



Institute of Management Studies
Devi Ahilya Vishwavidyalaya, Indore



SYLLABUS

M.B.A. (HUMAN RESOURCE)

(FULL -TIME) 2 YEAR

PROGRAM CODE- MS5E

(Semester – I To IV)

Batch

(2019 - 21)

Address

**Institute of Management Studies, Devi Ahilya Vishwavidyalaya
Indore (MP) India 452001**

INSTITUTE OF MANAGEMENT STUDIES, D.A.V.V, INDORE
PROGRAMME CODE: MS5E
MBA (HUMAN RESOURCE) 2 YEARS

OBJECTIVES:

1. To prepare the students in such a way so that they become capable and confident Human Resource professionals at the end of the program.
2. To equip the students with the concept and methods of Human Resource enabling them to plan, design and carry out HR plans / strategies.
3. To enable students understand concepts, tools and skills for HR research and analysis and its application in the efficient conduct of business.
4. To enable the students to gain acumen, insight and through knowledge relating to the various aspects of HR.
5. Offer a platform for gaining developing thinking ability from the perspective of a HR professional
6. To enable student develop the ability to take rationale and informed decisions by taking into consideration the different perspectives and their outcomes related to Human Resource.

PROGRAMME OUTCOMES MBA (HR)

Demonstrate the knowledge of basic concepts and theories of management to solve corporate problems using the available resources. Identify business opportunities so that students go for new start ups. Apply reasoning informed by the contextual knowledge to make the organization and the society prosper. Work ethically in the organizations and have a strong value system. Work effectively as an individual, and as a member or leader in various teams in various organizational settings. Have a sound communicate with all the stakeholders. Engage in life-long learning.

IMPORTANT POINTS TO BE NOTED BY STUDENTS

The programs at IMS are governed by "ORDINANCE NO. 14" of the university. The ordinance is available on the university website. The selected important points that MUST be noted by the students are as follows:-

8. Requirement of attendance will be as per University Ordinance governing the examinations or the guidelines of the statutory body. In general attendance of at least **seventy-five percent of lectures and practical separately** will be required in each course to sit in the semester end examination. For special reasons such as prolonged illness deficiency in percentage of attendance not exceeding fifteen percent of the total number of lectures delivered and practical/sessional held in each course may be condoned by the Vice Chancellor.

10.1 Each course will be assessed for **100 marks, out of which 60 marks will be for end semester examination and 40 marks will be for continuous evaluation.**

10.2 During the semester, a teacher offering the course will do the continuous evaluation of the student at three points of time by **conducting three tests of 20 marks each. Of these, two must be written tests and the third may be written test / Quiz / Seminar/ Assignment for theoretical courses. Marks obtained in two best tests out of three will be awarded to the student.** In each course, there shall be End Semester Exam. of 60 marks. Each student has to appear in at least two tests and End Semester Examination; otherwise, the student will be awarded Ab Grade in that course.

10.4 Total of marks obtained in end-semester examination and best two tests under continuous evaluation will decide the grade in the course.

**NEW CODE LIST AS FOR UNIVERSITY
(BATCH 2019-21)**

S. No	CODE	COURSE NAME	CREDIT
SEMESTER I			
1.	MS5E-501	Fundamentals of Management	3
2.	MS5E-503	Quantitative Methods	3
3.	MS5E-505	Business Accounting	3
4.	MS5E-507	IT For Business Applications	3
5.	MS5E-509	Business Communication	3
6.	MS5E-511	Business Ethics and Management by Indian Values	3
7.	MS5E-513	Organizational Behaviour – I	3
8.	MS5E-515	Human Resource Management	3
9.	MS5E-551	Comprehensive Viva Voce	3
SEMESTER II			
10.	MS5E-502	Organisational Behaviour – II	3
11.	MS5E-504	Human Resource Development	3
12.	MS5E-506	Business Process Transformation and HRM	3
13.	MS5E-508	Labour Laws-I	3
14.	MS5E-510	Managerial Economics	3
15.	MS5E-512	Marketing Management	3
16.	MS5E-514	Research Methodology	3
17.	MS5E-516	Operations Research	3
18.	MS5E-552	Comprehensive Viva Voce	3
SEMESTER III			
19.	MS5E-601	Social Industrial Psychology	3
20.	MS5E-603	Labour Laws – II	3
21.	MS5E-605	Manpower Planning, Recruitment & Selection	3
22.	MS5E-607	Human Resource Information System	3
23.	MS5E-629	Comprehensive Viva Voce	3
ELECTIVES COURSES – DSICIPLENE CENTRIC(Any Four)			
24.	MS5E-621	Service Marketing	3
25.	MS5E-623	Training and Development	3
26.	MS5E-625	Managerial Counselling	3
27.	MS5E-627	Operations Management	3
28.	MS5E-615	Entrepreneurship	3
29.	MS5E-631	Corporate Governance	3
SEMESTER IV			

30.	MS5E-602	Strategic Human Resource Management	3
31.	MS5E-604	Organizational Change & Development	3
32.	MS5E-606	Compensation and Reward Management	3
33.	MS5E-610	Conflict And Negotiation Process	3
34.	MS5E-652	Comprehensive Viva Voce	3
ELECTIVES COURSES – DSICIPLINE CENTRIC(Any Three)			
35.	MS5E-622	Knowledge Management	3
36.	MS5E-624	Leadership Power and Politics	3
37.	MS5E-626	Performance Management	3
38.	MS5E-628	HR Analytics	3
39.	MS5E-630	International HRM	3
ELECTIVES GENERIC (Any One)			
40.	MS5E-654	Student Research Project	3
41.	MS5E-656	Decision Making Skills	3

SEMESTER I

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE) MS5E			
Semester I			
Batch (2019-21)			
Subject Name	FUNDAMENTALS OF MANAGEMENT	Subject Code	MS5E-501
		Total Credits	03
Subject Nature: GENERIC			
Course Objective:			
<ul style="list-style-type: none"> To expose the students to the different functions performed by managers, the roles they have to perform for those functions , and the knowledge and skills they have to develop for the roles through real life examples and cases; To provide the necessary foundation for all other courses based on management practices across the world 			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> De7fine Management and explain how management differs according to level and whether a manager is a line manager or an enabling role. Briefly describe and contrast four models of management; rational, goal, scientific, human relations, open systems Describe and attain some elementary level of skills in the main management processes; planning, organizing, decision making and control. 			
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			Class Room Contact Sessions
UNIT –I Management Concept and Theories	1.1 Concept and Nature of Management 1.2 Role and responsibility and functions of Manager 1.3 Managerial Skill and organization hierarchy 1.4 Evolution of Management thoughts – (Classical School, Taylor, Fayol & Weber’s Contribution) 1.5 Neoclassical Theory (Elton Mayo Contribution) Modern Theory (Contingency & System Approach)		07
Unit-2 Planning	2.1 Nature and purpose of planning. 2.2 Types of Planning, 2.3 Planning Process 2.4 Nature and Objectives, MBO; Process, benefits and limitations.		08
Unit-3 Strategies, Policies and	3.1 Nature and process of planning 3.2 Strategies planning process 3.3 TOWS Matrix, Porter’s		08

Planning	3.4 Porter's Generic Competency Model 3.5 Planning & Forecasting.	
Unit- 4 Organizing	4.1 Nature and Purpose of Organizing, 4.2 Organizational Design & Types 4.3 Organizational Structure; Departmentalization. 4.4 Line/Staff Authority & De centralization, Delegation.	09
Unit -5 Controlling	5.1 Concept and Process of Control, 5.2 Control Techniques 5.3 Human aspects of Controlling, 5.4 USE of IT in Controlling	08
Unit-6 Decision Making	6.1 Decision Making; 6.2 Nature, Types,& Scope of Managerial decision Making process 6.3 Models of decision making 6.4 Certainty in decision making	05
	TOTAL CLASSROOM CONTACT SESSIONS	45

Learning Resources:

Horold Koontz, O'Donnell and Heinz Wehrich, "Essentials of Management" New Delhi, Tata McGraw Hill, Latest Edition.

R.D. Agrawal, "Organization and Management" New Delhi, Tata McGraw Hill Latest Edition.

Horold Koontz, Heinz Wehrich, "Management: A Global Perspective" New Delhi Tata McGraw hill, Latest Edition.

Robert Krietner, "Management" Houghton Mifflin CO. Latest Edition.

Stephen Robbins "Management" 8th Ed. New Delhi Pearson Latest Edition.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE)			
Semester I			
Batch 2019-21			
Subject Name	QUANTITATIVE METHODS	Subject Code	MS5E-503
		Total Credits	03
Subject Nature: ABILITY ENHANCEMENT			
Course Objective:			
<ul style="list-style-type: none"> • To expose the students to the different statistical tools used by managers for effective decision making, through real life examples and cases; • To provide the necessary foundation for all other courses. 			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> 1. Interpret the data to get solutions to the problems in the corporate world. 2. Classify, present the data as per the requirements of the practicing managers. 3. Describe and attain some elementary level of mathematical and statistical skills for the management processes; planning, organizing, decision making and control. 			
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			Class Room Contact Sessions
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)		08
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.		07
Unit-3 Introduction to Statistics	a. Introduction to Statistics: b. Introduction to Measurement of Central Tendency c. Introduction to Measurement of Variations		06
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		08
Unit -5 Correlation & Regression	5.1 Correlation (Karl Pearson's and Spearman's Coefficient), 5.2 Methods of computing simple regression.		06

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	06
Unit – 7 Statistical Decision Theory	7.1 Decision making process 7.2 Decisions under Uncertainty and Decisions under Risk	04
	TOTAL CLASSROOM CONTACT SESSIONS	45
<p>Text Reading: Latest Editions</p> <ol style="list-style-type: none"> 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, Veena Elhance and B. M. Aggrawal, “Fundamentals of Statistics”, Allahabad: Kitab Mahal. 		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE)			
SEMESTER I			
Batch 2019-21			
SUBJECT NAME	BUSINESS ACCOUNTING	SUBJECT CODE	MS5E-505
		TOTAL CREDITS	03
SUBJECT NATURE: GENERIC			
COURSE OBJECTIVE: To acquaint participant with the basic concept of Financial Accounting and Cost Accounting.			
LEARNING OUTCOME: At the end of the course students should be able to; <ol style="list-style-type: none"> 1. Understand basics of double entry system and other accounting system, basic of accounting, maintaining of accounting books as per accounting cycle and preparation of trial balance. 2. Finalize Accounting Statements of Individuals. 3. Understand basic 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			No. of Sessions
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.		08
Unit-2 Accounting Cycle	2.1. Recording of Transactions – Preparation of Journal, Ledger, Trial Balance and Closing Entries including Numericals. 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 Numericals.		12
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 Numericals.		05

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 Numericals.	10
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 Numericals. 5.2. Types of Budgets. 5.3. Relationship of Standard Costing and Variance Analysis with Budgetary System including Nemericals.	09
Unit-6 Contemporary Issues in Accounting	7.1. Concept of Inflation Accounting, 7.2. Human Resources Accounting.	1
	TOTAL SESSIONS	45

Learning Resources:

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.
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.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE)			
Semester I			
Batch 2019-21			
SUBJECT NAME	I.T FOR BUSINESS APPLICATION	SUBJECT CODE	MS5E-507
		TOTAL CREDITS	03
Subject Nature: ABILITY ENHANCEMENT			
<p>Course Objective:</p> <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. <p>To develop conceptual understanding about latest developments in the field of information Technology and the impact of IT in managing a business.</p> <ul style="list-style-type: none"> • 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. 			
<p>Learning Outcome:</p> <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>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			Class Sessions
UNIT –I Over View of Computer	Data , Information , Hardware , Software , Operating Systems, Computer Language, Number Systems		08
Unit-2 Application Software Management	Overview of General Purpose Application Software : Word processing, Spread Sheet , Business Presentation such as Software Suites, Messaging, Groupware, Commercial and Corporate software tools – (Assignment & Presentation)		08
Unit-3 Data Management	Database Concepts and Development - Types of Databases – Application Development thru DBMS (Project work /Case Studies)		04

Unit- 4 Networking Management	Networking Trends – Internet Basics – Intranet and Extranet – Overview of Networking , Networking types, Networking media, Networking software, Networking architecture and Networking protocols.	04
Unit -5 System Software Management	Overview of Operating Systems, Network Management Programs, Database Management Programs, Servers, System Utilities, Performance and Security Monitors, System Development Programs. Managerial considerations in selection, maintenance, controlling, replacement of Software.	04
Unit-6 Management Information Systems	Need, Purpose and Objectives - Data, Information, Knowledge – Types of Information Systems - Information as a strategic resource - Use of information for competitive advantage. Business Intelligence and Analytics - Group Decision Support Systems – Executive Information Systems - Executive Support Systems – Geographical Information Systems - Expert Systems and Knowledge Based Expert Systems, DSS, Artificial Intelligence. (Project / Case Studies)	06
Unit – 7 Digital firm Perspective	Information System Development Life Cycle - All phases , System Analysis , System Design, MIS Model for a digital firm – Organization Structure for digital firm – E-Business Models and Applications (Project / Case Studies)	04
Unit-8 Security Management	Information Security and Control - Quality Assurance -Ethical and Social Dimensions - Intellectual Property Rights as related to IT Services / IT Products. Types of Computer Crime – Cyber Law - Security Defenses – System Controls and Audit. (Assignment / Case Studies)	04
Unit -9 Latest trends in IT	Mobile computing, Cloud computing , Mobile Computing etc. Data Warehousing and Data Mining	03
	TOTAL CLASSROOM CONTACT SESSIONS	45

Text Reading: Latest Editions

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. Niranjana 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

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE)			
Semester I			
Batch 2019-21			
Subject Name	BUSINESS COMMUNICATION	Subject Code	MS5E-509
		Total Credits	03
Subject Nature: ABILITY ENHANCEMENT			
Course Objective:			
<ul style="list-style-type: none"> To help the student acquire the theoretical and practical knowledge of oral, written and interpersonal skills of communication in business, so as to improve his managerial abilities. 			
Learning Outcome:			
At the end of the course students should be able to;			
To identify objectives, analyze audiences, and choose the most effective structure and style for delivering strategically sound written and spoken messages in a dynamic and diverse business environment.			
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			Class Room Contact Sessions
UNIT –I 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		10
Unit-2 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		07
Unit-3 Presentations,	3.1 Preparation of content for presentation		10

Interviews, Group Discussions and Business Meetings	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 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	
Unit- 4 Business Writing	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	08
Unit -5 Negotiation Skills	5.1 Need for negotiation 5.2 Process of negotiation 5.3 Barriers to negotiation and how to overcome them	04
Unit-6 Issues in Communication	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	06
	TOTAL CLASSROOM CONTACT SESSIONS	45

Text Reading: Latest Editions

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

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

Lani Arredono, **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.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE)			
Semester I			
Batch 2019-21			
Subject Name	BUSINESS ETHICS	Subject Code	MS5E-511
		Total Credits	03
Subject Nature: GENERIC			
Course Objective:			
<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 organization. To acquaint an understanding of Indian values and value system in detail and its universal applicability in human behavior. 			
Learning Outcome:			
At the end of the course students should be able to;			
<ul style="list-style-type: none"> Understand nature and purpose of ethics and ethical norms. What exactly business ethics is and how it is different from corporate social responsibility. Learn and apply important theoretical frameworks in business situation and decision making. Learn and understand various concepts of Indian ethos, and how they impact various key business decisions. Understand importance of self-management concept and work place spirituality. 			
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			Class Room Contact Sessions
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 1.3 Ethical Norms and Principles		03
Unit-2 Theories of Business Ethics	2.1 Different Types of Theories of Business Ethics 2.2 Business Ethics and Corporate social Responsibility 2.3 Nature of Utilitarian view of Business ethics		03

Unit-3 Corruption and Whistle blowing	3.1 Nature and types of Corruption 3.2 Method and means of checking corruption 3.3 Whistle blowing	03
Unit- 4 Indian Ethos	4.1 Management is Culture bound (Discussion) 4.2 Concept and Nature of Indian Ethos for Management 4.3 Sources of Indian Thos in Management and problems in understanding them	05
Unit -5 Sources of Indian Ethos and Management	5.1 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	10
Unit-6 Values for Indian Managers	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	04
Unit -7 Human Behavior	7.1 Models of motivation and Leadership in Indian thoughts, Examples from scriptures 7.2 Guna Theory, Karma Theory and Sanskar Theory	08
Unit-8 Work Ethics and Models of Motivation and Leadership	8.1 Work Ethics & Ethics in Work 8.2 Life Goals or Purusharthas, Professionalism and Karma Yoga	03
Unit-9 Indian Heritage and Corporate Social Responsibility	9.1 Five fold debts (Pancha Rina) v/s Corporate Social Responsibility (Discussion)	02
Unit-10 Management of the Self and Workplace Spirituality.	10.1 Management of the Self and Workplace Spirituality.	04

	TOTAL CLASSROOM CONTACT SESSIONS	45
<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., 		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE)			
Semester I			
(Batch 2019-21)			
Subject Name	Organisational Behaviour	Subject Code	MS5E-513
		Total Credits	03
Subject Nature: CORE			
Course Objective:			
<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 behaviour with help of real world cases. 			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> Understanding different aspects and components of individual behaviour. Help describe factors that are responsible to make an individual an effective manager. 			
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			Class Room Sessions
UNIT –I	1.1 Hawthorne experiments,		08
Foundations of Individual Behaviour	1.2 Entering OB, 1.3 Contributing Disciplines to the field of OB 1.4 Developing OB model		
Unit-2 Learning and Personality	2.1 Learning and Learning Theories(Classical Conditioning, Operant conditioning, Social Cognitive) 2.2 Personality — Determinants, Concept and theories (Trait, Psycho analytic, Psycho Social, Behavioral, Social), 2.3 Personality Attributes influencing OB		10
Unit-3 Perception and Individual Decision Making	3.1 Perception – Meaning, Process, Factors affecting Perception and Cognitive Dissonance theory. 3.2 Individual Decision Making		06
Unit- 4 Values Attitudes and Job Satisfaction	4.1 Values 4.2 Attitudes 4.3 Job Satisfaction		06

Unit -5 Motivation	5.1 Concepts and Applications 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 Behaviour Modification.	10
Unit-6 Emotions and Moods	6.1 Understanding emotions at workplace 6.2 Managing emotions	05
	TOTAL CLASSROOM CONTACT SESSIONS	45

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.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE)			
Semester I			
Batch 2019-21			
Subject Name	Human Resource Management	Subject Code	MS5E-515
		Total Credits	03
Subject Nature: CORE			
Course Objective:			
<ul style="list-style-type: none"> To make students aware about 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;			
<ol style="list-style-type: none"> Define HRM and understand its importance in managing diverse workforce. Help students to make themselves skilled in HR function for the present day organisaiton. 			
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			Class Room Contact Sessions
UNIT –I The field of HRM	1.1 Concept and Functions 1.2 Personnel to HRM 1.3 ASTD Model 1.4 HRM Model	10	
Unit-2 HR Policies	2.1 Formulation and Essentials of Sound Personnel Policies	04	
Unit-3 Acquisition of Human Resources	3.1 Job Analysis 3.2 Job Description and Job Specification 3.3 Job Evaluation 3.4 Recruitment Selection	05	
Unit- 4 Development of Human Resources	4.1 Induction 4.2 Determining Training Needs 4.3 Training and Management Development	06	
Unit -5 Maintenance of Human Resources	5.1 Placement Promotion and Transfer 5.2 Performance Appraisal 5.3 Career and Succession Planning	08	

Unit-6 Separation processes	6.1 Retirement 6.2 Layoff 6.3 Discharge 6.4 VRS	06
Unit 7 Research and the Future	7.1 Current trends 7.2 Future Challenges for HRM	04
TOTAL CLASSROOM CONTACT SESSIONS		45

Text Readings: Latest Editions

1. David S. Decenzo and Stephen P. Robbins, “**Personnel/Human Resource Management**”, New Delhi, Prentice Hall..
2. Michael Armstrong, “**A Handbook of Human Resource Practice**”, London, Kogan Page..

Suggested Readings

1. William B. Werther Jr. and Keith Davis, “**Human Resources and Personnel Management**”, Singapore, McGraw Hill.
 2. P Subba Rao, “**Essentials of Human Resource Management and industrial Relations: Text, Cases and Games**”, Mumbai, Himalaya.
 3. Biswajeet Patanayak, “**Human Resource Management**” New Delhi, Prentice Hall India.
 4. Holloway J. Ed., “**Performance Measurement and Evaluations**”, New Delhi, Sage Publications.
- Guy V. & Mattock J., “**The New international Manager**”, London, Kogan Press.

