

Institute of Management Studies

Devi Ahilya Vishwavidyalaya

MBA (Human Resource)

Semester 1, Batch (2023-25)

Course Scheme

Code	Course	Type	Credit
MS5E-501	Management Principles and Practices	Compulsory	3
MS5E-503	Quantitative Methods	Compulsory	3
MS5E-505	Accounting for Managers	Compulsory	3
MS5E-507	IT for Business Applications	Compulsory	3
MS5E-509	Human Resource Management	Compulsory	3
MS5E-511	Business Ethics and Management by Indian Values	Compulsory	3
MS5E-513	Managerial Communication	Compulsory	3
MS5E-515	Organizational Behaviour – I	Compulsory	3
MS5E-551	Comprehensive Viva		3 (Virtual)

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INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE)			
Batch (2023-25)			
Semester I			
Subject Name	MANAGEMENT PRINCIPLES AND PRACTICES	Subject Code	MS5E-501
		Total Credits	03
Subject Nature: Compulsory			
Course Objective:			
<ol style="list-style-type: none"> 1. To expose the students to basic concepts of management. 2. To enable them to gain appreciation for emerging ideas, techniques, procedures and practices in the field of management. 3. To highlight professional challenges that managers face in various organization. 			
Learning Outcome:			
At the end of the course learners will be able to;			
<ol style="list-style-type: none"> 1. Interpolate various managerial skills, roles, functions and levels. 2. Acquire the knowledge of Management Process, theories and structure. 3. Engage in management functions: Planning, organizing, staffing, directing and controlling 4. Explore role of IT in management functioning. 			
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			
UNIT –I Concept of Management	1.1 Nature and Purpose of Management 1.2 Managing: Science or Art? 1.3 The Evolution of Management Thoughts 1.4 The Function of Manager: Planning, Organizing, Staffing, Leading and controlling. 1.5 Theories: Classical, Human relations and Contingency 1.6 System approach to Management Process.		
Unit-2 Planning and Strategies	2.1 Nature and Purpose of Planning 2.2 Planning process, Principles of Planning 2.3 Types, Advantages, Limitations and Steps in Planning 2.4 Objectives, Management by Objectives. 2.5 Strategies, Policies and Planning Premises 2.6 Strategic Planning Process (TOWS Matrix, Porters Generic Competency) 2.7 Forecasting 2.8 Decision Making, Models, Managerial decision making process		
Unit-3 Organizing	3.1 Nature, Purpose and Principles of Organizing 3.2 Formal and Informal Organization, Organization Levels and the Span of Management. 3.3 Structure and Process of Organisation. 3.4 Departmentation		

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	<p>3.5 Line and Staff Authority, Conflict 3.6 Decentralization of Authority and Methods 3.7 Delegation of Authority and Kinds 3.8 Organization Charts.</p>
Unit- 4 Directing and Staffing	<p>4.1 Concept, Importance and elements of Directing 4.2 Direction Process, Principles of effective direction 4.3 Definition of Staffing, an overview of Staffing Function, 4.4 Knowledge worker</p>
Unit-5 Controlling	<p>5.1 Concept and Process of Control, Control Techniques 5.2 Human Aspects of Control, Control as a Feedback System, Feed Forward Control, Preventive Control 5.3 Profit and Loss Control, Control Through Return on Investment 5.4 Major Controlling Techniques: Budgetary and Non-Budgetary Control Devices, 5.5 The Use of Computer for Controlling and Decision Making, The Challenges Created by IT as a Control Tool</p>
Unit-6 Contemporary Management Issues and its Challenges	<p>6.1 Cross cultural issues in management-Diversity and the new work force, Organization ethics and social responsibility 6.2 New ways of managing the workforce-Neuro managing, Globalization and its complexity 6.3 Service economy, Management communication and technology, Knowledge management and knowledge economy.</p>
<p>Learning Resources: Text Books: 1.1. Stephen P. Robbins and Mary Coulter, 'Management', Prentice Hall of India 2.2. Harold Koontz, Heinz Wehrich and Mark V Cannice, 'Management -A global perspective 3.3. P.Subba Rao, Principles of Management, Himalaya Publishing 4.4. Mukherjee, Principles of Management and Organizational behavior, Tata McGraw Hill 5.5. K.Aswathappa, Organizational Behaviour, 5Ed, Himalaya Publishers, 2001. 6.6. Sridharan Bhat ,Management and Behavioural Process, Text and Cases, Himalaya Publishers 7.7. L.M.Prasad, Principles and Practice of Management, 7Ed, S.Chand Publishers, 2007.</p>	

