

**Master of Business Administration
(Human Resource)**

FLEXILEARN
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Programme Structure

Curriculum & Scheme of Examination

2014

AMITY UNIVERSITY, CHHATTISGARH

RAIPUR

MBA-Human Resource (Total Credits 130)

Programme Structure

FIRST SEMESTER

Course Code	Course Title	Lectures (L) Hours Per Week	Tutorial (T) Hours Per Week	Practical (P) Hours Per Week	Total Credits
MHR4101	Management Process & Organization Behaviour	3	1	-	4
MHR4102	Accounting for Management	3	1	-	4
MHR4103	Economic Analysis	2	1	-	3
MHR4104	Marketing Management	2	1	-	3
MHR4105	Information Technology for Managers	3	-	1	4
MHR4106	Quantitative Techniques in Management	3	1	-	4
MHR4107	Legal Aspects of Business	3	-	-	3
MHR4108	Psychology at Work Place	3	-	-	3
CSS4151	Basics of Communication	1	-	-	1
BEH4151	Self Development & Interpersonal Skills	1	-	-	1
LAN4151	Foreign Language - I	3	-	-	3
LAN4152	French-I				
LAN4153	German-I				
LAN4154	Spanish-I				
LAN4155	Russian-I				
LAN4156	Chinese-I				
LAN4157	Portuguese-I				
LAN4158	Korean-I				
LAN4158	Japanese-I				
	TOTAL				33

SECOND SEMESTER

Course Code	Course Title	Lectures (L) Hours Per Week	Tutorial (T) Hours Per Week	Practical (P) Hours Per Week	Total Credits
MHR4201	Financial Management	3	1	-	4
MHR4202	Human Resource Management	3	1	-	4
MHR4203	Business Research Methods	3	1	-	4
MHR4204	Knowledge Management	2	-	-	2
MHR4205	Operations Management	3	1	-	4
MHR4206	Social & Industrial Psychology	2	1	-	3
MHR4207	Neuro Linguistic Programming	2	-	-	2
CSS4251	Corporate Communication	1	-	-	1
BEH4251	Behavioural Communication & Relationship Management	1	-	-	1

LAN4251	Foreign Language- II French- II	3	-	-	3
LAN4252	German- II				
LAN4253	Spanish- II				
LAN4254	Russian- II				
LAN4255	Chinese- II				
LAN4256	Portuguese- II				
LAN4257	Korean-II				
LAN4258	Japanese-II				
	TOTAL				28

SUMMER INTERNSHIP THIRD SEMESTER

Course Code	Course Title	Lectures (L) Hours Per Week	Tutorial (T) Hours Per Week	Practical (P) Hours Per Week	Total Credits
MHR4301	Strategic Management	3	-	-	3
MHR4302	Managing Excellence (Non-credit course)	1	-	-	-
MHR4303	Industrial Relations & Labour Laws	2	1	-	3
MHR4304	Performance & Competency Management	2	1	-	3
MHR4305	Training & Development	2	1	-	3
MHR4306	Strategic Human Resource Management	2	1	-	3
MHR4307	Entrepreneurship and New Ventures	2	1	-	3
MHR4308	Measurement in Human Resource	2	1	-	3
MHR4309	Organizational Change & Development	2	1	-	3
CSS4351	Interpersonal Communication	1	-	-	1
BEH4351	Leading Through Teams	1	-	-	1
LAN4351	Foreign Language - III French-III	2	-	-	2
LAN4352	German-III				
LAN4353	Spanish-III				
LAN4354	Russian-III				
LAN4355	Chinese-III				
LAN4356	Portuguese-III				
LAN4357	Korean-III				
LAN4358	Japanese-III				
MHR4335	Summer Internship (Evaluation)	-	-	-	9
	TOTAL				37

FOURTH SEMESTER

Course Code	Course Title	Lectures (L) Hours Per Week	Tutorial (T) Hours Per Week	Practical (P) Hours Per Week	Total Credits
MHR4401	Management in Action – Social, Economic & Ethical issues	3	1	-	4
MHR4402	Compensation and Reward Management	2	1		3

MHR4403	Global Human Resource Management	2	1	-	3
MHR4404	Managing Business Process Outsourcing	2	1	-	3
MHR4405	Managerial Counselling	2	1	-	3
MHR4406	Dynamics of Leadership	2	-	-	2
MHR4407	Managerial Competencies & Career Development (Non-credit course)	1	-	-	-
MHR4408	Psychological Testing	2	1	-	3
CSS4451	Cross cultural communication	1	-	-	1
BEH4451	Professional Excellence	1	-	-	1
MHR4437	Dissertation	-	-	-	9
	TOTAL				32

Notes:

1. For non-credit courses, evaluation will be done but no credit units will be assigned. They will be reflected in the grade sheet with result as “satisfactory” or “Unsatisfactory”.