SEMESTER II

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE) MS5E			
Semester II			
Batch (2019-21)			
Subject Name	Organizational Behaviour- II	Subject Code	MS5E-502
		Total Credits	03
Subject Nature: CORE			
Course Objective:			
<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 group behavior with help of real world cases. 			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> 1. Understanding different aspects and components of group behaviour. 2. Help describe factors that are responsible to make an individual a part of an effective team. 			
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			Class Room Contact Sessions
UNIT –I Foundations of Group Behavior	1.1 Group- Definition and Types 1.2 Stages of Group development; Models- The five-stage Model 1.3 Group Properties- Roles, Norms, Status, Size, Cohesiveness, Diversity; Group Dynamics 1.4 Group Vs Team; Team- Characteristics; Formation; Types; Creating Effective Teams 1.5 Group Decision Making- Process; Models and Techniques	08	
Unit – II Leadership	2.1- Leadership- Overview; Styles & Trait Theories 2.2- Behavioral Theories- Ohio State Studies; Michigan Studies; and Managerial Grid 2.3- Contingency Theories- Fielder’s Model, Hersey and Blanchard’s Situational Theory; Leader-Member Exchange Theory; Path Goal Theory; Charismatic Leadership 2.4- Role of Leadership in Contemporary Business	12	
Unit -III Conflict	3.1- Understanding Conflict- Nature and Causes 3.2-Transitions in Conflict Thought 3.3- Types of Conflict- Intra-individual; Interpersonal; Intergroup and organizational conflict 3.4- Conflict Process; Conflict Management Techniques; Creating a Positive Organization	06	

Unit – IV Organizational Change and Stress Management	4.1- Managing Change- Forces of Change; Planned Change; Resistance to Change 4.2 Approaches to Managing Change- Lewin’s Three-Step Model; Kotter’s Eight-Step Plan for Implementing Change 4.3- Creating Learning Organization; Workplace Spirituality 4.4- Work Stress- Meaning; Potential Sources; Consequences 4.5 Stress Management- Coping Strategies; Work-Life balance & Work Life Integration ; Well-Being at Workplace	08
Unit -V Organizational Culture	5.1- Understanding Culture- Definition; Types; Functions and Relevance 5.2- Creating and Sustaining Culture 5.3-How Employees Learn Culture 5.4- Creating a Positive Organizational Culture	05
Unit-VI Organizational Structure and Interpersonal Processes	6.1- Organizational structure- Meaning and Significance 6.2 Types of Organizational Designs; Organizational Designs & Employee Behavior; Implications for Managers 6.3- Power- Dynamics, Sources and Power Tactics 6.4-Politics – Definition; Causes & Consequence 6.5- Ethics of Behaving Politically; Sharing Power- Empowerment	06
	TOTAL CLASSROOM CONTACT SESSIONS	45
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.		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE)			
Semester II			
Batch 2019-21			
Subject Name	HUMAN RESOURCE DEVELOPMENT	Subject Code	MS5E-504
		Total Credits	03
Subject Nature: CORE			
Course Objective:			
<ul style="list-style-type: none"> The objectives of this course are to help the students acquire the skills to develop the human resource in the organization. 			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> Develop necessary knowledge to act as a coach, mentor in the organization. Develop the skills to understand the need of the employees and help them grow in the 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			Class Room Contact Sessions
UNIT –I What is Human Resource Development	1.1 Concept and Historical Perspective, 1.2 Elements of Good HRD, 1.3 HRD and Organizational Effectiveness.		06
Unit-2 HRD Systems	2.1 Design and development of HRD processes, systems and Strategies. 2.2 HR Wheel- individual development, Organizational Development and Career Development		08
Unit – 3 Individual Development	3.1 Evolution of Individual Development 3.2 Roles and responsibilities in Individual Development 3.3 competencies in Individual Development 3.4 New Approaches to Individual Development 3.5 Seven laws of Individual Development		08
Unit - 4 Career Development	3.1 Overview 3.2 Career Development Activities 3.3 Individual Component and Career Development activities 3.4 Organizational Component and Career Development activities		06
Unit-5 The HRD Manager	4.1 Role of HRD Manager 4.2 Competencies of HRD Manager 4.3 Characteristics of effective HRD Manager		04

Unit-6 HRD Mechanisms	6.1 Training 6.2 Counselling 6.3 Performance Appraisal and Management 6.4 Coaching 6.5 HR Accounting	07
Unit 7 The Benefits and Cost of H.R.D	8.1 The cost and benefit of training, 8.2 Models of cost benefit analysis of training, 8.3 HR Accounting.	03
Unit 8 Future of HRD	9.1 Economic, Political, Sociological and Organizational Factors.	03
	TOTAL CLASSROOM CONTACT SESSIONS	45

Text Reading: Latest Editions

1. Tapomoy Deb, "Human Resource Development: Theory and Practice", Ane books Pvt. Ltd. New Delhi.
2. Uday Kumar Haldar, "Human Resource Development", Oxford University press.
3. Jerry W. Gilley and Steven A. England, "**Principles of Human Resource Development**", U.S.A, Addison-Wesley.
4. T.V. Rao, "**HRD Audit**", New Delhi, Sage Publications.
5. **Suggested Readings** (Latest Edition)
6. Satish Pai, Ravishanker, Upinder Dhar and B. Pattanayak (Eds), "**HRD Skills for Organizational Excellence**". Mumbai, Himalaya.
7. Ashok Chanda and Shilpa Kabra "**Human Resource Strategies-Architecture for Change**" New Delhi, Response Books.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE)			
Semester II			
Batch (2019-21)			
Subject Name	BUSINESS PROCESS TRANSFORMATION AND HRM	Subject Code	MS5E-506
		Total Credits	03
Subject Nature: GENERIC			
Course Objective:			
<ul style="list-style-type: none"> • To understand the basic concepts of creativity, quality, BPR and HR Accounting. • To study the role of HR manager in proper management of processes in the organizations. 			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> 1. Help to know the role of creativity in managing human resource. 2. Understand the role of HR manager in quality function of the organization. 3. Get an idea of concepts like HR Accounting, BPR and teams and their applications in human resource. 			
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			Class Room Contact Sessions
UNIT –I Innovation and Creativity	1.1 Theories of innovation and creativity 1.2 Managing People Side of innovation 1.3 Resistance To innovation 1.4 The Creative Process, Releasing Creativity 1.5 Creative Techniques of Problem Solving 1.6 The Creative Environment, Creative Organization 1.7 Creativity Training 1.8 Introduction to Learning Organizations, Architecture of Learning Organization		08
Unit-2 Team Building	2.1 Redesigning Work 2.2 Developing Teams, Building Teams Structure and Skills 2.3 Managing Disruption and Conflict, Improving Work Process and Work Flow 2.4 Appraising Team Performance, Leading High Performance Teams		08
Unit-3 Total Quality Management	3.1 History & Philosophy of TQM, 3.2 Total Quality As A System, 3.3 Step By Step TQM Implementation Process 3.4 ISO 9000 & ISO 14000 Process Implementation and Obtaining Certification 3.5 Malcolm Baldrige Award Criteria, Deming’s Award, Rajiv		10

	Gandhi National Quality Award	
Unit- 4 Basic HR issues in Total Quality Management	4.1 Leadership Vision and Continuous Process of Improvement, 4.2 Kaizen 4.3 Performance Appraisal and TQM 4.4 People Capability Maturity Model (PCMM) 4.5 Quality Based HR Practices	08
Unit -5 Business Process Re- Engineering	5.1 Basic Concepts, 5.2 Process Mapping 5.3 Work Flow Mapping 5.4 Effectively Applying BPR in the Organizations	06
Unit-6 Balanced Score Card and HR Score Card	6.1 Lev and Schwartz Model based on Human Resource Accounting 6.2 Human Capital And Accounting.	05
	TOTAL CLASSROOM CONTACT SESSIONS	45

Text Reading: Latest Editions

1. Pradip N. Khandwala, “**Fourth Eye: Excellence Through Creativity**”, Wheeler Publishing, New Delhi.
2. Knouse B Stephen, “**Human Resource Management Perspectives on TQM: Concepts and Practices**”, Milwaukee Wisconsin, ASQC Quality Press Latest Edition.
3. Bill Creech “**The Five Pillars of TQM**” New York, Truman Talley Books.
4. Lt. Gen. Ahluwalia J. S (Ed.) “**TQM: The Transforming Role of Quality in a Turbulent World**” New Delhi, Tata McGraw Hill.
5. Robert A. Paton and James Mccalman, “**Change Management: A Guide to Effective Implementation**” New Delhi, Response Books.
6. **Poornima Charanthimath-Toatal Quality Management-(Indian Original)Pearson**

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE)			
Semester II			
Batch 2019-21			
Subject Name	LABOUR LAWS-I	Subject Code	MS5E-508
		Total Credits	03
Subject Nature: CORE			
Course Objective:			
<ul style="list-style-type: none"> • The course has been designed to make students aware about the legislative norms related to labour in India. • This course will develop an understanding about the complexities and different dimensions of Industrial Relations and Trade Unions. • It will also impart insight to various International Standards formulated in respect of labour. 			
Learning Outcome:			
<ol style="list-style-type: none"> 1. After studying this course the students will be able to deal with legal compliances related to labour workforce in any business organization. 2. The students will be able to liaison with other external agencies for legal matters. 			
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 problems.			
Course Contents			Class Room Contact Sessions
<u>UNIT –I</u> <u>Constitution of India</u>	1.1 Preamble, Fundamental Rights, Directive Principle of State policy, Fundamental Duties, 1.2 Union and State Judiciary, State Liability, Service under the Union and State, 1.3 Freedom of Trade, Commerce and Intercourse, 1.4 Tribunals.		08
<u>Unit-2</u> <u>Labour Jurisprudence and The ILO</u>	2.1 Concept and growth of labour jurisprudence. 2.2 ILO- genesis, aim & Objective. Conventions and Recommendation of ILO and problems in their rectification. 2.3 Concept of Social Justice.		08
<u>Unit-3</u> <u>Industrial Relations</u>	3.1 Genesis, Concept and Emerging patterns. 3.2 Parties to Industrial Relation, 3.3 Different perspective to Industrial Relation and approaches to Industrial Relation.		06

<u>Unit- 4</u> <u>Trade Union</u>	4.1 Concept, Growth and structure. 4.2 Trade Union Movement in India. Position of Trade Union in India-Multiplicity-Recognition of Trade union. 4.3 Role and functions of Trade Union in modern industrial society. 4.4 The Indian Trade Union Act 1926.	10
<u>Unit -5</u> <u>Factory</u> <u>Legislation</u>	5.1 Growth of Factory Legislation in India. 5.2 Factories Act 1948. 5.3 Industrial Employment (standing Orders) Act, 1946.	08
<u>Unit-6</u> <u>Legislation</u> <u>Concerning</u> <u>Settlement of</u> <u>Industrial</u> <u>Dispute</u>	6.1 Industrial Dispute Act, 1947	05
TOTAL CLASSROOM CONTACT SESSIONS		45

Text Reading: Latest Editions

1. R.C. Chawla and K.C. Garg, “**Industrial Law**”, Ludhiana, Kalyani Publishers.
2. P.L. Malik, “**Industrial Law**”, Lucknow, Eastern Book
3. J.K. Bareja, “**Industrial Law**”, New Delhi, Galgotia Publishing
4. M.Y. Pylee and George Simon, “**Industrial Relations and Personnel Management**”, New Delhi, Vikas Publishing House.
5. Relations, Trade Unions and Labour Legislation, P.R.N. Sinha, Indubala Singh and Seema Priyadarshini shekhar, Pearson, 2013.

