Delhi: Oxford University Press.

Dhar, RajibLochan. (2008). Strategic Human Resource Management (1st ed.). New Delhi: Excel Books

Bhatia S.K., HRM in Global Scenario Deep & Deep Publications Pvt. Ltd, 2010

Websites

www.shrmindia.org

www.shrm.org

Journals

Journal of Strategic Human Resource Management
International Journal of Human Resource Management
Human Resource Management Journal
Human Resource Management

Semester: IV

Paper No: 5

Course code: 4005

Paper: International Human Resource Management

Marks: 100 (Internal 50 + External 50)

Credits: 4

Semester End Examination: 50 Marks

Continuous Internal Evaluation: 50 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester.

Course Outcome:

On completion of this course, students will be able to develop international perspective in relation to human resource management in the current global businesses scenario by acquiring the knowledge and relevant skills for tackling people issues across national boundaries and building the ethical and geocentric business attitude.

Learning Outcome:

This course will enable the student to

- appreciate the globalization and its implications for businesses
- understand the issues in global talent management, negotiation strategies and competencies of a global manager
- evaluate various social security legislations from an international perspective
- apply international HR practices in developing cross-cultural training for expatriates
- develop skills to create and manage multicultural teams and HR systems for different countries and cultures.

Course Contents:

Module	No.	Topic	Contact	Weight
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			Hours	age (%)
I	1.	Introduction: Defining international HR, difference between domestic and international HR, Approaches, Challenges in global labour market, Linking HR to International expansion strategies, International business ethics and HRM	10	25
	2.	IHRM – Recruitment & Compensation: Staffing for international assignments, Issues in staff selection, selection criterion, The role of expatriate, the role of non-expatriate, dual career couples, are female expatriate different? Objectives of international compensation, key components of international compensation program, approaches to international Compensation.		
II	3.	Managing and supporting international assignments: Linking international assignments with organizational strategy, Psychological Contract – Past & Present Negotiation Strategies and Contract Administration, challenges of localization, global integration, differentiation, Mastering expatriation	10	25
	4.	IHRM - Importance of pre departure training programs, effectiveness of pre departure training, developing staff through international assignments. Performance management in multinational setting , PM of international employees, Appraisal of international employees, Cultural Factors/Issues in Performance Management, IHRM – Global Talent Management, Role of the corporate HR function, Managing Global, Diverse Workforce		
III	5.	Industrial Relations in a Comparative Perspective, Emerging Trends in Employee Relations and Employee Involvement, Trade unions and international HR, the response of trade unions to multi nationals	10	25
	6.	Global Unions, Regional Integration and Framework Agreements , International Labour Standards, , the issue of social dumping, the impact of digital economy		
IV	7.	The Global Manager – Five Core Competencies and Seven Mental Disciplines , Globalization and Global Organisations Socio-cultural context, Culture and employee management issues , responding to diversity, Culture Differences – Hofstede’s Model of cultural dimensions, Mindset Mapping	10	25
	8.	HR challenges in cross border integrations-Legal issues in global workforce management , Institutional & Structural Context-Managing alliances and joint ventures, HRM practices in different countries , HR/IR issues in MNCs		
		Total	40	100

Reference Books:

Peter j Dowling, Devis E Welch; International Human Resource Management , Thomson Publishing , 5th Edition.

Hilary Harris, Chris Brewster and Paul Sparrow International Human Resource Management, VMP Publishers and Distributors

Aswathappa K and Dash Sadhna, International Human Resource Management, First Edition, Tata McGraw- Hill Education, 2008

Bhattacharya DipakKumar, Human Resource Planning, Oxford Publication 3rd edition, Reprint 2013

Rao P. Subba, International Human Resource Management, First edition, Himalaya publication, 2004

Rennie Ann and McGee Rita, International Human Resource Management, First Edition, McGraw-Hill Education, 2012

Sarma A M, Aspects of Labour welfare & Social Security Himalayan Books 1, 2011

Sarma A M, Industrial Jurisprudence & Labour Legislation. Himalaya Publishing House, 1991

TayebMonir H., International Human Resource Management: A Multinational Company Perspective, First Edition, Oxford Publication, 2005