2. In semester III & IV, a student can opt for one course of BSI/ EMC² in each semester either as an alternative to one of the 3 credits courses or as an additional course. In case these are taken as an alternative to an elective course, each of these courses will have 3credits units and if taken as an additional course then each will be treated as non-credit course.

Syllabus – First Semester

MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOUR

Course Code: MHR4101

Credit Units: 04

Course Objective:

To help the students gain understanding of the functions and responsibilities of the manager and to provide the student understand Human Behaviour in organizations so as to improve his managerial effectiveness.

Course Contents:

Module I: Management vs. Manager

Evolution of management thought, Functions of management, Roles and Skills of a manager, Emerging challenges of management.

Module II: Organization

Nature and structure of organization, Types of organizations, Line and staff relationships, Formal and informal organizations.

Module III: Introduction to Organization

Overview of organization behaviour and its importance, Organization models.

Module IV: Individual Behaviour

Individual behaviour, Perception and learning, Personality, Values & attitudes, Motivation: Concept theory and application

Module V: Group Behaviour

Group dynamics, Communication, Leadership, Power and politics, Conflicts and negotiation.

Module VI: Organizational Culture and Change Management

Organisational culture, Organisational change and development, Work stress and its management.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text &References:

- Luthans, F. (2005), Organizational Behaviour, McGraw – Hill International Edition.
- Robbins, S.P. (2005), Organizational Behaviour, Eleventh Edition, Prentice Hall of India.
- Greenberg, J. & Baron, R.A. (2005), Behaviour in Organizations, Pearson Education.
- Newstrom John W. and Davis Keith, (1993), Organizational Behaviour: Human Behaviour at Work, Tata McGraw Hill, New Delhi
- P. Subba Rao (2010), Management and Organisation and Behaviour, Himalaya Publishing House, New Delhi
- Pierce Gardner with Dunham (2011) Managing Organizational Behaviour. Cengage Learning India.

ACCOUNTING FOR MANAGEMENT

Course Code: MHR4102

Credit Units: 04

Course Objective:

Participants in this course will develop the essential ability of all managers, to use complex accounting information as a platform for decision-making. As the course unfolds, participants will build an increasingly sophisticated level of understanding of the language of accounting and its key concepts. In addition the course develops skills in interpreting earnings statements, balance sheets, and cash flow reports. This ability to analyze financial statements will enable participants to deal more effectively with strategic options for their businesses or business units.

Course Contents:

Module I: Accounting Basics

Introduction, Foundations, Accounting policies, Accounting and management control, Branches of accounting, Recording of transactions and classification, Trial Balance & Errors, Cash book

Module II: Final Accounts

Preparation, Adjustments, Analysis, Depreciation Accounting, Reserves & Provisions. Form and contents of financial statements with reference to Indian Companies Act.

Module III: Financial Statement Analysis

Relation and Comparison of Accounting data and using financial statement information, Ratio Analysis, Cash flow analysis. Determination of Existing and future capital requirement.

Module IV: Cost Accounting

Elements of cost, Cost Classification and Allocation, Cost Sheet

Module V: Management Accounting

Emergence of Management Accounting, Marginal Costing and Cost Volume Profit Analysis, Budgeting & Variance Analysis.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text &References:

- Bhattacharya, S.K. and Dearden, J (2006),Accounting for Management, Vikas Publishing House
- Narayanaswamy R (2005),Finanacial Accounting – A Managerial Perspective, Prentice Hall of India.
- Maheshwari S N and S K Maheshwari (2006), Accounting for Management, Vikas Pub. House.
- Tulsian, P.C (2006), Financial Accounting, Tata McGraw Hill.
- Banerjee, A (2005), Financial Accounting, Excel Books.
- Ghosh,T.P (2005), Fundamentals of Management Accounting, Excel Books

ECONOMIC ANALYSIS

Course Code: MHR4103

Credit Units: 03

Course Objective:

To familiarize the students with theoretical concepts of modern Economic Analysis so that they can use these as inputs in managerial decision making process. Emphasis would be laid on the understanding of key economic variables both at micro and macro level which influence the business operations and strategies of the firm and the business environment under which they operate.