	4.4 Economies & diseconomies of scale 4.5 Law of supply	
Unit -5 Pricing	5.1 Price determination under different competition situations – Perfect, monopoly, monopolistic, oligopoly 5.2 Kinked demand curve, cartel formation, price leadership	06
Unit-6 Profit	6.1 Meaning, types and theories of profit 6.2 Profit planning – Break-even analysis	05
Unit-7 Micro-macro relationship	7.1 circular flow of economic activity 7.2 National Income concepts 7.3 concepts & objectives of private business 7.4 Meaning & Phases of business cycle	06
Unit-8 Concepts & Recent trends (overview only)	8.1 Monetary policy 8.2 fiscal policy 8.3 Foreign trade policy 8.4 exchange rate policy	04
	TOTAL CLASSROOM CONTACT SESSIONS	48
Text Reading: Latest Editions		
<ol style="list-style-type: none"> 1. PL Mehta – Managerial Economics, Sultan chand, New delhi 2. Mishra & puri- Micro economics, Himalaya publishing house, New delhi 3. GS gupta: Managerial Economics, Tata Mcgrow hills, New delhi 4. Peterson & Lewis: Managerial economics, Prinston hall of India, New Delhi 5. Koutsoyiannis – Modern Micro Economics, Macmillan Press, New Delhi 6. Dr. Atmanand – Managerial Economics, Excel books, New Delhi 7. Howard Davis - Managerial Economics, Vikas Publishing, New Delhi 8. Hal Varian – Intermediate micro economics, Tata McGraw Hills, New Delhi. 		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE)			
Semester II			
Batch 2019-21			
Subject Name	MARKETING MANAGEMENT	Subject Code	MS5E-512
		Total Credits	03
Subject Nature: ABILITY ENHANCEMENT			
Course Objective:			
<ul style="list-style-type: none"> • The objectives of the course are to equip the students with the concept and methods of Marketing. • The students will be able to plan, design and carry out marketing using the techniques discussed. 			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> 1. Help to get a basic understanding of marketing concepts. 2. Develop skills for marketing. 3. Attain some elementary level of knowledge of sales and marketing. 			
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			Class Room Contact Sessions
UNIT –I Marketing Concepts	1.1 Customer Value and Satisfaction 1.2 Customers Delight 1.3 Conceptualizing Tasks and Philosophies of Marketing Management 1.4 Value chain 1.5 Scanning the Marketing Environment.		07
Unit-2 Market Segmentation, Targeting, Positioning	2.1 Market segmentations 2.2 Levels of market segmentations, patterns, procedures, requirement for effective segmentation 2.3 Evaluating the market segments, selecting the market segments, 2.4 Tools for competitive differentiation 2.5 Developing a positioning strategy 2.6 Marketing Information System 2.7 Marketing Research Process.		08
Unit-3 Product Decision	3.1 Objectives, Product classification, 3.2 Product-Mix, 3.3 Product life cycle strategies, 3.4 Introduction and factors contributing the growth of packaging, 3.5 introduction of labelling.		06

Unit- 4 Pricing Decision	4.1 Factors affecting price, 4.2 Pricing methods and strategies.	05
Unit -5 Distribution Decisions	5.1 Importance and Functions of Distribution Channel, 5.2 Considerations in Distribution Channel Decisions, 5.3 Distribution Channel Members.	10
Unit-6 Promotion Decisions	6.1 A view of Communication Process, 6.2 developing effective communication, 6.3 Promotion-Mix elements	05
Unit-7 Emerging Trends in Marketing	7.1 An introduction to Internet Marketing 7.2 Multi level Marketing 7.3 Introduction of CRM & EVENT marketing.	04
	Total Classes	45
Text Reading: Latest Editions		
<ol style="list-style-type: none"> 1. Philip Kotler “Principles of Marketing Management”, New Delhi: Prentice Hall of India. 2. Philip Kotler, “Marketing Management, Planning Analysis and Control”, New Delhi, Pearson Education. 3. William L. Pride and O.C. Ferrell, “Marketing Concepts and Strategies”, Boston: Houghton Mifflin Co. 4. Marketing Management, Rajan Saxena, Tata McGrahill. 		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE)			
Semester II			
Batch 2019-21			
Subject Name	RESEARCH METHODOLOGY	Subject Code	MS5E-514
		Total Credits	03
Subject Nature: ABILITY ENHANCEMENT			
Course Objective:			
<ul style="list-style-type: none"> • The objectives of the course are to equip the students with the concept and methods of Business Research. • The students will be able to plan, design and carry out business research using scientific methods and prepare research report(s) / paper(s). 			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> 1. Help to get solutions to the problems in the corporate world through research. 2. Develop research papers to understand the intricacies of research. 3. Describe and attain some elementary level of data analysis applicable in research. 			
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			Class Room Contact Sessions
UNIT –I Introduction to Research Methods	1.1 Role and objectives of business research 1.2 Types of research, 1.3 Research process: Overview 1.4 Problems encountered by researchers in India		08
Unit-2 Research Design	2.1 Defining research problem, objectives and Hypothesis development, 2.2 Need for research design, 2.3 Features of a good research design 2.4 Different research designs and types of research design.(exploratory, descriptive, experimental and diagnostic research).		08
Unit-3 Sampling Theory and Design of Sample Survey	3.1 Census Vs Sample Enumerations 3.2 Objectives and Principles of Sampling 3.3 Types of Sampling, Sampling and Non-Sampling Errors.		06

Unit- 4 Measurement and Scaling Concepts	4.1 Measurement in research, 4.2 Measurement scales, 4.3 Sources of errors in measurement, 4.4 Techniques of developing measurement tools, 4.5 Classification and testing (reliability, verification and validity) scales 4.6 Designing questionnaires.	06
Unit -5 Data Collection and Analysis	5.1 Collection, Organization and Presentation 5.2 Analysis: Univariate and bivariate Analysis (Hypothesis testing) 5.3 Multivariate Analysis (Concepts only)	12
Unit-6 Report Writing	6.1 Meaning of interpretation 6.2 Techniques of Interpretation 6.3 Precautions in interpretation 6.4 Significance of report writing 6.5 Steps in report writing 6.6 Layout of report 6.7 Precautions in writing research reports.	05
	TOTAL CLASSROOM CONTACT SESSIONS	45

Text Reading: Latest Editions

- 1 William G. Zikmund, “**Business Research Methods**”, Orlando: Dryden Press.
- 2 C. William Emory and Cooper R. Donald, “**Business Research Methods**”, Boston, Irwin.
- 3 Fred N Kerlinger, “**Foundations of Behavioural Research**”, New Delhi: Surjeet Publications.
- 4 David Nachmias and Chava Nachmias, “**Research Methods in the Social Sciences**”, New York: St.Marlia’s Press.
- 5 C. R. Kothari, “**Research Methodology: Methods and techniques**”, New Delhi: Vishwa Prakashan.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE)			
Semester II			
Batch 2019-21			
Subject Name	OPERATIONS RESEARCH	Subject Code	MS5E-516
		Total Credits	03
Subject Nature: GENERIC			
Course Objective:			
<ul style="list-style-type: none"> • The objectives of this course are to help the students acquire quantitative tools. • The use of these tools for the analysis and solution of business problems. The emphasis will be on the concepts and application rather than derivations. 			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> 1. Develop models as per the requirements of the practicing managers and to get solutions from them. 2. Describe and attain of decision science 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			Class Room Contact Sessions
UNIT –I Quantitative Techniques and Operations Research	1.1 Meaning, Scope of Quantitative Techniques and Operations Research in Management 1.2 Modeling in OR 1.3 Advantages and Limitations of Quantitative Techniques/Operation Research.	06	
Unit-2 Linear Programming	2.1 Meaning of Linear programming 2.2 General Mathematical Formulation of LPP 2.3 Graphical Analysis 2.4 Simplex Method and Big-M Method. 2.5 Advantage and limitations of LPP.	11	
Unit-3 Transportation Model and Assignment Problem	3.1 Transportation Problem as a particular case of LPP Mathematical Formulation 3.2 Initial Basic Feasible Solution, Vogel's Approximation Method, Optimization (Minimization and Maximization) using Modified Distribution Method and Stepping Stone Method. 3.3 Assignment Model as a particular case of transportation model, 3.4 Formulation of assignment problems, Solution of assignment problems using Hungarian Method (Minimization and Maximization).	10	

Unit- 4 Game Theory	4.1 Introduction to Games 4.2 Maximin and Minimax Principles 4.3 Pure and Mixed Strategies 4.4 Rule of dominance 4.5 Solutions of Games using –Algebraic and Graphical Methods 4.6 Game theory and linear programming	06
Unit -5 Replacement Models	5.1 Introduction and Scope in Management 5.2 Single Equipment Replacement Model and Group Replacement 5.3 Replacement of items which deteriorate with time and items which fails suddenly.	04
Unit-6 Waiting Line Models	6.1 Introduction and Scope in Management Decisions, 6.2 Queuing Models M/M/1 (Infinite and Finite Population), 6.3 Concepts and applications of M/M/C.	06
Unit- 7 Simulation	7.1 Concept of Simulation and its applications.	02
	TOTAL CLASSROOM CONTACT SESSIONS	45

Text Reading: Latest Editions

- 1 Haruly M. Wagner, “**Principles of Operations Research with application to managerial decisions**”, New Delhi: Prentice Hall of India Pvt. Ltd.
- 2 Hamdy A. Taha, “**Operations Research: An Introduction**”, New Delhi: Prentice Hall of India Pvt. Ltd.
- 3 N. D. Vohra. “**Quantitative Techniques**”, New Delhi: Tata McGraw Hill Publications.
- 4 V. K. Kapoor, “**Problems and Solutions in Operations Research**”, New Delhi: Sultan Chand and Sons.
- 5 P. K. Gupta and D. S. Hira, “**Operations Research**”, New Delhi: Sultan Chand Publications.

SEMESTER III

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE MANAGEMENT)			
Semester III			
Subject Name	SOCIAL AND INDUSTRIAL PSYCHOLOGY	Subject Code	MS5E-601
		Total Credits	03
Subject Nature: CORE			
Course Objective: The students will help students to : <ul style="list-style-type: none"> • Understand person's behaviour in groups • Industrial safety psychology • About self concept 			
Learning Outcome: At the end of the course student will learn Communication effectively in both oral and written formats. Career planning and development emerge from the major with realistic ideas about how to use psychological knowledge, skill and values.			
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			Class Room Contact Sessions
UNIT –1 Social and Industrial Psychology	1.1 Definition, 1.2 Nature and Background 1.3 Theories and Methods in Social Psychology	10	
Unit-2 Social Perception	2.1 Non-Verbal Communication 2.2 Theories of Attribution 2.3 Impression formation and Impression Management	08	
Unit-3 Social Identity	3.1 Self Concept, 3.2 Self-esteem, 3.3 Self-efficacy, 3.4 Self-monitoring 3.5 Self-focusing	07	
Unit- 4 Social Influence	4.1 Conformity, 4.2 Compliance 4.3 Obedience	06	

Unit -5 Interviews, Application Blanks and References	5.1 The interview, 5.2 Application blanks and biographical inventories, 5.3 References and background investigations	04
Unit-6 Employment Testing	6.1 Testing abilities, 6.2 Testing personality, 6.3 Testing skills and achievements, 6.4 Using and not using tests	05
Unit-7 Safety Psychology	7.1 Safety management and safety psychology, 7.2 Differential accident liability	05
	TOTAL CLASSROOM CONTACT SESSIONS	45

Learning Resources:

Text Readings : Latest Editions

1. Robert A. Baron and Donn Byrne, “**Social Psychology: Understanding Human Interactions**”, New Delhi , Prentice Hall of India, 7th Ed.
2. John B. Miner, “**Industrial - Organizational Psychology**”, Singapore, McGraw-Hill.
3. S.C. Tailor, L.A. Peplau and D.O. Sears, “**Social Psychology**”, New Jersey, Prentice Hall Inc., 7th Ed. 1995.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE MANAGEMENT)			
Semester III			
Subject Name	Labour Law II	Subject Code	MS5E-603
		Total Credits	03
Subject Nature: CORE			
Course Objective: The students will get an understanding of applying Labor laws in an organization to: <ul style="list-style-type: none"> • Improves industrial relation i.e. employee – employer relations and minimizes industrial disputes. • Helps workers in getting fair wages, Reduces conflicts and strikes etc. • Ensures job security for workers. 			
Learning Outcome: At the end of the course students will become more informed and responsible future HR managers, as they have complete knowledge about the legislative compliances prevailing in our country related to labour.			
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			Class Room Contact Sessions
UNIT –1 Labour Welfare Legislation	1.1 Concept and Philosophy of Labour Welfare. 1.2 Theories of Labour welfare. 1.3 Role of Labour Welfare Officers and Trade unions in Labour Welfare		06
Unit-2 Social Security	2.1 International Labour Standards on Social Security 2.2 Evolution and Growth of social legislation in India 2.3 Employees State Insurance Act, 1948 2.4 Payment of Gratuity Act, 1972 2.5 Employees’ Compensation Act, 1923 2.6 Maternity Benefit (Amendment) Act, 2017		15
Unit-3 Child Labour Legislation	3.1 Evolution of Child Labour Legislation. 3.2 ILO’s conventions and recommendations regarding Child Labour 3.3 Child Labour (Prohibition and Regulation) Act, 1986		07

Unit- 4 Contract Labour Legislation	4.1 Contract Labour Act (Regulation and Abolition) Act, 1970- Scope, Application, Important Definitions and Important Provisions	06
Unit5 Collective Bargaining in India	5.1 Meaning, Nature & Emerging Patterns 5.2 Workers Participation in Management: Different degrees and forms of Worker’s Participation in India	06
Unit-6 Gender Justice	6.1 Constitutional Aspects, Legal Aspects (Appointment, Conditions of Employment etc.), Social Norms of 21st Century. 6.2 Equal Remuneration Act, 1976	05
	TOTAL CLASSROOM CONTACT SESSIONS	45

Learning Resources:

Text Readings: Latest Editions

1. P.L. Malik, Industrial Law, Lucknow, Eastern Book Co., 1995.
2. Introduction to the Constitution of India 21st Edition, D.B. Basu
3. R.C. Chawla and K.C. Garg, Industrial Law, Ludhiana, Kalyani Publishers, 1993.
4. Industrial Relations, Trade Unions and Labour Legislation, P.R.N. Sinha, Indubala Singh and Seema Priyadarshini shekhar, Pearson, 2013.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE MANAGEMENT)			
Semester III			
Subject Name	Manpower Planning, Recruitment and Selection	Subject Code	MS5E-605
		Total Credits	03
Subject Nature: Core			
Course Objective:			
The course will help the students to understand the following HR activities:			
<ul style="list-style-type: none"> • Optimum Productivity • Reduction in labour cost • Effective recruitment and selection • Group satisfaction 			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> 1. Define HR Planning and explain how HR Planning is conducted in the organizations. 2. Explain Meaning and Concept, Need, of Designing effective Recruitment & selection Process, 3. Understand new trends in hiring & HR planning. 4. Describe HRIS & its importance to planning, recruitment & selection function of HR. 			
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			Class Room Contact Sessions
UNIT	Content		
1 Manpower Planning	<p>1.1. Manpower Planning and Resourcing: Factors Affecting Manpower Planning, Need for Manpower Planning, Five Steps in Manpower Planning, Importance of Manpower Planning, Surplus & Shortage of resources. Obstacles in Manpower Planning, Advantages of Manpower Planning, Successful Manpower Planning, Consolidated Demand Forecast Development, Effective Decision Making, Gaining Senior Management Support, Meeting the Organization's Goals and Objectives</p> <p>1.2 Manpower Forecasting: Introduction, Forecasting, Necessity for forecasting, Steps in forecasting, Demand and supply forecasting, Demand Forecasting techniques, Forecasting accuracy, Benefits of forecasting</p> <p>1.3 Role of Human Resource in Manpower Planning: Introduction, Inputs provided by HR for manpower planning, Key human resource elements</p>		10

<p style="text-align: center;">2</p> <p>HR information System & HR Accounting</p>	<p>2.1 Purposes of HRIS, 2.2 Uses of HRIS 2.3 Establishing an HRIS Approaches to Evaluate HR Function. 2.4 Human Resource Accounting: Introduction, Definition of Human Resource Accounting, Need, Significance, Objectives for HRA, Advantages of HRA , Methods of HRA, Objections to HRA, 2.5 Controlling Manpower Costs, True Costs of Planning and Recruitment, 2.6 Human Resource Accounting in India.</p>	<p style="text-align: center;">06</p>
<p style="text-align: center;">3</p> <p>Developing a Manpower Plan</p>	<p>3.1 Introduction, Developing a Manpower Plan, 3.2 Qualitative Side of Manpower Planning, 3.3 Behavioral Event Interviewing & Standard Interviews, 3.4 Competency Mapping (Skill Inventory), 3.5 Problems in Manpower Planning, 3.6 Sample Manpower Plan</p>	<p style="text-align: center;">07</p>
<p style="text-align: center;">4</p> <p>Recruitment</p>	<p>4.1 Sourcing & Recruitment: Introduction, Sources of candidates, Recruitment, Outsourcing, Attracting candidates, E-Recruitment, Person specifications, Career Management, Career Planning & Succession Planning 4.2 Resourcing Strategy: Introduction, Components of Resourcing Strategy, Business Scenario Planning, Estimating Future Human Resource Requirements, Labor Turnover, Action Planning, Role of HR in Developing Resource Capability, Resourcing Strategy</p>	<p style="text-align: center;">07</p>
<p style="text-align: center;">5</p> <p>Selection</p>	<p>5.1 Introduction, Selection Process, Selection Methods, 5.2 Types of tests- Psychological tests, Validity of tests, Psychometric tests, online test, Importance of tests, Interviews, Final stages 5.4 interpreting test results, 5.5 Induction: Introduction, Benefits of an Induction program, designing an induction program, Documentation, Types of Induction, On-the-Job Training</p>	<p style="text-align: center;">07</p>
<p style="text-align: center;">6</p> <p>Recent Trends in Manpower Development and Planning</p>	<p>6.1 Train to Hire: Introduction, Outsourcing the Train-to-Hire Process, Partnering with educational institutions, Generating revenue, setting up an academy, Designing Curriculum 6.2 Recent Trends in Manpower Development and Planning Introduction, 6.3 Competency mapping, 6.4 Knowledge management, 6.5 E-Manpower Development, E-Manpower planning, HRIS</p>	<p style="text-align: center;">08</p>
	<p>TOTAL CLASSROOM CONTACT SESSIONS</p>	<p style="text-align: center;">45</p>

Learning Resources:

Text Readings: Latest Editions

Donald Currie, "**Personnel in Practice for the New IPD-CPP**", Blackwell, MA.

R. W. Mondy and R. M. Noe, "**Human Resource Management**", Prentice Hall, London, 6thEd.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE MANAGEMENT)			
Semester III			
Subject Name	Human Resource Information System	Subject Code	MS5E-607
		Total Credits	03
Subject Nature: CORE			
Course Objective <ul style="list-style-type: none"> • To impart knowledge to students regarding role of information systems in managing the HR functions in an organization. • To develop an HR Information system. 			
Learning Outcome: At the end of the course students will be able to develop an information system for HR function.			
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			Class Room Session
UNIT –1 Introduction	1.1 Data and Information needs for HR Manager 1.2 Sources of Data 1.3 Role of ITES in HRM 1.4 IT for HR Managers; Concept, Structure, and Mechanics of HRIS 1.5 Programming Dimensions and HR Manager with no technology background 1.6 Survey of Software Packages for Human Resource Information System including ERP Software such as SAP	06	
Unit-2 Data Management for HRIS	2.1 Data Formats, Entry Procedure and Process 2.2 Data Storage and Retrieval 2.3 Transaction Processing 2.4 Introduction to RDBMS 2.5 HR-XML 2.6 Office Automation and information Processing and Control Functions 2.7 Design of HRIS: Relevance of Decision Making Concepts for Information System	10	
Unit-3 Design; HRM Needs Analysis	3.1 Concept and Mechanics 3.2 Standard Software and Customized Software 3.3 HRIS - An Investment, Cost Benefit Analysis	07	

Unit- 4 HR Management Process and HRIS	4.1 Modules on MPP 4.2 Recruitment 4.3 Selection, Placement 4.4 Module on PA System 4.5 T and D Module 4.6 Module on Pay A and Related Dimensions 4.7 Planning and Control; 4.8 Information System’s support for Planning and Control	06
Unit-5 HR Management Process II and HRIS	5.1 Organization Structure & Related Management Processes Including authority and Responsibility Flows 5.2 Communication Process	05
Unit-6 Organization Culture and Power	6.1 Data Capturing for Monitoring and Review 6.2 Behavioural Patterns of HR and Other Managers and Their Place in Information Processing for Decision Making.	05
Unit-7 HRIS	7.1 Security of Data and Operations of HRIS Modules 7.2 Common Problems during IT adoption efforts and Processes to Overcome 7.3 Orientation and Training Modules for HR & Other Functionaries 7.4 Detailed Analytical Framework 7.5 Opportunities for combination of HRM & ITES Personnel 7.6 HRIS and Employee Legislation 7.7 An Integrated View of HRIS 7.8 Why and How of Winners and Losers of HRIS Orientation.	06
	TOTAL CLASSROOM CONTACT SESSIONS	45

Learning Resources:

Text Readings: Latest Editions

1. Handbook of Human Resource Information Systems, Basics, Applications and Future Directions, Michael J. Kavangarh, Mohan Tithe, Richard D Johnson, Sage Publications India Pvt Ltd.
2. A Handbook of Human Resource Management Practice, “Michael Armstrong”, Kogan page.
3. Managing and Measuring Employee Performance - Understanding Practice “Elizabeth HOULDSWORTH, Dilum JIRASINGHE”, Kogan Page.
4. Accountability in Human Resource Management, “Jack J Phillips”, Gulf Professional Publishing.
5. Hcas M. Awad, W.f. Casico, Human Resource Management, An Information Systems Approach, Reston Publishing Company.
6. Tony Ivey, Personnel Computer System, Mc Graw Hill International.
7. The Brave New world of e HR: Human resources Management in digital age, Guetual Stone editors, Wiley India Edition.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (Human Resource)			
Semester III			
Subject Name	Service Marketing	Subject Code	MS5E-621
		Total Credits	03
Subject Nature: Elective			
Course Objective: The course will help the students to understand the following HR activities: <ul style="list-style-type: none"> • Services and Service Industry • Work of Marketing Personnel in Service Organizations 			
Learning Outcome: At the end of the course students should be able to get an understanding of marketing of services and the role of human resource in service marketing.			
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			Class Room Contact Sessions
Unit –I Services	1.1 Service Sector and Economic Growth 1.2 Service Concept 1.3 Characteristics and Classification of Service		8
Unit-2 Challenges in Service Marketing	2.1 Segmentation, 2.2 Differentiation 2.3 Positioning of Services.		8
Unit-3 Marketing Mix in Services Marketing	3.1 Product 3.2 Price 3.3 Place 3.4 Promotion 3.5 People 3.6 Physical Evidences 3.7 Process Decisions		12
Unit -4 Designing a Service Strategy	4.1 Service Management Process 4.2 Internal, External and Interactive marketing strategies		7
Unit-5 Managing Service quality and Productivity	5.1 Concept 5.2 Service quality models : Applications and Limitations 5.3 Productivity in Services.		5