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Batch (2023-25)			
SEMESTER I			
Subject Name	QUANTITATIVE METHODS	Subject Code	MS5E-503
		Total Credits	03
Subject Nature: GENERAL ELECTIVE II			
Course Objective: To expose the students to the different statistical tools used by managers for effective decision making. through real life examples and cases			
Learning Outcome: At the end of the course learners will be able to; 1. Interpret and Organise the data to get solutions to managerial issues. 2. Attain mathematical and statistical skills for the management processes.			
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			
UNIT –I Sets, Functions, and Progressions	1.1. Sets, Functions, and Progressions 1.2 Functions, 1.3 Progressions (with specific applications to compounding and discounting techniques)		
Unit-2 Determinants and Matrices	2.1 Determinants and Matrices Types of matrices, 2.2 Operations on matrices, 2.3 Ad joint matrix and Inverse matrix, 2.4 Solution of simultaneous linear equations using matrices, 2.5 Input / Output analysis.		
Unit-3 Introduction to Statistics	3.1 Introduction to Statistics: 3.2 Introduction to Measurement of Central Tendency 3.3 Introduction to Measurement of Variations 3.4 Role of Statistics in Business Decision Making 3.5 Skewness and Kurtosis		
Unit- 4 Probability Theory and Probability Distributions	4.1 Probability: Concepts 4.2 Additive and Multiplicative Theorem 4.3 Conditional Probability, Baye’s Theorem, 4.4 Binomial, Poisson and Normal distributions- their characteristics and applications		
Unit -5 Correlation & Regression	5.1 Correlation (Karl Pearson’s and Spearman’s Coefficient), 5.2 Methods of computing simple regression.		

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Unit-6 Time Series	6.1 Time Series and its Components, 6.2 Models of Time Series 6.3 Methods of Studying Components of Time Series: Measurement of trend, Measurement of seasonal variations Measurement of cyclic variations
Unit – 7 Statistical Decision Theory	7.1 Decision making process 7.2 Decisions under Uncertainty and Decisions under Risk
Text Reading: Latest Editions 1. J.K. Sharma, “ Mathematics for Management and Computer Applications ”, New Delhi, Galgotia Publication, 2. S. Saha, “ Business Mathematics and Quantitative Techniques ”, Calcutta, Central Book Agency. 3. Richard I. Levin and D.S. Rubin, “ Statistics for Management ”, New Delhi: Prentice Hall of India. 4. S. P. Gupta, “ Statistical Methods ”, New Delhi, Sultan Chand and Sons. 5. D. C. Sancheti and V. K. Kapoor, “ Statistics: Theory, Methods and Applications ”, New Delhi: Sultan Chand and Sons. 6. D.N. Elhance, VeenaElhance and B. M. Aggrawal, “ Fundamentals of Statistics ”, Allahabad: Kitab Mahal.	