Course Content:

Module I: Theory of Demand and Supply

Nature and scope of economic analysis: its relevance for managerial decision making, Demand analysis: nature of demand for a product- individual demand and market demand, demand by market segmentation. Demand function and determinants of demand. Supply function: determinants of supply of a product, law of supply. Elasticity of supply.

Concept of elasticity of demand- income, cross, price and advertising elasticity. Theorems on the price elasticity of demand. Applications of the concept of price elasticity of demand in business decisions. Demand forecasting-need for forecasting and techniques of forecasting. Cost concepts: costs relevant for management decision making. Economies of scale: internal and external. Cost function: cost and output relationship.

Module II: Theory of Production and Cost

Production analysis: Production function-neo-classical, Cobb- Douglas, Leontief. Least cost combination of inputs for a firm. Concept of an isoquant-smooth curvature and right angle. Returns to scale and returns to a factor. Expansion path of a firm. Cost Analysis: Cost relevant for management decision making. Economies of scale: Cost Function: Cost and output relationship. An

Analysis of the Objectives of a Business Firm: Profit Maximization Model, Baumol's Sales Maximization Model, Marris's Model of „Managerial Enterprise“ Williamson's Model Of „Managerial Discretion.

Module III: Market Structure: Price and Output Decisions

Pricing and Output decisions – Perfectly Competitive and Monopoly Market Pricing and Output Decisions- Under Monopolistically Competitive Market- Product Differentiation; Price Discriminating Monopolist; Models of Oligopolistic Market: Price Rigidity – The Kinky Demand Curve Model Interdependence - The Cournot Model, Price Leadership Models, Cartels and Collusion.

Module IV: Macro Economics Analysis

Economic Policy and Analysis: Macro Economic Variables and Functional Relationships. Business Environment: Factors Influencing the Business Environment. National Income Analysis. Models of Circular Flow of Money-Incorporating Savings Investment, Foreign Trade and Government Sector. Consumption Function, Saving Function and investment Function. Concepts of Investment Multiplier. Factors Influencing Consumption Function. Demand and Supply of Money: Transaction, Precautionary and Speculative Demand for Money; Liquidity preference function; Components of Money Supply. Business Cycles: An Analysis of Fluctuation in the level of Economic Activity. Phases of Business Cycles.

Inflation and Deflation: Demand – Pull and Cost – Push Inflation. Impact of Inflation . Analysis of Policies to control inflation. Deflation. Monetary Policy: Objectives of Monetary Policy. Function of Central Bank. Credit Policy and its implications on the Corporate Sector. Fiscal Policy: meaning, objectives and impact on economy. Money Market, Capital Market and Foreign Exchange Market.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text &References:

- Gupta, G.S. (2006), Managerial Economics, Tata McGraw Hill
- Peterson, H.C and Lewis, W.C. (2005), Managerial Economics, Prentice Hall of India
- R Ferguson, R., Ferguson, G.J and Rothschild, R. (1993) Business Economics, Macmillan.
- Chandra, P.(2006), Project: Preparation, Appraisal, Implementation and Review, Tata McGraw Hill.

MARKETING MANAGEMENT

Course Code: MHR4104

Credit Units: 03

Course Objective:

The objective of this course is to provide the students exposure to modern marketing concepts, tools, and techniques, and help them develop abilities and skills required for the performance of marketing functions.

Course Contents:

Module I: Understanding Marketing in New perspective

Fundamentals of Marketing, Customer Value and Satisfaction, Customer Delight, Conceptualizing Tasks and Philosophies of Marketing Management, Value Chain, Scanning the Marketing Environment, Marketing Mix Elements, Difference between marketing and Selling, Relationship marketing, Social marketing, Strategic Planning in marketing, formulating the marketing plan.

Module II: Analyzing Consumers & Selecting Markets

The factors influencing consumer behavior. The stages in the buying process, the buying decision making process, factors effecting the buying decision., Market Segmentations, Levels of Market Segmentations, Patterns, Procedures, Requirement for Effective Segmentation, Evaluating the Market Segments, Selecting the Market Segments, Tool for Competitive Differentiation, Developing a Positioning Strategy.