Unit-6 Applications of Service Marketing	6.1 Marketing of Financial Services 6.2 Hospitality 6.3 Health 6.4 Educational and Professional Services 6.5 Marketing for Non-Profit Organizations and NGOs	05
	TOTAL CLASSROOM CONTACT SESSIONS	45
Text Reading: Latest Editions Christopher H. Lovelock, “Services Marketing”, New Delhi: Prentice Hall of India, 3rd Edn., 1996. 2. Ravi Shankar, “Services Marketing”, New Delhi, Global Press, 2nd Edn. 1998. 3. V. A. Zeithamal , D.W. Gremler and M. J. Bitner, “Service Marketing: Integrating Customer Across the Firm”, McGraw Hill, 2002		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE)			
Semester III			
Subject Name	TRAINING & DEVELOPMENT	Subject Code	MS5E-623
		Total Credits	03
Subject Nature: CORE			
Course Objective:			
<ul style="list-style-type: none"> ● To introduce the importance of training & development in Human Resource Management; and that in organization for its overall growth. ● Help students familiarize with the scope of training & development as an independent stream in career development. ● Explore various Training& development Outlooks; as well as its evolution, dependency & as strategic essential in organization' holistic growth. 			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> 1. Understanding the evolution of human skills, Learning & is experiential nature in work life. 2. To be able to train/ design training & development modules & execute them efficiently & effectively. 3. To be able to identify. Sync & structure organizational' objective& growth with T&D needs as Human Resource Manager. 4. Learn implementation of Training Process, Assessment & reach out for 360 degree development of human resource potential in 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			Class Room Contact Sessions
Unit-1 Introduction TO T&D	1.1 Scope, Functions 1.2 Evolution & Importance 1.3 Systems Approach to Training		04
Unit-2 Training Need Assessment	2.1 Organization Analysis, 2.2 Task Analysis, 2.3 Person Analysis		07
Unit-3 Designing the Training Programs	3.1 Learning theories & Principles of Learning, 3.2 Trainee Readiness and Motivation, 3.3 Establishing Training Objectives.		10
Unit- 4 Implementing the Training Programs	4.1 Training Methods for non-managerial employees 4.2 Management Development. 4.3 Strategic Development & Skill Development; 4.4 Work Life Balance Training		06

Unit -5 Developing the Group and the Climate	5.1 The Social Process, 5.2 Establishing Tasks in Common, 5.3 Building Realistic Relationships, 5.4 the Training climate, 5.5 Personal and Inter-Personal Dimensions. 5.6 Trainers and Training Styles.	08
Unit-6 Evaluating the Training Program	6.1 Kirkpatrick four-level approach & other alternative models, 6.5 Bench Marking	06
Unit – 7 Special Topics in Training and Development:	7.1 Orientation Training, 7.2 Basic Skills Training, 7.3 Team Training, 7.4 Diversity Trainings.	04
	TOTAL CLASSROOM CONTACT SESSIONS	45
<p>TEXT READINGS:</p> <ol style="list-style-type: none"> 1. Rolf P. Lynten and Udai Pareek, Training for Organizational Transformation Part - 2, Sage Publications, 2000. 2. Bohlander, Snell and Sherman, Managing Human Resources, Lachina Publishing Services, 2000. 		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (Human Resource)			
Semester III			
Subject Name	Managerial Counseling	Subject Code	MS5E-625
		Total Credits	03
Subject Nature: Elective			
Course Objective:			
<ul style="list-style-type: none"> ● To promote understanding of the concept and schools of counseling ● To Select the key areas and situations where management can and should help employees in performance planning and career advancement ● To develop alternative approach to dealing with problem situations in organizations. 			
Learning Outcome:			
At the end of the course students should be able to;			
4 Understand that various approaches to counseling			
5 conduct counseling intervention in the organization			
6 Outline the counseling process used in 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.			
Course Contents			Class Room Contact Sessions
Unit –I Introduction	1.1 Introduction to counseling and characteristics of a counselor 1.2 Process of counseling 1.3 Development of Counseling Skill 1.4 Role of Counselor in guidance & counseling.		8
Unit-2 Psychological Testing and types of counseling	2.1 Need and Uses of Tests 2.2 Different Types of Test: Intelligence Tests, Achievement and Aptitude Tests 2.3 Different Types of Test Personality Inventories, Interest Inventories, Projective Techniques and their limitations 2.4 Individual & Group technique in counseling 2.5 E-Counseling		10
Unit-3 Introduction to the Important Schools of Counseling	3.1 Psychoanalytic Foundations 3.2 Transactional Analysis 3.3 Gestalt Therapy 3.4 Rational Emotive Therapy 3.5 Person-Centred Approach to Counseling 3.6 Counseling setting		12

Unit -4 Counseling Interventions in Organizations:	4.1 Empathy, Listening and Responding, Effective Feedback 4.2 Performance Counseling, Interpersonal Conflict 4.3 Counseling & guidance for career planning & Decision Making.	7
Unit-5 Stress Management And Employee Well-Being	6.1: Stress and Performance 6.2 Work-Life Balance 6.3 Stress Reduction Techniques 6.4 Employee Wellbeing: Concept, Importance, Factors influencing well-being.	8
	TOTAL CLASSROOM CONTACT SESSIONS	45
Text Reading: Latest Editions Introduction to Counseling and Guidance, Seventh Edition (Pearson), Robert L Gibson, Indiana University, Mariann Mitchell, Indiana University.		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. HR (Batch 2019-21)			
Semester III			
SUBJECT NAME	ENTREPRENEURSHIP	Subject Code	MS5E-615
		Total Credits	03
Subject Nature: GENERIC			
Course Objective:			
<ol style="list-style-type: none"> 1. The objectives of this course are to help students to learn and to acquaint themselves with all the facets of Entrepreneurship. 2. To introduce the spirit of Entrepreneurship in students, inculcate creativity & risk taking. 			
Learning Outcome:			
<ol style="list-style-type: none"> 1. Provide overview of Entrepreneurship environment in country 2. The process of owning your business & art of sustaining a business. 3. Various qualities, character & leadership requirements of being an Entrepreneur. 			
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			Class Room Contact Sessions
UNIT –I Entrepreneur & Entrepreneurship	<ol style="list-style-type: none"> 1.1 Concept & Nature, 1.2 Definition Characteristics, Functions, Kinds, Role, 1.3 Difference between entrepreneur and Manager. 1.4 Role of entrepreneurship in development of economy 1.5 Ethical dimensions 	5	
Unit-2 Theories of Entrepreneurship	<ol style="list-style-type: none"> 2.1 Theories of Entrepreneurship: Innovative theory, Theory of social change, Theory of model personality, Theory of Social behavior. 2.2 Creativity and entrepreneurship; Steps in Creativity; Innovation and inventions; Using left brain skills to harvest right brain ideas; Legal Protection of innovation; Skills of an entrepreneur; Decision making and Problem Solving (steps in decision making) 2.4 Process of Innovation- Social & Commercial 2.5 Entrepreneurial environment: Political, Economical, Technical, Social, Cultural, International. 	8	
Unit – 3 New Venture	<ol style="list-style-type: none"> 3.1 Small Business : meaning, role, Strengths and weaknesses Defining an entrepreneur- entrepreneurial traits - Developing Entrepreneurs 3.2 New ventures :Acquiring an Established venture: Advantages 	5	

	and disadvantages of acquiring established business, considerations for evaluation business opportunities 3.3 Methods of valuing a business - Franchising and franchisee's perspective.	
Unit- 4 Business Plan	4.1 Need for a Business plan - Steps in the preparation of business plan. 4.2 Need for marketing research 4.3 Operating plans and financial plan 4.4 Dynamics of small business environment, Causes for small business failure, Success factors for small business	4
Unit -5 Feasibility Planning	5.1 Planning paradigm for new ventures - Stages of growth model 5.2 Fundamental of a good feasibility plan, components of feasibility plan ,Relevance of marketing concept to new ventures 5.3 Marketing research of pre-start-up planning ,Sources of marketing research information ,Implication of market research 5.4 Marketing functions that new ventures must address Establishing marketing and sales promotion infrastructure 5.5 Concept of pricing - Growth strategies - Marketing plan.	5
Unit-6 Financing a new venture	6.1 Financing and its effects on effective asset management – Alternate methods of financing 6.2 Applicability of Legislation 6.3 Venture capital and new venture financing - 6.4 working out working capital requirement - 6.5 Government agencies assisting in financing the project. Commercial banks, Financing institutions (IDBI,IFCI, ICICI, IRBI, LIC UTI, SFC, SIDC, SIDBI and EXIM Bank). 6.6 Micro Finance	10
Unit-7 Life cycle of an entrepreneurial venture	7.1 Role of entrepreneur during various transition 7.2 Requirements for successful patent grants : steps in obtaining a patent ,Registration of trademark , copyright and the concept of fair use, protection of intellectual property 7.3 Entrepreneurship Strategies & Policies: concept of Entrepreneurial Strategies, Need for effective Entrepreneurial Policy.	8
	TOTAL CLASSROOM CONTACT SESSIONS	45
Text Reading		
1. David H. Holt Entrepreneurship: New Venture Creation, PHI 2. Mary Coulter Entrepreneurship in Action, PHI 3. B.K. Mohanty Fundamentals of Entrepreneurship, PHI		
Suggested		
1. Stay Hungry Stay Foolish 2. Autobiography of Steve Jobs, Bill Gates		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. HR Batch 2019-21			
Semester III			
SUBJECT NAME	CORPORATE GOVERNANCE	Subject Code	MS5E-631
		Total Credits	03
Subject Nature: Core			
Course Objective: Objectives of this course is to help the students gain knowledge about corporate governance and its relevance of in the business environment.			
Learning Outcome: 1. Provide overview of Entrepreneurship environment in country 2. The process of owning your business & art of sustaining a business. 3. Various qualities, character & leadership requirements of being an Entrepreneur.			
Examination scheme: The faculty members will award internal marks out of 40, based on the three assessments of 20 marks . Best of the two will be considered. The end semester examination will be of 60 marks.			
Course Contents			Class Room Contact Sessions
UNIT –I	Corporate Governance an overview -The Theory and Practice of Corporate Governance, Landmarks in the Emergence of Corporate Governance. The history of corporate governance.		5
Unit-2	Corporate Governance and other Stake holders - The key corporate Actors of corporate governance, the stakeholders, employees, customers, bankers, lenders, government agencies etc.		8
Unit – 3	Corporate Social Responsibility. –Introduction to corporate social responsibility, corruption, CSR & Corporate Sustainability. Business Ethics & CSR.		5
Unit- 4	Corporate Governance Framework in India – Corporate Boards and its powers, Responsibilities, Disqualifications; Board Committees and their Functions, Clause 49 of Listing Agreement..		4
Unit -5	Major Corporate Governance Failures –Bank of Credit and Commerce International (UK), Maxwell Communication Corporation and Mirror Group Newspapers (UK), Enron (USA), World.Com (USA), Andersen Worldwide (USA), Vivendi (France), and Satyam Computer Services Ltd (India); Common Governance Problems Noticed in various Corporate Failures.		5
Unit-6	Good Governance Parameters in India.		10
Unit-7	The Role of Government in Ensuring Corporate Governance		8

