

**Institute of Management Studies**  
**Devi Ahilya Vishwavidyalaya**  
**MBA (Human Resource)**  
**Semester IV**

<b>Sub Code</b>	<b>Subject</b>	
MS5E-602	<b>Strategic Human Resource Management</b>	<b>Compulsory</b>
MS5E-604	<b>Organizational Change and Development</b>	<b>Compulsory</b>
MS5E-606	<b>International HRM</b>	<b>Compulsory</b>
MS5E-608	<b>Conflict And Negotiation Process</b>	<b>Compulsory</b>
MS5E-652	<b>Comprehensive Viva-voce</b>	<b>Virtual Credit</b>
<b>Electives:- Select any 3 out of 5</b>		
MS5E-630	<b>Understanding Self-Indian Perspective</b>	<b>Elective</b>
MS5E-626	<b>Performance Management</b>	<b>Elective</b>
MS5E-628	<b>HR Analytics</b>	<b>Elective</b>
MS5E-622	<b>Knowledge Management</b>	<b>Elective</b>
MS5E-624	<b>Leadership Power and Politics</b>	<b>Elective</b>
<b>Elective:- Generic (Any One)</b>		
MS5E-654	<b>Student Research Project/ Decision Making Skills</b>	<b>Elective</b>

<b>INSTITUTE OF MANAGEMENT STUDIES</b>			
<b>MBA (HUMAN RESOURCE) SEMESTER IV</b>			
<b>Subject Name</b>	<b>STRATEGIC HRM</b>	<b>Subject Code</b>	<b>MS5E-602</b>
		<b>Total Credits</b>	<b>03</b>
<b>Subject Nature: CORE</b>			
<b>Course Objectives :</b> The course is designed to explain basic theory of Strategic Human Resource Management to examine the issues and problems associated with HRM in a changing environment.			
<b>Learning Outcome:</b> Upon completion of this course students will be able to understand credentialing, accreditation standards, quality improvement organizations.			
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
<b>Course Contents</b>			
<b>Unit- 1</b>	Strategic Approach to HRM, Integrating HR Strategies with Corporate and Functional Strategies, Integrating Human Resources in Strategic Decisions.		
<b>Unit-2</b>	Strategies for Maximizing HR Productivity: Organizational Restructuring, Turnaround Management, Mergers, Acquisitions and Joint Ventures.		
<b>Unit- 3</b>	SHRM in Global Context, International Human Resource Strategies.		
<b>Note: 50 percent of classes will be devoted to theory and 50 percent to discussion of cases.</b>			
<b>TEXT READINGS:</b>			
W.D. Anthony, P.L. Perrew, K.M. Kacmar, Strategic Human Resource Management, Forthworth, Dryden, 1993.			
2.C. Mabey, G. Salman, and J. Storey, Human Resource Management: A Strategic SApproach, Cambridge, Blackwell, 1998.			
3.Linda Gratton, Strategic Human Resource Management, New York, Oxford University Press, 1999.			
4. S.C.Gupta, Advanced Human Resource Management: A strategic perspective, Ane Books Pvt. Ltd			
5.. TanujaAgarwala, (2007), Strategic HRM, Oxford University Press			
<b>SUGGESTED READINGS:</b>			
1.John Leopold, Lynette Harris and Tony Waton, Strategic Human Resourcing: Principles, Perspectives and Practices, London, Financial Times Pitman Publishers, 1999			