Module III: Managing Product & Pricing Strategies

Classification of products, New Product development, stages of product development, Adoption process, Product mix decisions and line management, Length, width and depth of a line, line analysis, and brand management, product life cycle, stages in lifecycle and factors affecting each stage, Managing product life cycles. Setting the price, adapting the price, initiating and responding the price changes,

Module VI: Designing: Managing the Integrated Communication

Channel functions and flows. Channel design decisions. Channel management decisions. Channel dynamics; vertical horizontal and multi channel marketing systems. Market Logistics decisions. Effective Communication, Integrated Marketing Communication, Marketing Communication Process, Promotion mix, Advertising, Personal Selling, Sales Promotion and Publicity and Public Relations, Direct Marketing,

Module V: Emerging Trends in Marketing

An Introduction to Internet Marketing, Multi Level Marketing, E-Marketing, Green Marketing, Event Marketing, Types of Events, Sponsorship, Cause Related Marketing, Marketing for Non Profit Organizations Marketing Strategies for Leaders, Challenges, Followers and Nichers

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Kotler, Keller, Koshy, Jha, (2008), Marketing Management– A South Asian Perspective, Pearson India Pvt.
- Kurtz, (2008), Principles of Marketing, Cengage Learning, India,
- S. Neelamegham, (2009), Marketing In India, Vikas publishing house,
- Biplo Bose, (2008), Marketing Management, Himalaya Publishing House.
- Paul Baines, Chris Fill, Kelly Page, (2009), Marketing, Oxford University Press
- Winner (2009) Marketing Management, Pearson Education.
- William L. Pride and O.C. Ferrell, (1993), Marketing Concepts and Strategies, Boston, Houghton Mifflin Co.
- Czinkota and Kotabe , (2007), Marketing Management, Cengage Learning, India
- West, Ford, Ibrahim, (2009),Strategic Marketing, Oxford University,
- Evans, (2008), Marketing Management Cengage Learning, India
- Rajan Saxena, (2010) , Marketing Management, Tata McGraw Hill

INFORMATION TECHNOLOGY FOR MANAGERS

Course Code: MHR4105

Credit Units: 04

Course Objective:

This course will expose students to developments in computer technology and understand the working of a computer system. It will introduce end-user computing and build skills in using IT and understanding various technologies like internet, telecom, DBMS concepts, e-commerce etc. The course will expose the students to the latest trends in computer.

Course Contents:

Module I: Modern Computer Systems

Evolution of Computer Systems, Input, output and storage technologies, Computer Assisted Control and Automation , (e.g. Delhi Metro , Digitally Controlled Car engines etc.) , Computer Controlled Biometric/RFID based Access Control , Contemporary hardware and software platforms(Open Source, Web Software etc.), Storage of Data Resources

Module II: Data Resource Management

Introduction to DBMS, Benefits of DBMS over traditional file system, Types of DBMS, Application of DBMS using MS-ACCESS / ORACLE as a tool for understanding of DBMS concepts. SQL Query handling , Forms, Concept of Data Warehouses and Data Marts, Introduction to Data Centers. Storage Technologies and Architecture (DAT, NAS, SAN etc.) . Live examples of storage strategies of companies like Google, Amazon Wal-Mart dealing with storage crisis

Module III: Telecommunications and Computer Networks

Networked Enterprise :- Components, Types of networks, Advantages of Network Environment, Business Uses of Internet, Intranet and Extranet, Web 2.0/3.0 , Distributed/Cloud/Grid Computing, GSM & CDMA, GPRS ,3G & 4G technologies, VOIP and IPTV.

Module IV: Electronic Commerce Systems

Introduction to e-Commerce and M-Commerce, Advantages and Disadvantages of each. Concept of B2B, B2C, C2C , with examples. Concept of Internet Banking and Online Shopping, Electronic Payment Systems. Project Discussion :- Development of e-commerce store (Web Site Development, Internet Publicity , Payment Gateway, Packaging & Delivery , After Sales Support) .

Module V: e-governance

Concept of e-governance , World Perspective , Indian Perspective , Technologies for e-governance , e-governance as an effective tool to manage the country's citizens and resources, Advantages and Disadvantage of E-governance, E-governance perspective in India. Discussion on MCA21 Project ,Bhoomi etc. .