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Batch (2023-25)			
SEMESTER I			
SUBJECT NAME	ACCOUNTING FOR MANAGERS	SUBJECT CODE	MS5E-505
		TOTAL CREDITS	03
SUBJECT NATURE: ABILITY ENHANCEMENT COMPULSORY COURSE			
COURSE OBJECTIVE: To acquaint participant with the basic concept of Financial Accounting, Cost Accounting and Management Accounting			
LEARNING OUTCOME: At the end of the course learners will be able to; 1. Practice accounting systems, basics of accounting, accounting books and preparation of trial balance. 2. Apply methods of accounting to analyze business situations and take decision. 3. Illustrate basics of Cost Accounting and related decision criteria.			
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 consisting of two sections A and B respectively. Section A will be of 12 marks and have two theory questions out of which a student will be required to do any one . Section B will be of 48 marks and have five numerical/cases out of which a student will be required to do any four .			
COURSE CONTENTS			
UNIT –I Introduction to Accounting	1.1. Accounting Evolution, Significance, 1.2. Accounting Principles, Concepts & Conventions, GAAP, Overview of International Accounting Standards, 1.3. Accounting Equation, 1.4. Concept of Capital and Revenue, 1.5. Types of Accounts, 1.6. Rules of Debit and Credit.		
Unit-2 Accounting Cycle	2.1. Recording of Transactions – Preparation of Journal, Ledger, Trial Balance and Closing Entries including Numerical. 2.2. Preparation of Financial Statements: Trading and P & L Account and Balance Sheet- Concepts, Format of P&L A/C and Balance Sheet with Adjustments (Vertical & Horizontal Formats), including Numerical.		
Unit-3 Treatment of Depreciation	3.1. Concept, Meaning, Nature, Causes of Depreciation and Other Related Terms. 3.2. Methods of Depreciation: SLM and WDV Methods including Numerical.		
Unit- 4 Introduction to Cost Accounting	4.1. Understanding and Classifying Cost, Elements of Cost, Component of Total Cost, Classification of Costs and Format, 4.2. Preparation of Cost Sheet and Tender including Practical and Numerical.		

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Unit -5 Standard Costing, Variance Analysis and Budgetary Control	5.1. Meaning of Standard Cost & Variance, Cost Variance – Determination of Direct Material Variance, Direct Labor Variance, Sales Variance and Control of Variance, including Numerical. 5.2. Types of Budgets. 5.3. Relationship of Standard Costing and Variance Analysis with Budgetary System including Numerical.
Learning Resources: Text Books: Latest Edition of- R.L. Gupta, and V.K. Gupta, “ Principles of Accountancy ”, Sultan Chand & Sons. S.N. Maheshwari, “ Introduction to Accounting ”, Vikas Publishing House, New Delhi. S. N.Maheshwari, “ Cost Accounting, Theory and Problems ”, Vikas Publications, New Delhi. Reference Books: Latest Edition of- S.P. Iyengar, “ Cost Accounting ”, Sultan Chand & Sons. Robert N. Anthony and James S. Recee, “ Accounting Principles ”, A.I.T.B.S. Pub. and Distributions, New Delhi. R.P.Rastogi, “ Graded Problems and Solutions in Financial Management ”, Galgotia Publication, New Delhi.	

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INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE) Batch (2023-25)			
Semester I			
Subject Name	I.T for Business Application	Subject Code	MS5E-507
Subject Nature: ABILITY ENHANCEMENT			
Course Objective: <ul style="list-style-type: none">● To get a thorough update of Information Technology used in Business Organizations.● To develop understanding of managerial aspects so as to use Information Technology effectively and efficiently.● To develop capability to integrate different but related aspects of Information Technology.● To develop a view of IT Management, especially, for a large organization.● To appreciate IT Management as an independent and important field of work, different from IT for Management.● To develop conceptual understanding about latest developments in the field of information Technology and the impact of IT in managing a business.● To learn to use Information Technology to gain competitive advantage in business.● To learn from, with a view to emulate, entrepreneurial ventures in e-Commerce and m-Commerce.●			
Learning Outcome: <ul style="list-style-type: none">● The student will be able to apply the basic IT tools for managerial decision making.● The student will be able to apply data management tools in corporate organizations.● The student will be able to work in MIS enabled organizations.● The student will be able to communicate using internet facilities. <p>1.</p>			
Examination scheme: <p>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>			
Course Contents			