Websites

<http://www.cipd.co.uk/global/>
www.shrm.org
www.hrmguide.net

Journals

International Journal of Human Resource Management
Human Resource Management Journal
Human Resource Management

Semester: IV

Paper No: 6

Course code: 4006

Paper: Talent Management

Marks: 50 (Internal 25 + External 25)

Credits: 2

Semester End Examination: 25 Marks

Continuous Internal Evaluation: 25 Marks

Duration of the Exam: 2 hours

Internal Evaluation Criteria:

1. Assignments
2. Case Studies
3. Quizzes and surprise tests
4. Presentations

All modes of internal evaluation have to be communicated to students upfront in the beginning of the semester.

Course Outcome:

On completion of this course, students will be able to develop a talent management strategy relevant to the futuristic business strategy and integrating it to the culture of the firm by acquiring the knowledge and relevant skills of mentoring, coaching, training, with developing effective plans of attracting ,rewarding and retaining Talent.

Learning Outcome:

This course will enable the student to

- learn techniques of training, coaching, mentoring and leadership
- be equipped to apply relevant tools for managing talent in organizations
- be able to identify new approaches for attracting, rewarding and retaining talent
- be able to appreciate the role and integration of talent management with the culture and business practices of an organization
- understand ways to align H R strategies with the business strategies of an organization

Course Contents:

Module	No.	Topic	Contact Hours	Weightage (%)
I	1	Introduction to Talent Management and approaches:Introduction, overview, history, need and scope, key processes, consequences of failure in managing talent, tools for managing talent. Key elements of talent management system.Approaches of developing a talent management strategy, mapping business	10	25
	2	Talent Planning and Acquisition:Objectives, succession planning program, innovative talent planning, ensuring leadership. Talent Acquisition: Recruiting process, strategic trends in talent acquisition and management solutions. Talent management strategies, essentials of talent management process.		
II	3	Talent engagement and retention:Concept of talent engagement, retention, best practices for talent engagement, improving employee retention.Role of information technology in talent management systems, HR analytics for TM Processes. Role of the HR manager in designing rewards and compensation plans for effective talent management	10	25
	4	Contemporary talent management issues, challenges, best practices: Organisational issues, challenges, best practices, talent management in India.		

		Total	20	50
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Reference Books:

Berger Dorothy, Berger Lance, the Talent Management Handbook - Creating a Sustainable Competitive Advantage by Selecting, Developing, and Promoting the Best People, McGraw-Hill, 2010.

Cannon James A. McGee Rita, Talent Management and Succession Planning - Chartered Institute of Personnel and Development, 2011.

Carter Louis, Goldsmith Marshall, The Best Practice Institute, and Best Practices in Talent Management: How the World's Leading Corporations Manage, Develop, and Retain Top Talent - Pfeiffer 2009.

Effron Marc, Ort Miriam One Page Talent Management: Eliminating Complexity, Adding Value - HBR press Book, 2010.

Scullion Hugh, Sparrow Paul, Tarique Ibraiz, Strategic Talent Management - Contemporary Issues in International Context Cambridge University Press 2014.

Shukla Ravinder, Talent management: Process of Developing and Integrating Skilled Worker - Global India Publications, 2009

Websites

<https://focustalentmanagement.com/>

<https://tmtalentmanagement.com/>

Journals

journals.sagepub.com

Human Resource Management Journal

Human Resource Management

Semester: IV

Paper No: 7

Course code: 4007

Paper: Research Project (Year Long Project)

Marks: 100 (100 % Internal Evaluation)

Credits: 4

Application Based/ Research Project: 100 Marks

Learning Outcome:

The Project will enable the student to

- critically review literature related to the topic of research
- demonstrate the capability of conducting research
- apply relevant tools to analyze data and interpret the results
- document the research work following well accepted norms for presenting research

Evaluation:

Evaluation will be 100% internal.

Continuous Internal Evaluation: 50 Marks

Semester End Evaluation: 150 Marks

{Project Report (50) + Viva (100)}

Module	No.	Topic	Contact Hours	Weight age (%)
I	1.	Research	500	100