Module VI: Security Management

The Information Security, System Vulnerability and Abuse, Security Threats (Malicious Software , Hacking etc.) and counter measure. Definition of Cyber Crime and Types. Antivirus, Firewalls, Anti-Spyware , Security Audit, Discussion on Overview of IT-ACT 2000.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text &References:

- Norton P (2010), Introduction to Computers, Tata McGraw-Hill
- Potter T (2010), Introduction to Computers, John Wiley & Sons
- Morley D & Parker CS (2009), Understanding Computers – Today and Tomorrow, Thompson Press
- Jawadekar, WS (2009); Management Information System; Tata Mc Graw Hill
- Mclead R & Schell G (2009), Management Information Systems; Pearson Prentice Hall
- O’Brein, JA (2009); Introduction to Information Systems; Tata Mc Graw Hill

QUANTITATIVE TECHNIQUES IN MANAGEMENT

Course Code: MHR4106

Credit Units: 04

Course Objective:

The aim of this course is to develop the understanding of various statistical tools used for decisions making and how each applies to and can be used in the business environment using contemporary software.

Course Contents:

Module I: Introduction

Application of Statistics in Business; Classification of Data; Interpretation of computer output of diagrammatic and graphical presentation of data, measures of central tendency, measures of dispersion and skewness.

Module II: Probability and Probability Distributions

Concepts of Probability, Probability Rules, Probability of an event under condition of Statistical Independence and Statistical dependence, Baye's Theorem; Probability Distributions: Mean or Expected value of random variable, Variance and Standard Deviation of random variables; Binomial Probability Distribution, Poisson Probability Distribution and Normal Probability Distribution.

Module III: Sampling and Sampling Distribution

Sampling: Basic Concept, Types of Sampling Errors and Precautions, Parameter and Statistic, Sampling Distribution of the mean, Sampling distribution of proportion, Estimation – point estimation, Interval Estimation of the mean - σ known & σ unknown cases, interval estimation of the proportion, determining of sample size for estimating population mean μ , determination of sample size for estimating proportion p .

Module IV: Tests of Hypothesis

Null and Alternative hypothesis, One-Tailed and Two-Tailed tests of hypothesis, Type I and Type II error, population mean : σ known, population mean : σ unknown, population proportion, rejection rule using p – Value approach, rejection rule using critical value approach. Hypothesis Testing to compare two populations: Test for two population means (Independent Samples), Tests for two population means (Dependent Samples), Tests for two population proportions (Independent Samples), Tests for two population variances (Dependent Samples), F-test, Interpretation of computer output of ANOVA, Chi – Square Test

Module V: Forecasting Techniques

Correlation - Karl Person, Spearman's Rank methods, Regression Analysis – Estimated regression equation, least squares method, coefficient of determination, interpretation of computer output for Regression, Time Series Analysis- Variation in Time Series, Numerical application of trend analysis.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text &References:

- Anderson D.R; Sweeny D.J and Williams T.A (2002), Statistics for Business and Economics, Cengage learning.
- Kazinier L.J. and Pohl N.F. (2004) Basic Statistics for Business and Economics, New York: McGraw Hill.
- Levin Richard I. and Rubin David S.(1998), Statistics for Management, Pearson Education India
- Stephen .K.C. (2002), Applied Business Statistics: Text, Problems and Cases. New York: Harper and Row.
- Sharma, J.K. (2007), Business Statistics, Pearson Education.

LEGAL ASPECTS OF BUSINESS

Course Code: MHR4107

Credit Units: 03

Course Objective:

To give insight to various Legal Aspects of Business so that the students are able to interpret the provisions of some of the important laws and apply the same in commercial and industrial enterprises.

Course Contents:

Module I: Indian Contract Act, 1872

Nature and kinds of Contracts, Concepts related to offer, Acceptance and Consideration, Principles Governing Capacity of Parties and Free Consent, Legality of Objects, Performance and Discharge of Contract, Breach of Contract and its Remedies, Special contracts of Bailment and Pledge, Indemnity and Guaratnee, Contract of Agency.

Module II: Sale of Goods Act, 1930

Sale and Agreement to Sell, Hire Purchase – Pledge – Mortgage – Hypothecation Lease. Goods – Different types of Goods, Passing of Property in Goods, Conditions and Warranties, Doctrine of Caveat emptor, Rights of an unpaid Seller.

Module III : Negotiable Instruments Act, 1881

Meaning of Negotiability and Negotiable Instruments – Cheques Bill of Exchange and Promissory Note – Crossing of Cheques – Endorsement – Dishonour of Cheques.