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UNIT –I Over View of Computer	Concept of Data, Information and Information Technology and its applications in Business and Management, Computer System, Hardware, Software, Operating Systems, Computer Language.
Unit-2 Application Software Management	Word processing using MS Word , Spread Sheet using MS Excel, Business Presentation using Power Point.
Unit- 3 Networking Management	Internet Basics – Intranet and Extranet – Overview of Networking, Networking components, Definitions: Standards and Protocols.
Unit -4 Information Systems Calcification	Need, Purpose and Objectives - Data, Information, Knowledge – Types of Information Systems - Information as a strategic resource - Use of information for competitive advantage. Decision Support Systems Executive Support Systems - Expert Systems and Knowledge Based Expert Systems. (Project / Case Studies)
Unit – 5 Information System development	Information System Development Life Cycle - All phases, System Analysis, Structured Analysis Tools, System Design, Input-Output and process design consideration. Project / Case Studies)
Unit-6 E Business Models, Security Issues	E-Business Models and Applications, Information Security and Control Dimensions. Types of Computer Crime, IT ACT, Security Defenses – System Controls and Audit. (Assignment / Case Studies)
Unit -7 Latest trends in IT	Mobile computing, Cloud computing, Data Warehousing and Data Mining. Social Media Evolution in Business Functions, Convergence of applications and technology.
	TOTAL CLASSROOM CONTACT SESSIONS
<p>Text Reading: Latest Editions</p> <ol style="list-style-type: none"> 1. Management Information System Obrien, Marakas, Behl 9th Edition Tata McGraw Hill 2. Management Information Systems W S Jawadekar, 4th Edition Tata McGraw Hill 3. IT system Management by Rich Schiesser 4. Enterprise Computing by Alan R. Simpson 5. Computer Applications In Management (With Cd), Dr. Niranjan Shrivastava ,Wiley India Pvt. Limited, 6. Management Information Systems by Jaiswal and Millal, Oxford University Press 7. Business Information Systems, 5th edn: Technology, Development and Management for the E-Business: Author Paul Bocij, Andrew Greasley, Simon Hickie ,Pearson Education Limited, 8. Management Information Systems by C.S.V. Murthy 9. Management Information System by Davis and Olson, Tata McGraw Hill 	

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INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE)			
Batch (2023-25)			
SEMESTER I			
Subject Name	HUMAN RESOURCE MANAGEMENT	Subject Code	MS5E-509
		Total Credits	03
Subject Nature: Core			
Course Objective:			
1. To make students aware about different functions of human resource management. 2. To develop understanding in students about different terms closely associated with HRM. 3. To provide and incorporate knowledge about possible changes that may affect the overall organization.			
Learning Outcome:			
At the end of the course students should be able to;			
1. assimilate high employee morale and sound human relations by sustaining and improving the various conditions and facilities. 2. execute relevant strategies without disturbing inter-relationships and avoid disputes/conflicts within an organization by smooth transition of changes 3. ponder Employing people, training them, compensating them, developing policies relating to them, and developing strategies to retain them			
1. Define HRM and understand its importance in managing diverse workforce. 2. Help students to make themselves skilled in HR function for the present day organization.			
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			
UNIT –I The field of HRM	1.1 Concept and Functions 1.2 Evolution of Human Resource Management 1.3 Models for excellence 1.4 HRM Models		
Unit-2 HR Policies	2.1 Formulation and Essentials of Sound HR Policies 2.2 Factors Influencing Personnel Policy of the Organisation		
Unit-3 Acquisition of Human Resources	3.1 Job Analysis 3.2 Job Description and Job Specification 3.3 Job Evaluation 3.4 An overview of Recruitment & Selection		
Unit- 4 Development of Human Resources	4.1 Orientation and Induction 4.2 Determining Training Needs 4.3 Overview of Training and Development		
Unit -5 Maintenance Of Human Resources	5.1 Placement Promotion and Transfer 5.2 Performance Appraisal 5.3 Career and Succession Planning		

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<p align="center">Unit-6 Separation processes</p>	<p>6.1 Retirement 6.2 Layoff 6.3 Discharge 6.4 VRS</p>
<p align="center">Unit 7 Research and the Future</p>	<p>7.1 Current trends, 7.2 Hybrid organization, hybrid work spaces 7.3 Future Challenges for HRM</p>
<p>Text Readings: Latest Editions</p> <ul style="list-style-type: none"> ● David S. Decenzo and Stephen P. Robbins, “Personnel/Human Resource Management”, New Delhi, Prentice Hall. ● Michael Armstrong, “A Handbook of Human Resource Practice”, London, Kogan Page. ● K. Aswathappa (Author) "Human Resource Management: Text & Cases " 8th Edition McGraw Hill. ● V.S.P Rao."Human Resource Management" Taxmann <p>Suggested Readings</p> <ul style="list-style-type: none"> ● William B. Werther Jr. and Keith Davis, “Human Resources and Personnel Management”, Singapore, McGraw Hill. ● P Subba Rao, “Essentials of Human Resource Management and industrial Relations: Text, Cases and Games”, Mumbai, Himalaya. ● Biswajeet Patanayak, “Human Resource Management” New Delhi, Prentice Hall India. ● Holloway J. Ed., “Performance Measurement and Evaluations”, New Delhi, Sage Publications. Guy V. & Mattock J., “The New international Manager”, London, Kogan Press 	