<b>INSTITUTE OF MANAGEMENT STUDIES</b>			
<b>MBA (HUMAN RESOURCE)</b>			
<b>SEMESTER IV</b>			
<b>Subject Name</b>	<b>ORGANISATION CHANGE AND DEVELOPMENT</b>	<b>Subject Code</b>	<b>MS5E-604</b>
		<b>Total Credits</b>	<b>03</b>
<b>Subject Nature: CORE</b>			
<b>Course Objectives :</b> The objective of this course is to acquaint the students with the importance of Organization Development, and to offer insights into design, development and delivery of OD Programmes.			
<b>Learning Outcome:</b> Upon completion of this course students will be able to understand credentialing, accreditation standards, quality improvement organizations.			
<b>Examination Scheme:</b> The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
<b>Course Contents</b>			
<b>Unit- 1</b>	Introduction: Definition, History, Assumptions, Values and Beliefs in Organization Development (OD) and Transformation, Role of change agent. Theory and Management of OD: Foundations of OD, OD Process, Action Research and OD.		
<b>Unit-2</b>	OD interventions: Overview, Types, Team interventions, inter- Group interventions, Comprehensive and Structural interventions. Choosing the Depth of Organizational Intervention.		
<b>Unit- 3</b>	Issues and Considerations in OD: Consultant-Client Relationships, System Ramifications, and Power- Politics.		
<b>Unit – 4</b>	Issues and Considerations in OD: Consultant-Client Relationships, System Ramifications, and Power- Politics.		
<b>SUGGESTING READING:</b>			
<ol style="list-style-type: none"> <li>1. Wendell L. French and Cecil N. Bell Jr., Organization Development, New Delhi, Prentice Hall</li> <li>2. Don Harvey and Donald R. Brown, An Experiential Approach to Organizational Development, New Jersey, Prentice Hall Inc.,</li> <li>3. Wendell L. French, Cecil H Bell, Jr., and Robert A. Zawaski. (Edts.), Organizational Development and Transformation: Managing Effective Change, Illinois, Irwin Inc.,</li> </ol>			

**INSTITUTE OF MANAGEMENT STUDIES****MBA (HUMAN RESOURCE)  
SEMESTER IV**

<b>Subject name</b>	<b>International Human Resource Management</b>	<b>Subject Code</b>	<b>MS5E-606</b>
		<b>Total credits</b>	<b>03</b>

**Subject Nature:- Elective****Course Objective :**

- \* To make students aware different functions of human resource management.
- \* To make an understanding among students about different terms closely associated with HRM.

**Learning Outcome :**

At the end of the course students should be able to:

1. Define IHRM and understand its importance diverse workforce.
2. Help students to make themselves skilled in HR function for the present day organisation global.

**Examination scheme:**

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

**COURSE CONTENTS**

<b>Unit-I The field of IHRM</b>	1.1 Concept and need of IHRM. 1.2 Domestic v/s International HRM 1.3 Complexities of HR 1.4 Culture and cultural context of some countries 1.5 HOFSTEDE Modal of four cultural dimensions 1.6 Managing diversity
<b>Unit - II Organisational Structure</b>	2.1 Nature and steps involved in organisational structure 2.2 Types of organisational structure globally 2.3 Controlling
<b>Unit - III Recruitment and selection</b>	3.1 Recruitment at macro and micro level 3.2 Centralised and decentralised recruitment 3.3 Techniques of recruitment 3.4 The expatriate system 3.5 Expatriate failure situations 3.6 Selection techniques
<b>Unit - IV Compensation and management</b>	4.1 Complexities and objectives of compensation management 4.2 Components of international compensation package 4.3 Approaches to international compensation management

<b>Unit - V Global Training and development</b>	5.1 Types of training and development in IHRM (global training) 5.2 Developing international teams
<b>Unit - VI Future and challenges</b>	6.1 Challenges in context of IHRM
<p><b>Text Readings: Latest Editions</b></p> <p>1. Internationalization the people dimension - Stephen J Porter, Kogan Page Ltd.</p> <p>2. Managing HR in the 21st Century - E EKossek, RN Block, South - Western College Publishing</p> <p>3. HRM- Wendell French</p> <p>4. Reading and Cases in IHRM - M Mendenhall &amp; Goddon, South- Western College Publishing.</p>	
<b>Suggested Readings:</b>	
1. HRM- Fisher, Schoenfeldt & Shaw	
2. Managing HR - Luis Comfz – Mejia	
3. Strategic HRM- R S Schuler, S E Jackson	
4. Internationalization the people dimension - Stephen J Porter	
5. Managing HR in the 21 Century - E EKossek	