Module VI: Company Law

Companies Act, 1956-Meaning and types of companies, Formation of a company, Memorandum and Articles of Association, Share Capital and Shareholders, Prospectus and Issue of Shares, Buy Back of Shares, Debentures, Company Meetings and Proceedings, Powers, Duties, Liabilities of Directors and Winding up of Company.

Module V: Indian Partnership Act, 1932

Meaning and definitions, Registration of partnerships, Types of partners, Dissolution, Limited Liability Partnership Act, 1932 – Meaning & definitions, Meaning of designated partner, Registration of LLP, Types of partners, Dissolution

Module VI: Intellectual Property Laws (IPR)

Overview of Law & Procedure relating to Patents, Trade marks & Copyrights, Infringement

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text &References:

- Gulshan SS (2003), Elements of Mercantile Law, Excel Books, N. Delhi.
- Kuchhal MS (2010), Business Law, Vikas Publication
- Tulsian PC, (2002), Relevance of Business Law, Tata McGraw Hills.
- Singh Avtar, (2006), Elements of Mercantile Law, S.Chand & Sons.

PSYCHOLOGY AT WORK PLACE

Course Code: MHR4108

Credit Units: 03

Course Objective:

This course will help the students to understand the basic processes and concepts of applied psychology at work place

Course Contents:

Module I: Work Psychology: its origins, subject matter and methods

Introduction, Origins of Work Psychology, Work psychology Today, Work Psychology and Common Sense, Research Methods in Work Psychology

Module II: Emotions, Stress and Psychological Well Being.

Expression and Perception of Emotions, Theories, Intelligence Quotient, Emotional Quotient, Social Quotient and Spiritual Quotient, Stress and Stressors, Psychological Well Being.

Module III: Principles of cognitive processes

Thinking, Learning and Memory: Thinking Process, Problem Solving, Decision Making and Creative Thinking, Principles of Learning and Cognitive Learning, Memory Models, Forgetting and Amnesia

Module IV: Personality

Theories of Personality, Nature-Nurture, Determinants of personality and behavior at work place, defense mechanisms and their application in day-to-day life, Impact of Personality on Work and Work Performance

Module V: Contemporary Issues In Work Psychology

Meaning of Work, The Role of Work, Positive Psychology and Its Role in Developing Effective Organizations, Gender Sensitivity, Organizational Justice, Organizational Misbehavior and Counterproductive Work behaviour, Managing Diversity and Work Life Balance

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Clifford T. Morgan, King Richard A., Weis John R. and Schopler John, (1993), Introduction to Psychology, Tata McGraw Hill
- Arnold J, Robertson I V and Cooper C L, (1996), Work Psychology :Understanding Human Behaviour in the work place, Macmillan India Ltd
- Schultz D.and Schultz S E (2002), Psychology and Work Today, Pearson Education.
- Feldman Robert S. (2005), Understanding Psychology, Tata Mc Graw Hill
- Huffman K, Vernoy M And Vernoy J, (2000), Psychology in Action. John Wiley and Sons

Syllabus – Second Semester

FINANCIAL MANAGEMENT

Course Code: MHR4201

Credit Units: 04

Course Objective:

The objective of this course is to develop an understanding of short-term and long-term financial decisions of a firm and various financial tools used in taking these decisions. It is also aimed to develop the understanding of the financial environment in which a company operates and how it copes with it.

Course Contents:

Module I: Introduction

A Framework for Financial Decision-Making- Financial Environment, Changing Role of Finance Managers, Objectives of the firm.

Module II: Valuation Concepts

Time Value of Money, Risk and Return, Financial and Operating Leverage.

Module III: Financing Decisions

Capital Structure and Cost of Capital, Marginal Cost of Capital.

Module IV: Capital Budgeting

Estimation of Cash Flows, Criteria for Capital Budgeting Decisions, Issues Involved in Capital Budgeting, Risk analysis in Capital Budgeting – An Introduction.

Module V: Working Capital Management

Factors Influencing Working Capital Policy, Operating Cycle Analysis, Management of Inventory, Management of Receivables, Management of Cash and Marketable Securities, Financing of Working Capital.