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INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE)			
Batch (2023-25)			
Semester I			
Subject Name	BUSINESS ETHICS AND MANAGEMENT BY INDIAN VALUES	Subject Code	MS5E- 511
		Total Credits	03
Subject Nature: VALUE ADDED COURSE			
Course Objectives:			
<ul style="list-style-type: none"> • To acquaint the students with ethics and Indian ethos along with its relevance to managerial decision making. • To provide the necessary theoretical and conceptual foundation of ethics and ethical behavior in organizations. • To promote an understanding of Indian values and value system in detail and its universal applicability in understanding human behavior. 			
Learning Outcomes:			
At the end of the course learners will be able to;			
1. Analyze nature and purpose of business ethics and differentiate from corporate social responsibility.			
2. Apply various concepts of Indian ethos and apply in business situation and decision making.			
3. Apply self-management at work place.			
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			
UNIT –I Nature and purpose of Ethics, Ethical Norms.	1.1 Concept and Nature of Ethics- Business Ethics 1.2 Role and purpose of Ethics for business 1.3 Ethical Norms and Principles for business		
Unit-2 Theories of Business Ethics	2.1 Different Theories of Business Ethics 2.2 Business Ethics and Corporate social Responsibility 2.3 Nature of Utilitarian view of Business Ethics		
Unit-3 Corruption and Whistle blowing	3.1 Nature and types of Corruption in India 3.2 Method and means of checking corruption in India 3.3 Whistle blowing		
Unit- 4 Indian Ethos	4.1 Management and Culture, Management is Culture bound (Discussion) 4.2 Concept and Nature of Indian Ethos for Management 4.3 Fivefold debts (Pancha Rina) v/s Corporate Social Responsibility (Discussion)		

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<p align="center">Unit -5 Sources of Indian Ethos and Management</p>	<p>5.1 Representative Sources of Indian Ethos in Management Vedas, Shastras, Smritis, Puranas, Upanishads 5.2 Ramayana, Mahabharata- Special Reference to Bhagwat Geeta 5.3 Arthashastra, Ramcharitmanas, Panchatantra, Hitopadesh 5.4 Guru Granth Sahib, Teachings of Buddha and Mahaveer 5.5 The Holy Bible, The Holy Quran (Should they be included in Indian Ethos: Discussion) 5.6 Kabir, Rahim, Ramkrishna Paramhansa, Swami Vivekananda, Local folk songs, idioms and folk tales</p>
<p align="center">Unit-6 Values for Indian Managers</p>	<p>6.1 Values v/s Skills, Value System 6.2 Values and Purity of Mind 6.3 Indian Values and Wisdom relevant to modern management 6.4 Work Ethics & Ethics in Work 6.5 Life Goals or Purusharthas, Professionalism and Karma Yoga 6.6 Management of the Self and Workplace Spirituality.</p>
<p align="center">Unit 7 Models of Motivation and Leadership</p>	<p>7.1 Models of motivation and Leadership in Indian thoughts, Examples from scriptures 7.2 Guna Theory, Karma Theory and Sanskar Theory</p>
<p>Learning Resources: (latest Editions of the books and material)</p> <ol style="list-style-type: none"> 1. A.C Fernando, Business Ethics: An Indian Perspective, Pearson 2. Weiss, Business Ethics Concept & Cases, Cengage Learning 3. Velasquez, Business Ethics, Concepts & Cases, PHI 4. Murthy, Business Ethics, Himalaya Publishing House 5. Al Gini, Case Studies in Business Ethics, Pearson Education. 6. Shashtri J.L., Ancient Indian Tradition and Mythology, Motilal Banarsidas, New Delhi 7. F. Max Muller, Sacred Books of East, Motilal Banarsidas, New Delhi 8. S.K. Chakraborty, Ethics in Management-Vedantic Approach, New Delhi, Oxford India Ltd., 	