<b>MBA (HUMAN RESOURCE) SEMESTER IV</b>			
<b>SUBJECT NAME</b>	<b>CONFLICT AND NEGOTIATION PROCESS</b>	<b>SUBJECT CODE</b>	<b>MS5E-608</b>
		<b>TOTAL CREDITS</b>	<b>03</b>
<b>SUBJECT NATURE: CORE</b>			
<b>COURSE OBJECTIVE:</b> To promote understanding of the concept and theories of conflict, To build awareness of certain important and critical issues in conflict and negotiation. To provide exposure to the required skills in negotiating a contract.			
<b>LEARNING OUTCOME:</b> At the end of the course students should be able to: 1. Understand that Power and Politics is inevitable in the organisation 2. Define conflict and negotiation and select and justify a personal view on conflict based on various views of conflict 3. Outline the conflict and negotiation process used in organisations			
<b>EXAMINATION SCHEME:</b> The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
<b>COURSE CONTENTS</b>			
<b><u>UNIT –1</u> <u>Power and</u> <u>Politics</u></b>	<b>1.1</b> Bases of Power, Power tactics, Power in Groups, Sexual Harassment in workplace <b>1.2</b> Unequal Power, Politics: power in Action, Implication for Managers		
<b><u>Unit-2</u> <u>Conflict</u></b>	<b>2.1.</b> Meaning and Causes of conflict <b>2.2</b> Transitions in Conflict Thought, Functional versus dysfunctional thought <b>2.3</b> Conflict process, styles of handling interpersonal conflict, Integrating conflict from Gandhian perspective.		
<b><u>Unit-3</u> <u>Negotiation</u></b>	<b>3.1</b> Negotiating a Contract , Pre-negotiation <b>3.2</b> Preparing the Charter of Demand(s). Creating the Bargaining Team Submission of COD <b>3.4</b> Costing of Labour Contracts		
<b><u>Unit- 4</u> <u>The</u> <u>Negotiation</u> <u>Process</u></b>	<b>4.1</b> What is Negotiation? Effective Negotiation. Preparing for Negotiation <b>4.2</b> Communication Style <b>4.3</b> Breaking Deadlocks. <b>4.4</b> Strategy and Tactics/Games Negotiators Play. Closing Successfully.		
<b><u>Unit-5</u> <u>Negotiating</u></b>	<b>5.1</b> Reviewing Negotiation and Conflict Approaches and Phases in negotiation and conflict		

**Integrative  
Agreements**

**5.2** Post Negotiation. Administration of the Agreement Grievance Management Binding up the Wounds.

**Learning Resources:**

**Text Readings**

1. BB Singh, Managing Conflict and Negotiation, Excel Book Pvt. Ltd
2. Stephen .P. Robbins, Timothy A. Judge, Organizational Behaviour, Pearson
3. Margie Parikh, Rajen Gupta, Organizational Behaviour ,McGraw Hill