	TOTAL CLASSROOM CONTACT SESSIONS	45
<p>Text Reading</p> <ol style="list-style-type: none">1. Corporate Governance – A.C. Fernando, Pearson education ltd New Delhi2. Corporate Governance - C.V. baxi3. Corporate governance and business ethics – U.C.Mathur4. Corporate governance – Swami Parthswrtahy		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HR)			
Semester III			
SUBJECT NAME	OPERATIONS MANAGEMENT	Subject Code	MS5E-627
		Total Credits	03
Subject Nature: Generic			
Course Objective:			
<ul style="list-style-type: none"> To bring the understanding of industrial and business operations, products and services. To develop logic and skills to apply suitable and better tools and techniques on operational decision making. To explore the scope and dimensions of operations management applications in major management functions and decisions. 			
Learning Outcome:			
At the end of the course students should be able to;			
<ul style="list-style-type: none"> Understand the logic and applications through tools and techniques of operations management in business and industrial flow of information, goods and services. Integrate the business activities and scientific problem solving methodology. Set the unique way of doing job/task/work/activities with optimality in business. 			
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			Class Room Contact Sessions
UNIT –I Introduction to Production and Operations Management	1.1 Nature of Production / Operations Management 1.2 Production Function and its Environment 1.3 Functions of Production/Operations Manager 1.4 Organization of Production Function and its relation with HR function		07
Unit-2 Facilities Planning	2.1 Product Selection and Design, Service Design 2.2 Process Selection 2.3 Location of Manufacturing / Service Facility Quantitative and Qualitative Models 2.4 Case Study		07
Unit-3 Layout of Manufacturing /service facility	3.1 Product layout, process layout, fixed position and group layout 3.2 Layout design: Relationship based and Load Distance cost matrix 3.3 Materials handling concepts 3.4 Case Study		08
Unit- 4 Resources Requirement Planning and Production	4.1 Capacity Planning, Concept and Application of Learning Curve. 4.2 Aggregate Production Planning : level and Chase strategy 4.3 Materials Requirement Planning 4.4 Case Study		07

Planning and Control		
Unit -5 Inventory and Operations Scheduling and Production Activity Control for Mass Manufacturing	5.1 Importance and Scope, selective inventory control, cost concept in inventory, types of inventory, types of inventory problems 5.2 Inventory Models: General Economic Order Quantity (EOQ); Economic Batch Quantity (EBQ) (Single and Multi-products); EOQ with Discounts 5.3 Sequencing: Job shop - n-jobs on single machine, njobs on Two/Three machines (Johnson's Rule) 5.4 2-jobs on m-machines (Graphical method – Aker's Algorithm)	12
Unit-6 Quality Control	6.1 Quality Control Function 6.2 Statistical Process Control: Acceptance Sampling and Control Charts 6.3 Quality Circles 6.4 Case Study	04
	TOTAL CLASSROOM CONTACT SESSIONS	45
<p>Learning Resources:</p> <p>Text Books:</p> <ol style="list-style-type: none"> 1. R Paneerselvam. "Production and Operations Management", New Delhi: Prentice Hall of India Publications, Latest Edition 2. S N Chary. "Cases and Problems in Production and Operations Management", New Delhi: Tata McGraw Hill Publications, Latest Edition. 3. Josheph G. Monks "Operations Management", New York : McGraw Hill Publications, Latest Edition <p>Reference Books:</p> <ol style="list-style-type: none"> 1. James R. Evans, David R Anderson, Dennis J. Sweeney and Thomas A Williams, "Applied Production and Operations Management", New York : West Publishing Company, Latest Edition. 2. Elwood S. Buffa and Rakesh K. Sarin, "Modern Production, Operations Management", Singapore: John Wiley and Sons, Latest Edition. 		

SEMESTER IV

INSTITUTE OF MANAGEMENT STUDIES			
MBA (HR)			
BATCH (2019-21)			
SEMESTER IV			
Subject Name	STRATEGIC HRM	Subject Code	MS5E-602
		Total Credits	03
Subject Nature: CORE			
Course Objectives : 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 .			
Learning Outcome: 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.			
Course Contents			Class Room Contact Sessions
Unit- 1	Strategic Approach to HRM, Integrating HR Strategies with Corporate and Functional Strategies, Integrating Human Resources in Strategic Decisions.		
Unit-2	Strategies for Maximizing HR Productivity: Organizational Restructuring, Turnaround Management, Mergers, Acquisitions and Joint Ventures.		
Unit- 3	SHRM in Global Context, International Human Resource Strategies.		
	TOTAL CLASSROOM CONTACT SESSIONS IN HOURS		
Note: 50 percent of classes will be devoted to theory and 50 percent to discussion of cases.			
TEXT READINGS:			
W.D. Anthony, P.L. Perrewe, 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.. Tanuja Agarwala, (2007), Strategic HRM, Oxford University Press

SUGGESTED READINGS:

1.John Leopold, Lynette Harris and Tony Waton, Strategic Human Resourcing: Principles, Perspectives and Practices, London, Financial Times Pitman Publishers, 1999

INSTITUTE OF MANAGEMENT STUDIES			
MBA (HR)			
BATCH (2019-21)			
SEMESTER IV			
Subject Name	ORGANISATION DEVELOPMENT	Subject Code	MS5E-604
		Total Credits	03
Subject Nature: CORE			
Course Objectives : 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.			
Learning Outcome: 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.			
Course Contents			Class Sessions
Unit- 1	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.		
Unit-2	OD interventions: Overview, Types, Team interventions, inter- Group interventions, Comprehensive and Structural interventions. Choosing the Depth of Organizational Intervention.		
Unit- 3	Issues and Considerations in OD: Consultant-Client Relationships, System Ramifications, and Power- Politics.		
Unit – 4	Issues and Considerations in OD: Consultant-Client Relationships, System Ramifications, and Power- Politics.		
TOTAL CLASSROOM CONTACT SESSIONS IN HOURS			

SUGGESTING READING:

1. Wendell L. French and Cecil N. Bell Jr., Organization Development, New Delhi, Prentice Hall
2. Don Harvey and Donald R. Brown, An Experiential Approach to Organizational Development, New Jersey, Prentice Hall Inc.,
3. Wendell L. French, Cecil H Bell, Jr., and Robert A. Zawaski. (Edts.), Organizational Development and Transformation: Managing Effective Change, Illinois, Irwin Inc.,

INSTITUTE OF MANAGEMENT STUDIES			
MBA (HR)			
BATCH (2019-21)			
SEMESTER IV			
Subject Name	SOCIAL LEGALIGATION FOR INDIAN MANAGERS	Subject Code	
		Total Credits	03
Subject Nature: CORE			
<p>Course Objectives The objective of the course is to expose the student to the multidimensional complexities of social legislations to enable him to develop the right perspective of this delicate responsibility to deal with republic of India constructively. The course is designed to give inputs to the students on the relevant aspects of social legislation from different perspectives, which will in a way guide them when they enter in corporate world.</p>			
<p>Learning Outcome:</p> <p>Upon completion of this course students will be able to understand credentialing, accreditation standards, quality improvement organizations.</p>			
<p>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.</p>			
Course Contents			Class Sessions
Unit- 1	Constitution of India: Preamble, Fundamental Rights, Directive Principle of State policy, Fundamental Duties, Union and State Judiciary, State Liability, Service under the Union and State, Freedom of Trade, Commerce and Intercourse, Tribunals,		
Unit-2	Child Labour: Meaning, Socio-Legal analysis, Judicial Approach, International Norms, National Norms, THE CHILD LABOUR (PROHIBITION AND REGULATION) ACT, 1986		
Unit- 3	Sexual Harassment at Workplace: Meaning and definition, Legal Analysis,		

	Judicial View, International Norms, National Norms, THE SEXUAL HARASSMENT OF WOMEN AT WORKPLACE (PREVENTION, PROHIBITION AND REDRESSAL) ACT, 2013.	
Unit – 4	EQUAL REMUNERATION ACT, 1976: Objectives, Judicial approach, International Norms, National Norms	
Unit – 5	Gender Justice: Constitutional Aspects, Legal Aspects (Appointment, Conditions of Employment etc.), Social Norms of 21st Century	
Unit – 6	Pollution Control Laws: Environment and the Constitution, Air Pollution, Water Pollution, Noise Pollution, THE ENVIRONMENT (PROTECTION) ACT, 1986	
Unit – 7	Public Interest Litigation: Procedure, Compilation of Guidelines as per Supreme Court of India.	

TEXT READINGS:

1. R. C. Chawla and K.C. Garg, **Industrial Law**, Ludhiana, Kalyani Publishers, 1993.
2. P.L. Malik, **Industrial Law**, Lucknow, Eastern Book Co., 1995.
3. **Introduction to the Constitution of India 21st Edition**, D.B. Basu

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HR)			
Semester III			
SUBJECT NAME	SERVICE MARKETING	Subject Code	
		Total Credits	03
Subject Nature: Core			
Course Objective: The objectives of the course are to expose students to the nature of industrial and service markets and develop abilities to help them apply marketing concepts in these markets			
Learning Outcome: At the end of the course students should be able to; <ul style="list-style-type: none"> • Understand the logic and applications through tools and techniques of operations management in business and industrial flow of information, goods and services. • Integrate the business activities and scientific problem solving methodology. • Set the unique way of doing job/task/work/activities with optimality in business. 			
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			Class Room Contact Sessions
UNIT –I	Services: Service Sector and Economic Growth, Service Concept, Characteristics and Classification of Service.		07
Unit-2	Challenges in Service Marketing. Strategic Issues in Service Marketing: Segmentation, Differentiation and Positioning of Services.		07
Unit-3	Marketing Mix in Services Marketing: Product, Price, Place, Promotion, People, Physical Evidences and Process Decisions.		08
Unit-4	Designing a Service Strategy: Service Management Process; Internal, External and Interactive marketing strategies.		07
Unit -5	Managing Service quality and Productivity: Concept, Dimensions and process; service quality models (Gronnos and Parsuraman) Application and Limitations, Productivity in Services.		12
Unit-6	Applications of Service Marketing: Marketing of Financial, Hospitality, Health, Educational and Professional Services, Marketing for Non-Profit Organizations and NGOs.		04
TOTAL CLASSROOM CONTACT SESSIONS			45