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INSTITUTE OF MANAGEMENT STUDIES (DAVV) INDORE			
MBA (HUMAN RESOURCE)			
Batch (2023-25)			
SEMESTER 1			
Subject Code	MANGERIAL COMMUNICATION	Subject Code	MS5E-513
Subject Nature	Core		
Course Objective: The objective of the course is to create awareness and sensitize management students towards the significance of effective communication skills and its role in business and to sensitize the students towards the imperative need for developing interpersonal and group communication and enable them to overcome the challenges in effective communication.			
Learning Outcomes: At the end of the course learners will be able to; <ol style="list-style-type: none"> 1. Reflect upon various communication styles and process. 2. Examine key concepts of communication theory and practices including: verbal, nonverbal communication, communication barriers, listening skills, feedback, persuasive communication methods. 3. Design and deliver compelling presentations and speeches. 			
Examination Scheme: The internal assessment will be of 40 marks based on three assessments of 20 marks each, out of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 40 marks and have theory questions. Section B will be of 20 marks and consist of case(s).			
Course Contents			
Unit	Content		
Unit 1: Nature of Business Communication	1.1 Need, importance and purposes of communication in organizations 1.2 Elements and environment of communication 1.3 Models of communication 1.4 Forms and networks of organizational communication 1.5 Types of communication barriers and how to overcome them 1.6 Listening, types of listening and effective listening 1.7 Elements of effective communication		
Unit 2: Verbal and Non-Verbal Communication	2.1 Importance of appearance and how to use it as a tool in communication 2.2 Body language and oculesics 2.3 Paralanguage 2.4 Proxemics 2.5 Chronemics 2.6 Haptics 2.7 Using non-verbal tools (oral and written) to communicate Effectively		

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<p>Unit 3 Presentations, Interviews, Group Discussions and Business Meetings</p>	<p>3.1 Preparation of content for presentation 3.2 Understanding the audience 3.3 Importance of rehearsals 3.4 Using visual aids in presentations 3.5 Handling questions 3.6 Writing a resume' 3.7 Types of interviews</p>
	<p>3.8 Preparation for an interview 3.9 Do's and don'ts during an interview 3.10 Understanding the group in a group discussion 3.11 Do's and don'ts in a group discussion 3.12 Meetings in business and its types 3.13 Notice and agenda 3.14 Minutes of a meeting 3.15 Mannerisms, etiquettes and assertiveness in oral communication</p>
<p>Unit 4 Business Writing</p>	<p>4.1 Types of business letters 4.2 Structure and format of letters 4.3 Memorandums and circulars 4.4.e-mails 4.5 Text messaging 4.6 Report writing 4.7 Importance of written communication 4.8 Appropriate tone in business writing</p>
<p>Unit 5 Negotiation Skills</p>	<p>5.1 Need for negotiation 5.2 Process of negotiation 5.3 Barriers to negotiation and how to overcome them</p>
<p>Unit 6 Issues in Communication</p>	<p>6.1 Handling diversity (gender, culture, ethnicity, etc.) 6.2 Tolerance and acceptance of diversity 6.3 Emotional intelligence and its impact on communication 6.4 Social intelligence and its impact on communication 6.5 Ethics in communication.</p>

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Learning Resources:

Text Books:

M.Raman and P.Singh, **Business Communication**, latest edition, Oxford University Press, India.

Reference Books:

William V. Ruch, **Business Communication**, Maxwell Macmillan, New York. LaniArredono,

The McGraw-Hill 36-Hour Course: Business Presentation, McGraw-Hill, New York.

Bill Scott, **The Skills of Communication**, Jaico, Bombay.

Ronald E. Dulek and John S. Fielden, **Principles of Business Communication**, McMillan, New York.

Dalmer Fisher, **Communication in Organizations**, Jaico Publishing House, India.

M. E. Guffy, **Essentials of Business Communication**, Thomson Publication.

Shirley Taylor, **Communication for Business**, Pearson Education.