<b>INSTITUTE OF MANAGEMENT STUDIES</b>			
<b>MBA (HUMAN RESOURCE)</b>			
<b>SEMESTER IV</b>			
<b>SUBJECT NAME</b>	<b>Understanding Self: Indian Perspective</b>	<b>Subject Code</b>	<b>MS5E-630</b>
		<b>Total Credits</b>	<b>03</b>
<b>Subject Nature: Elective</b>			
<p><b>Course Objective:</b> This course provides awareness of personal values, beliefs and vision that motivates behavior, awareness of reciprocal relationship between thoughts, behaviors and emotions, Personal SWOT, critical reasoning and analysis of living situations, Understanding self &amp; others through lessons from Indian scriptures, Interpersonal Trust: Openness, confidentiality, blind spot and unknown part of personality. Self-disclosure, seeking feedback, self-reflection and practicing new behaviors, Emotional intelligence, Stress and health relationship, Meditation and self-introspection.-Self-Management Lessons from Ancient Indian Education System- Indian Ethos and Personality Development.</p>			
<p><b>Learning Outcome:</b> At the end of the course students should be able to;</p> <ul style="list-style-type: none"> <li>• Understand the self, emotions, behaviors and emotions</li> <li>• Understanding interpersonal trust, self-disclosure, emotional intelligence.</li> <li>• The Indian perspective for self.</li> </ul>			
<p><b>Examination scheme:</b> The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.</p>			
<b>Course Contents</b>			
<b>Unit-1</b>	Introduction to Self, Identity and Self-concept in Western Psychology, Self, Identity and Self-concept in Indian Psychology. Development of Self and Identity as per Indian Traditions		
<b>Unit-2</b>	Emotions and affect, theory of positive emotions, managing emotions, developing emotional skills		
<b>Unit-3</b>	Emotional Intelligence, Mindfulness and meditation, Self introspection and self-management: Lessons from ancient Indian Education System.		
<b>Unit-4</b>	Interpersonal trust, Self-analysis tools: transactional analysis, Johari window, personal SWOT analysis. Understanding self through Indian scriptures.		
<b>Unit-5</b>	Personality: Types, traits, models, personality development through Indian Ethos.		
<p><b>Text Readings:</b></p> <ul style="list-style-type: none"> <li>• Human Values and Education: S.P. Ruhela, Sterling Publisher Private Ltd., New Delhi.</li> <li>• Emotional Intelligence-Why it can matter more than IQ: Daniel Goleman</li> <li>• Organizational Behavior: Stephen P. Robbins, Tim Judge</li> </ul>			



<b>INSTITUTE OF MANAGEMENT STUDIES</b>			
<b>MBA (HUMAN RESOURCE)</b>			
<b>SEMESTER IV</b>			
<b>SUBJECT NAME</b>	<b>PERFORMANCE MANAGEMENT</b>	<b>Subject Code</b>	<b>MS5E-626</b>
		<b>Total Credits</b>	<b>03</b>
<b>Subject Nature: Elective</b>			
<p><b>Course Objective:</b>The objective of this course is to equip students with comprehensive knowledge and practical skills to improve their ability for performance appraisal in their organizations. It is particularly intended for future managers and supervisors who will conduct the performance appraisal of their subordinates</p>			
<p><b>Learning Outcome:</b> At the end of the course students should be able to;</p> <ul style="list-style-type: none"> <li>• Understand the logic and applications through tools and techniques of operations management in business and industrial flow of information, goods and services.</li> <li>• Integrate the business activities and scientific problem solving methodology.</li> <li>• Set the unique way of doing job/task/work/activities with optimality in business.</li> </ul>			
<p><b>Examination scheme:</b> The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.</p>			
<b>Course Contents</b>			
<b>UNIT –I</b>	Performance Management Conceptual Frame Work Introduction to Performance Management, nature, scope, importance, process of Performance Management, link between Performance Management and Performance Appraisal, Benefits of Performance Management, Performance Planning, Role Analysis and Evaluating Performance Management.		
<b>Unit-2</b>	Performance Appraisal System–Meaning, Features and Objectives of Performance Appraisal– Factors affecting Performance Appraisal– Benefits of Performance Appraisal– Problems with Performance Appraisal– Essentials of a Good Appraisal System– Evaluation of a Performance Appraisal System.		
<b>Unit-3</b>	Appraisal Methods on the basis of approaches – Ranking–Forced Distribution– Paired Comparison–Check List– Critical Incident–Graphic Rating Scale– BARS–MBO– Human Resource Accounting. - 360 degree Feedback– Definition & Uses of 360 degree feedback– Rationale for 360 degree feedback— Scope of application in various industries – Advantage and disadvantage of 360 degree feedback- Concept of Potential Appraisal –Requirements for an Effective Potential Appraisal system-Performance Appraisal and Potential Appraisal.		
<b>Unit- 4</b>	Model and Process of Performance Management–Performance Management Cycle– Role Definition–Personal Development Plan–Performance Agreement–performance Review—Balance Scorecard approach to PMS, Benchmarking process, industry best practice.		