Module VI: Dividend Policy Decisions

An introduction: Different Schools of Thought on Dividend Policy.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Chandra, P. (2006), Financial Management: Theory and Practice, Tata McGraw Hill.
- Damodaran, A.(2004), Corporate Finance: Theory and Practice, John Wiley & Sons.
- Van Horne, J.C. (2006), Financial Management and Policy, Prentice Hall of India.
- Brearly, R. A. and Myers, S. C. (2006), Principles of Corporate Finance, Tata McGraw Hill
- Pike, R and Neale, B. (1998), Corporate Finance and Investment: Decisions and Strategies, Prentice Hall of India
- Rustagi, R.P. (1999), Financial Management: Theory, Concepts and Problems, Galgotia Publishing Company.
- Pandey, I.M. (1999), Financial Management, Vikas Publishing House

HUMAN RESOURCE MANAGEMENT

Course Code: MHR4202

Credit Units: 04

Course Objective:

The objective of this course is to help the students develop an understanding of the dimensions of the management of human resources, with particular reference to HRM policies and practices in India. Attention will also be paid to help them develop their communication and decision making skills through case discussions, role plays etc.

Course Contents:

Module I: Introduction to Human Resource Management

Nature and scope of HRM, HRM functions, Role and Responsibilities of the Human Resource Manager, HRM models, understanding concepts of personnel management, Human Resource Development and Strategic Human Resource Management, HR Environment, changing Role of HR

Module II: Meeting and Acquiring Human Resource Requirements

Job Analysis, Job Description, Job specification, Strategic Human Resource Planning, Recruitment, Selection Process, Methods – Interview, Tests, Induction and Placement, Promotion and Transfer

Module III: Development of Human Resources

Training and Development, Managing Careers, Understanding Performance Appraisal

Module IV: Managing Compensation

Compensation, Components of compensation, Job evaluation, methods of job evaluation, Designing and administration of wage and salary structure

Module V: Separation Processes

Turnover, Retirement, Layoff, Retrenchment and Discharge, VRS

Module VI: Emerging Trends and Challenges in HRM

Overview of Human Resource Information System (HRIS), Introduction to HR Audit, IHRM Practices, Cross- Cultural and Diversity Management, Work-life integration, Human Resource Outsourcing

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Snell S and Bohlander G (2007). Human Resource Management, Cengage Learning (Thomson Learning).
- Aswathappa. K, (2005), Human Resource Management- Text & Cases, Tata McGraw Hill, New Delhi
- Dessler G (2005). Human Resource Management Pearson Education, India
- Mathis R L and Jackson J H (2006). Human Resource Management, Cengage Learning (Thomson Learning).

BUSINESS RESEARCH METHODS

Course Code: MHR4203

Credit Units: 04

Course Objective:

The course aims to provide a thorough understanding of the essential characteristics and the basic tenets of research methodology and report preparation. The course will focus on quantitative and descriptive research methods and techniques that are essential for the validity and reliability of the research process. The course will identify and review the components essential for preparation of research proposals, research reports, business proposals and feasibility studies in order to develop report writing and formal presentation skills of the research projects undertaken.

Learning Outcomes:

On completion of this module students will have:

- Considered the nature of research methods and research methodologies
- Evaluated and justified the research methodologies to be employed
- Identified the components and problems/constraints underlying a research project and report proposal
- Developed the ability to analyze, interpret and conclude research findings and provide relevant recommendations
- Carried out a formal presentation on how to write a project report.

Course Contents:

Module I: Research Methodology and Research Methods

Objective, significance and types of research, Research Methods vis-à-vis Methodology, Research Process and criterion for good research, Ethics in Business Research

Module II: Research Problem and Research Design

Identifying and Defining the Research Problem, Developing the Hypotheses, Meaning of Research Design, Steps to Design the Research

Module III: Sampling Design and Scaling Techniques

Census and sample survey, Criteria for selecting a sampling procedure, Criteria for selecting a sampling procedure, Measurement and Scaling techniques, Classification and importance of scaling techniques

Module IV: Data Collection and Field Force

Field work procedure. Common sources of Error in the Field Work. Minimizing Fieldwork Errors, Tabulation of the Collected Data.

Module V: Statistical Inference- Test of Significance

Procedure for Testing a Hypothesis, Parametric Test: Z-test, F-test, T-test, Non-Parametric: Chi-Square Test

Module VI: Design and Analysis of Experiments

Basic Principles of ANOVA, ANOVA Technique, Interpreting ANOVA (One Way and Two Way ANOVA) and its application in various fields of management, Completely Randomized Design, Randomised Block Design.

Multivariate Techniques-Factor Analysis, Conjoint Analysis, Cluster Analysis. Discriminal Analysis, Multidimensional Scaling.