Text & Suggested Readings

1. Christopher H. Lovelock, "Services Marketing", New Delhi: Prentice Hall of India, 3rd Edn., 1996.
2. Ravi Shankar, "Services Marketing", New Delhi, Global Press, 2nd Edn. 1998.
3. V. A. Zeithamal , D.W. Gremler and M. J. Bitner, "Service Marketing: Integrating Customer Across the Firm", McGraw Hill, 2002

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HR)			
Semester III			
SUBJECT NAME	HUMAN RESOURCE INFORMATION SYSTEM	Subject Code	
		Total Credits	03
Subject Nature:			
<p>Course Objective: The objective of this course is to familiarize students with the dynamics of Human resource information system in current Technology driven organizations.</p>			
<p>Learning Outcome: At the end of the course students should be able to;</p> <ul style="list-style-type: none"> • Understand the logic and applications through tools and techniques of operations management in business and industrial flow of information, goods and services. • Integrate the business activities and scientific problem solving methodology. • Set the unique way of doing job/task/work/activities with optimality in business. 			
<p>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.</p>			
Course Contents			Class Room Contact Sessions
UNIT –I	Introduction – Data and Information needs for HR Manager; Sources of Data; Role of ITES in HRM; IT for HR Managers; Concept, Structure, and Mechanics of HRIS; Programming Dimensions and HR Manager with no technology background; Survey of Software Packages for Human Resource Information System including ERP Software such as SAP.		07
Unit-2	Data Management for HRIS - Data Formats, Entry Procedure and Process; Data Storage and Retrieval; Transaction Processing, Introduction to RDBMS, HR- XML, Office Automation and information Processing and Control Functions; Design of HRIS: Relevance of Decision Making Concepts for Information System.		07
Unit-3	Design; HRM Needs Analysis - Concept and Mechanics; Standard Software and Customized Software; HRIS - An Investment, Cost Benefit Analysis.		08
Unit- 4	HR Management Process and HRIS-Modules on MPP, Recruitment, Selection, Placement, Module on PA System; T		07

	and D Module; Module on Pay A and Related Dimensions; Planning and Control; Information System's support for Planning and Control.	
Unit -5	HR Management Process II and HRIS - Organization Structure & Related Management Processes including authority and Responsibility Flows, and Communication Process;	12
Unit-6	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.	04
Unit-7	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.	

References:

1. Handbook of Human Resource Information Systems, Basics, Applications and Future Directions, Michael J.Kavangarh, Mohan Tithe, Richard D Johnson, Sage Publications India Pvt ltd.
2. A Handbook of Human Resource Management Practice, "Michael Armstrong", Kogan page.
3. Managing and Measuring Employee Performance - Understanding Practice "Elizabeth HOULDSWORTH, Dilum JIRASINGHE", Kogan Page.
4. Accountability in Human Resource Management, "Jack J Phillips", Gulf Professional Publishing.
5. Hcas M. Awad, W.f. Casico, Human Resource Management, An Information Systems Approach, Reston Publishing Company.
6. Tony Ivey, Personnel Computer System, Mc Graw Hill International.

7. The Brave New world of e HR: Human resources Management in digital age, Guetual Stone editors, Wiley India Edition

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HR)			
Semester III			
SUBJECT NAME	PERFORMANE MANAGEMENT	Subject Code	MS5E-626
		Total Credits	03
Subject Nature:			
<p>Course Objective: 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>Learning Outcome: At the end of the course students should be able to;</p> <ul style="list-style-type: none"> • Understand the logic and applications through tools and techniques of operations management in business and industrial flow of information, goods and services. • Integrate the business activities and scientific problem solving methodology. • Set the unique way of doing job/task/work/activities with optimality in business. 			
<p>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.</p>			
Course Contents			Class Room Contact Sessions
UNIT –I	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.		07
Unit-2	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.		07

Unit-3	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.	08
Unit- 4	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.	07
Unit -5	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.	12
Unit-6	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.	04
Unit-7	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.	
INSTITUTE OF MANAGEMENT STUDIES		
M.B.A. (HR)		

Semester III			
SUBJECT NAME	CONFLICT AND NEGOTIATION PROCESS	Subject Code	MS5E-610
		Total Credits	03
Subject Nature:			
Course Objective: 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.			
Learning Outcome: At the end of the course students should be able to;			
<ul style="list-style-type: none"> • Understand the logic and applications through tools and techniques of operations management in business and industrial flow of information, goods and services. • Integrate the business activities and scientific problem solving methodology. • Set the unique way of doing job/task/work/activities with optimality in business. 			
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			Class Room Contact Sessions
UNIT –I	Power and Politics: Bases of Power, Power tactics, Power in Groups, Sexual Harassment in workplace: Unequal Power, Politics: power in Action, Implication for Managers	07	
Unit-2	Conflict: Meaning and Causes of conflict, Transitions in Conflict Thought, Functional versus dysfunctional thought, Conflict process, styles of handling interpersonal conflict, Integrating conflict from Gandhian perspective.	07	
Unit-3	Negotiation: Negotiating a Contract . Pre-negotiation. Preparing the Charter of Demand(s). Creating the Bargaining Team Submission of COD .Costing of Labour Contracts	08	
Unit- 4	The Negotiation Process: What is Negotiation? Effective Negotiation. Preparing for Negotiation. Communication Style. Breaking Deadlocks. Strategy and Tactics/Games Negotiators Play. Closing Successfully. Negotiating Integrative Agreements. Reviewing.	07	

Unit-5	Negotiation and Conflict Approaches and Phases in negotiation and conflict. Post Negotiation. Administration of the Agreement Grievance Management Binding up the Wounds.	12
Recommended Book: Latest Edition		
<ol style="list-style-type: none"> 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 		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HR)			
Semester III			
SUBJECT NAME	KNOWLEDGE MANAGEMENT	Subject Code	
		Total Credits	03
Subject Nature:			
Course Objective The objective of the course is to make participants aware of using information that creates value and knowledge.			
Learning Outcome:			
At the end of the course students should be able to;			
<ul style="list-style-type: none"> • Understand the logic and applications through tools and techniques of operations management in business and industrial flow of information, goods and services. • Integrate the business activities and scientific problem solving methodology. • Set the unique way of doing job/task/work/activities with optimality in business. 			
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			Class Room Contact Sessions
UNIT –I	Review of concepts of computing Evolution of Computing, data-data explosion, storage an management, approaches to DBMS Information processing information systems, organizational learning.		07

Unit-2	Quality, re-engineering methodologies and business paradigms : introduction, total quality management, artificial intelligence, and emerging business paradigms.	07
Unit-3	Knowledge Management. Introduction, Organizational Knowledge Management, Learning Organization, and Knowledge, Conversion	08
Unit- 4	. Knowledge Management techniques, Systems and tools. Knowledge analysis, Organizational Knowledge Dissemination Reviewing.	07
Unit-5	. 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.	12
Unit-5	. K-Careers: Introductions, Knowledge Management roles and Knowledge Management Job Opportunities.	
<p>Recommended Book:</p> <p>Warrier, E. Sudhir (2004) “Knowledge Management”, Vikas Publishing House Ltd. New Delhi.</p> <p>Knowledge Management: 2nd Edition, Elias M. Awad, Hassan M. Ghaziri, PHI Learning Pvt. Ltd.</p>		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HR)			
Semester III			
SUBJECT NAME	PROJECT MANAGEMENT	Subject Code	
		Total Credits	03
Subject Nature:			
Course Objective To acquaint students with project management method and to develop skills on project planning, analysis implementation and control.			
Learning Outcome: At the end of the course students should be able to;			
<ul style="list-style-type: none"> • Understand the logic and applications through tools and techniques of operations management in business and industrial flow of information, goods and services. • Integrate the business activities and scientific problem solving methodology. • Set the unique way of doing job/task/work/activities with optimality in business. 			
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			Class Room Contact Sessions
UNIT –I	Project Planning and Phases: Need and Importance, Phases of Capital Budgeting, Project Analysis Facts, Resource Allocation Framework (Investment Strategies, Portfolio Planning Tools, and Interface between Strategic Planning and Capital Budgeting), Generation and Screening of Project Ideas.		07
Unit-2	Project Analysis: Market and Demand Analysis, (Including Demand Forecasting), Location Analysis, Technical Analysis and Financial Analysis (Cost of Project, Working Capital Requirement & Its Financing), Social Cost Benefit Analysis.		07
Unit-3	Project Selection: Project Cash Flows, Time Value of Money, Cost of Capital, Appraisal Criteria and Analysis of Risk. Preparing Project Report, Financial Projections, Estimating Costs. Project Financing, Project Appraisal by Financial Institutions. Project Management and Control: Project Organizations, Planning and Control of Project & Human Aspects of Project		08

	Management, Project Control Tools (Gantt Charts, Line Off Balance) Network Techniques for Project Management: Basic Concepts of Networks, Line Estimation and Determination of Critical Path (For Both PERT and CPM Models), Network Cost Systems and Activity Crashing.	
Unit- 4	Project Review: Need for Reviews, Initial Review, Performance Evaluation, Abandonment Analysis, Evaluating the Capital Budgeting Systems. Public and Private Sector Projects, Other Issues: Tax Implications, Environmental, Health and Safety.	07
Unit-5	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.	12
<p>TEXT READING</p> <p>1. Prasanna Chandra. “Project Planning, Analysis, Selection, Implementation and Review”, New Delhi, Tata McGraw Hill Publications. Latest Edition.</p> <p>2. P. Gopalkrishnan and E. Rama Moorthy. “Text book of Project Management”. NewDelhi, McGraw Hill Publications. Latest Edition.</p> <p>3. Harold Kerzner, “Project Management: A Systems Approach to Planning, Scheduling and Controlling”, New Delhi, CBS Publications, Latest Edition.</p> <p>4. Rajive Anand, “Project Profiles with Model Franchise Agency and Joint Venture Agreement”, New Delhi, Bharat Publications. Latest Edition.</p>		

I.M.S, D.A.V.V

**MBA (HR) 410 E
Semester IV Developing
Leadership**

Course Objectives:

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.

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 CONTENT:

- 1. Decisions and Implementation.**
- 2. The Structure of Moral Leadership.**
- 3. Diagnosing Power and Dependence.**
- 4. Where does Power come from?**
- 5. Resources, Allies, and the New Golden Rule.**
- 6. Location in the Communication Network.**
- 7. Formal Authority, Reputation, and Performance.**

- 8. The Importance of being in the Right Unit.**
- 9. Individual Attributes as Sources of Power.**
- 10. Framing: How we look at things affects how they look.**
- 11. Interpersonal Influence.**
- 12. Timing is (almost) everything.**
- 13. The Politics of Information and Analysis.**
- 14. Changing the Structure to Consolidate Power.**
- 15. Symbolic Action: Language, Ceremonies, and Settings.**
- 16. Even the Mighty Fall: how Power is Lost?**
- 17. Managing Political Dynamics Productively.**
- 18. Toward a General Theory.**
- 19. Managing with Power.**

Recommended Book: Latest Edition

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