<b>Unit -5</b>	Performance Management Application & Improvement: Performance Management for Teams, Performance Management in practice, Analyzing Performance problems. Performance counselling- Concept, Principles and Skills competency based Performance Management. Performance Management linked Reward Systems Types of pay for - Performance Plans – Individual based, Team Based, Plant Wide Plans and Corporate Wide Plans.
<b>Unit-6</b>	Organization Culture and Power - Data Capturing for Monitoring and Review; Behavioral Patterns of HR and Other Managers and Their Place in Information Processing for Decision Making.
<b>Unit-7</b>	HRIS-Security of Data and Operations of HRIS Modules; Common Problems during IT adoption efforts and Processes to overcome; Orientation and Training Modules for HR & Other Functionaries; Detailed Analytical Framework; Opportunities for combination of HRM & ITES Personnel; HRIS and Employee Legislation; An Integrated View of HRIS; Why and How of Winners and Losers of HRIS Orientation.
<p><b>Learning Resources:</b></p> <ul style="list-style-type: none"> <li>• Handbook of Performance Management – Key Strategy and Practical Guidelines, Michael Armstrong. Third Edition</li> <li>• Human Resources Management – Gary Dessler &amp; Biju Varkkey, 11<sup>th</sup> Edition.</li> <li>• Performance Management, MACMILAN, India Prem Chandra</li> <li>• Performance Management and Appraisal system, ‘HR Tool for Global Competitiveness’, Response Book – SAGE, T.V. Rao,</li> <li>• Managing Human Resources, TATA McGraw-Hill Edition, Wayne F. Casio.</li> </ul>	

<b>MBA (HUMAN RESOURCE)</b>			
<b>BATCH (2019-21)</b>			
<b>SEMESTER IV</b>			
<b>Subject Name</b>	<b>HR ANALYTICS</b>	<b>Subject Code</b>	<b>MS5E-628</b>
		<b>Total Credits</b>	<b>03</b>
<b>Subject Nature: ELECTIVE</b>			
<b>Course Objective:</b>			
<input type="checkbox"/> To familiarize participants with concepts and applications of data analytics. <input type="checkbox"/> To acquaint participants with the challenges of data preparation and implementation. <input type="checkbox"/> To understand and design data driven models for business decision making.			
<b>Learning Outcome:</b>			
At the end of the course students should be able to;			
<ul style="list-style-type: none"> <li>• To understand the role of data analytics, data mining and business analytics within an organization.</li> <li>• Compute and analyze data using statistical and data mining techniques</li> <li>• Design and develop process of improving the decision making (relevance and quality).</li> </ul>			
<b>Examination scheme:</b>			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
<b>Course Contents</b>			
<b>Unit - 1 Introduction to Data &amp; HR Analytics</b>	<p>Understanding need of data analytics for business organization, application of data analytics at different levels of business organization, concept of data, information, knowledge discovery, data quality issues, analytics, data mining, data analytics, applications of data analytics, business analytics and business intelligence.</p> <p>Understanding of human resource analytic, Understanding on list of HR analytic like Capability, Competency acquisition, Capacity, Employee churn, Corporate culture, Recruitment channel, Leadership, Employee performance etc.</p>		
<b>Unit - 2 Examining Data– Exploration and Transformation</b>	<p>Creating MS- Excel sheet and performing operations on MS- Excel Sheet- Formatting cells, inserting functions (min, max, average, sum, count, count if, etc.), copying functions and text, analysis using if – else, performing descriptive statistics &amp; summary statistics on the data set, data analysis using Pivot charts &amp; graphs, VLOOKUP, What-if Analysis, sorting, filtering.</p> <p>Creating charts/ graphs (histogram, scatter plot, line chart etc.) and Data Visualization using XL Miner for data exploration.</p> <p>Overview of statistical perspective – Understanding mean, median, mode, correlation analysis, normal distribution, standard deviation, variance, histogram, testing of normality, Kurtosis</p> <p>Handling Missing values, detection and handling of Outliers using Box-Whisker method, Data Exploration and Dimension Reduction using Principal Component Analysis (PCA).</p>		