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Batch (2023-25)			
Semester I			
Subject Name	Organisational Behaviour – I	Subject Code	MS5E-515
		Total Credits	03
Subject Nature: CORE			
<p>Course Objective:</p> <ul style="list-style-type: none"> ● To help the students to acquaint them with the field of human behavior. ● To impart knowledge about various theories associated with individual behavior with help of real world cases. ● To help the students to develop cognizance of the importance of human behavior. ● To provide the students to analyze specific strategic human resources demands for future action. ● To enable students to synthesize related information and evaluate options such that they would be able to predict human behavior and improve results. 			
<p>Learning Outcome:</p> <p>At the end of the course students should be able to;</p> <ol style="list-style-type: none"> 1. Students will be able to understand various methods and terms used in behavioral context. 2. Understanding different aspects and components of individual behavior. 3. Help describe factors that are responsible to make an individual an effective manager. 4. Able to understand Individual Behavior like attitude, perception, motivation, personality, misbehavior and emotions. 5. Demonstrate the applicability of analyzing the complexities associated with management of individual behavior in the organization. 			
<p>Examination scheme:</p> <p>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>			
Course Contents			
UNIT –I Foundations of Individual Behavior and	<p>OB History and Development; Importance of OB to the field of management.</p> <p>Basic behavioral Processes</p> <p>Factors affecting individual behavior - personal, environmental and organizational</p>		

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<p>OB</p>	<p><u>Individual Diversity: Biographical & Demographical Characteristics</u> Relationship between management, and organizational behavior Individual and Organizations</p> <p>Definition, need and importance of organizational behavior Nature and scope of OB Hawthorne experiments, Contributing Disciplines to the field of OB Managerial Functions, Roles, and Skill Developing OB model- New challenges and Opportunities for OB Manager limitations of OB</p>
<p>Unit-2 Learning and Personality</p>	<p>Difference between Information Processing and Learning Learning and Learning Theories(Classical Conditioning, Operant conditioning, Social Cognitive)</p> <p>Management Intervention in learning Personality — Concept, Determinants, and theories (Trait, Psycho analytic, Psycho Social, Behavioral, Social), Personality Attributes influencing OB Personality and managerial Effectiveness Individual Difference Matching Personality and Jobs Personality and Organizational Behavior</p>
<p>Unit-3 Perception and Individual Decision Making</p>	<p>3.1 Perception – Meaning and concept of perception, Process of Perception, Factors affecting Perception and Cognitive Dissonance theory. 3.2 Individual Decision Making</p>
<p>Unit- 4 Values Attitudes and Job Satisfaction</p>	<p>4.1 Values, Value System, Source and importance of values, Types of values 4.2 Attitudes 4.3 Job Satisfaction,</p>
<p>Unit -5 Motivation</p>	<p>5.1 Concepts and Applications of Motivation Process of motivation Classification of Motive Primary, General Motives and Secondary Motives 5.2 Theories - Maslow’s Hierarchy of Needs, Herzberg's Two Factor theory, ERG theory, McGregor Theory X and Y, Theory Z, Vroom's Expectancy theory 5.3 Behavior Modification. Motivational Techniques</p>
<p>Unit-6 Emotions and Moods</p>	<p>6.1 Understanding Emotions at Workplace 6.2 Managing Emotions Emotions and moods. Emotions: Emotional Labor, Emotional Intelligence,</p>

M.B.A – Human Resource – 2-year Program (Batch 2023-2025)

Stress and Employee well being	Interpersonal Skills in the Workplace: Examples and Importance Stress, Work Stressors, Prevention and Management of stress, Stress reduction techniques Employee well-being : Enhancing well-being at work, Balancing work and Life, NLP Test, Positive psychology at work place Impact of technology on organizational behavior
Text Reading: Latest Editions 1. Stephen P. Robbins, “ Organizational Behaviour: Concepts, Controversies, and Applications ”, New Delhi, Prentice Hall. 2. Fred Luthans, “ Organizational Behaviour ”, New York, McGraw Hill. 3. Kavita Singh, “ Organizational Behaviour ”. 4. John W. Newstrom and Keith Davis, “ Organizational Behaviour: Human Behaviour at Work ” New Delhi, Tata McGraw Hill.	