<p><b>Unit - 3 Data Modeling</b></p>	<p>Supervised and unsupervised learning, inferential and predictive statistics, data types, variables types, data normalization and preparation, partitioning of data into training, validation and test data sets, Data driven modelling, Introduction to regression modeling, model preparation using regression techniques, data modeling using multiple linear regression, tree regression and introduction to Logistic Regression. Decision making using data driven models.</p>
<p><b>Unit-4 Data Modeling using ANN</b></p>	<p>Data analytics using non-parametric, Concepts and structure of an Artificial Neural Networks (ANN), Fitting in network to data and understanding various parameters of ANN. Introduction to Support Vector Machine and Evolutionary Techniques for data analytics.</p>
<p><b>Unit – 5 Introduction to Latest Trends</b></p>	<p>Introduction to the latest trends in Data Analytics for business organizations - Introduction to association rule, Discovering association rules in traditional Datasets, text mining, social network analysis.  Case study, simulations, discussion and applications in various functional areas.</p>
<p><b>Learning Resources:</b></p> <ol style="list-style-type: none"> <li>Galit Shmueli, Nitin R. Patel and Peter C. Bruce, "Data Mining for Business Intelligence – Concepts, Techniques and Applications", Wiley India, 2016 (reprint).</li> <li>Anil Maheshwari, "Data Analytics", McGraw Hill Education, 2017</li> <li>Software used - MS-Excel and Frontline Solvers XL Miner (Cloud based or student version)</li> </ol> <p><b>Reference Books:</b></p> <ol style="list-style-type: none"> <li>Michael J. Berry and Gordon S. Linoff, Data Mining Techniques: For Marketing, Sales and Customer Relationship Management, Wiley &amp; Sons, 3rd Edition.</li> <li>Joseph F. Hair, William C. Black, Barry J. Babin, Rolph E. Anderson, Multivariate Data Analysis, Pearson Education, 7th Edition, 2010.</li> </ol>	

<b>INSTITUTE OF MANAGEMENT STUDIES</b>			
<b>MBA (HUMAN RESOURCE)</b>			
<b>SEMESTER IV</b>			
<b>SUBJECT NAME</b>	<b>KNOWLEDGE MANAGEMENT</b>	<b>Subject Code</b>	<b>MS5E-622</b>
		<b>Total Credits</b>	<b>03</b>
<b>Subject Nature: Elective</b>			
<b>Course Objective</b> The objective of the course is to make participants aware of using information that creates value and knowledge.			
<b>Learning Outcome:</b> At the end of the course students should be able to;			
<ul style="list-style-type: none"> <li>• Understand the logic and applications through tools and techniques of operations management in business and industrial flow of information, goods and services.</li> <li>• Integrate the business activities and scientific problem solving methodology.</li> <li>• Set the unique way of doing job/task/work/activities with optimality in business.</li> </ul>			
<b>Examination scheme:</b> The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
<b>Course Contents</b>			
<b>UNIT –I</b>	Review of concepts of computing Evolution of Computing, data-data explosion, storage an management, approaches to DBMS Information processing information systems, organizational learning.		
<b>Unit-2</b>	Quality, re-engineering methodologies and business paradigms : introduction, total quality management, artificial intelligence, and emerging business paradigms.		
<b>Unit-3</b>	Knowledge Management. Introduction, Organizational Knowledge Management, Learning Organization, and Knowledge, Conversion		
<b>Unit- 4</b>	Knowledge Management techniques, Systems and tools. Knowledge analysis, Organizational Knowledge Dissemination Reviewing.		
<b>Unit-5</b>	Organizational Knowledge Management Architecture and Implementation Strategies: Introduction, Knowledge Management Framework, Implementation, Strategies, Organizational Knowledge Management Architecture, Organizational Knowledge repositories, Knowledge Management Applications, Organizational Collaborative Platforms, Organizational Knowledge Measurement Framework and techniques, and implementation barriers.		
<b>Unit-5</b>	K-Careers: Introductions, Knowledge Management roles and Knowledge Management Job Opportunities.		
<b>Recommended Book:</b>			
Warrier, E. Sudhir (2004) “Knowledge Management”, Vikas Publishing House Ltd. New Delhi.			
Knowledge Management: 2 <sup>nd</sup> Edition, Elias M. Awad, Hassan M. Ghaziri, PHI Learning Pvt. Ltd.			

<b>INSTITUTE OF MANAGEMENT STUDIES</b>			
<b>MBA (HUMAN RESOURCE)</b>			
<b>SEMESTER IV</b>			
<b>SUBJECT NAME</b>	<b>Leadership, Power and Politics</b>	<b>Subject Code</b>	<b>MS5E-624</b>
		<b>Total Credits</b>	<b>03</b>
<b>Subject Nature: Elective</b>			
<p><b>Course Objective</b> This course provides an in-depth look at transformational leadership — the mutually stimulating relationship between leader and follower that raises both of them to higher levels of human conduct and ethical aspiration. It will help, as a leader, to enhance and effectively use power not only in achieving goals, but also in enabling followers to lift themselves into their better selves. The course will develop the capacity to perceive clearly the various tactics that others use to influence in order to achieve their objectives.</p>			
<p><b>Learning Outcome:</b> At the end of the course students should be able to;</p> <ul style="list-style-type: none"> <li>• Understand the behavior a leader is required to show in organizational life.</li> <li>• Understanding the organizational politics and ways to cope with it.</li> <li>• The approach to positive side of power</li> </ul>			
<p><b>Examination scheme:</b> The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.</p>			
<b>Course Contents</b>			
<b>UNIT –1</b>	Decisions and Implementation. The Structure of Moral Leadership. Diagnosing Power and Dependence.		
<b>Unit-2</b>	Where does Power come from? Resources, Allies, and the New Golden Rule. Location in the Communication Network.		
<b>Unit-3</b>	Formal Authority, Reputation, and Performance. The Importance of being in the Right Unit. Individual Attributes as Sources of Power. Framing: How we look at things affects how they look.		
<b>Unit- 4</b>	Interpersonal Influence. Timing is (almost) everything. The Politics of Information and Analysis.		
<b>Unit-5</b>	Changing the Structure to Consolidate Power. Symbolic Action: Language, Ceremonies, and Settings. Even the Mighty Fall: how Power is Lost?		
<b>Unit-6</b>	Managing Political Dynamics Productively. Toward a General Theory. Managing with Power.		

### Recommended Book:

- The leadership life Cycle: by Andrew Ward, Palgrave Macmilian
- High Quality leadership: by Erwin Rausch and John B Washbursh, PHI
- Leadership in organizations: by Gary Yuki, PHI

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE) 2 YEAR			
Semester IV			
<b>Subject Name</b>	<b>DECISION MAKING SKILLS</b>	<b>Subject Code</b>	<b>MS5E-654</b>
		<b>Total Credits</b>	<b>03</b>
<b>Subject Nature: Ability Enhancement</b>			
<b>Course Objective:</b> The objective of this course is to help students to learn, acquaint them and acquire skill for all the facets of Decision Making.			
<b>Learning Outcome:</b> Upon completion of this course, students will be able to understand, learn and apply the skills of <i>decision making in the management</i> field.			
<b>Examination Scheme:</b> The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two, will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems. It will have Two Sections A and B. Section A shall have three theory questions out of which the candidate shall be required to answer two questions. Section A shall carry 12 marks. Section B shall contain two or more cases and shall be compulsory. Section B shall carry 36 marks.			
<b>Course Contents</b>			
<b>Unit -1</b>	Introduction to Decision Making.		
<b>Unit-2</b>	Case Method of Teaching and Case Analysis.		
<b>Unit-3</b>	SWOC Analysis.		
<b>Unit- 4</b>	Report Writing.		
<b>Unit -5</b>	Cases on Decision Making Skills.		
<b>Learning Resources:</b> Cases on Decision Making Skills available at internet, websites, books, etc.			