Module VII: Report Writing

Pre-Writing Considerations, Format of the Marketing Research Report, Common Problems Encountered when Preparing the Marketing Research Report. Presenting the Research Report.

Learning Methods:

Occasional, non-graded homework sets will be handed out in class. It is also expected that students will work the problems as the part of assignments.

The class will be doing *Cases* throughout the semester. Students will prepare three written cases in small groups of 4-6 students. There will be presentations also in which the student have to collect, collate and analyze the data.

Examination Scheme:

Components	C1	C2	A	EE
Weightage (%)	15	10	05	70

Text & References:**Text:**

- Cooper, Donald R and Schindler, Ramela (2000) Business Research Methods, Tata Mc Graw Hill

References:

- Kothari C R, (1990) Research Methodology: Methods & Techniques, Vikas Publishing House Pvt.Ltd., 1978.
- Levin & Rubin (2004), Statistics for Management, 8th Ed, Prentice Hall of India
- Srivastava, Shenoy and Sharma (2002)., Quantitative Techniques for Business Decisions, 4th Ed , Allied Publishers
- Dr .S. Shajahan (2004) , Research Methods for Management 2nd Edition, Jaico Publishers Ranjit Kumar, (2005), Research Methodology, Pearson Education

KNOWLEDGE MANAGEMENT

Course Code: MHR4204

Credit Units: 02

Course Objective:

Information Systems (IS) enables new approaches to improve efficiency and efficacy of business models. This course will equip the students with understanding of role, advantages and components of an Information System. The objective of the course is to help students integrate their learning from functional areas, decision making process in an organization and role of Information Systems to have a vintage point in this competitive world.

Course Contents:

Module I: Information Systems In Business and Decision Support Process in Business

Business Process, and role of Information Systems in Business Processes, Types of Management Support Systems,(Transaction Processing System, Management Information System, Decision Support Systems, Executive Support Systems and Strategic Information Systems, Components of Information Systems, Centralized and Decentralized Information Systems

Role of Information in Decision Making Process, Steps in Decision Making, Levels of Decision Making, Types of Decision (Structured, Semi structured & Non Structured Decisions) .

Module II: Knowledge Management Concepts

Introduction to life in organizations, Concept and Characteristics of Knowledge Based Organizations. Managing Knowledge for organizational effectiveness- Process and Methods; Concept of Intellectual Capital and Learning Orientation in the Organizaitions; Knowledge and Role related issues

Module III: Knowledge Management and Expert Systems

Introduction to KM, Technology behind KM, Implementation of KM in an organizations, Various parameters of implementation, Expert Systems, DVS, OLAP – Online Analytical Processing, Data Mining and warehousing .

Module IV: Functional Business Systems

Information and Communication Technology in Knowledge Based Organizations: HRIS – Human Resource Information Systems for a Knoweldge Based Organizations/ Interactive and Targeted Marketing, Sales Force Automation/ Computer Integrated Manufacturing /Online Accounting Systems, Financial Management Systems

Module V: Cases in Knowledge Based Organizations

Comprehensive Case Study in a Knoweldge Based Organizations-Collection and Compilation of the material by the participants under the guidance of the Resource Person.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Jawadekar, WS (2009); Management Information System; Tata Mc Graw Hill Publication
- Mclead R & Schell G (2009), Management Information Systems; Pearson Prentice Hall
- O`Brein, JA (2009); Introduction to Information Systems; Tata Mc Graw Hill Publication
- Laudon KC & Laudon JP (2010), Management Information Systems – Managing the digital Firm, Pearson Prentice Hall
- Oz E (2009), Management Information Systems, Cengage Learning
- Turban E, EAronson J et al. (2006), Decision Support and Business Intelligence Systems, Prentice Hall of India
- Fernandz B & Sabherwal R (2010); Knowledge Management – Systems and Processes; Cengage Learning.

OPERATIONS MANAGEMENT

Course Code: MHR4205

Credit Units: 04

Course Objective:

The aim of this course is to develop understanding of the strategic and functional issues in the operational environment of any organization, of the various decisions involving the operational activities, and of the methods which enable taking the best possible alternative decision.

Course Contents:

Module I: Introduction

Introduction of Operations Function and Operations Management; Input/output transformation; Operations as Competitive Advantage

Module II: Strategic Decisions

Planning and Designing the Products/Services; Process Design and Planning; Designing the Facility Location and Layout; Selection and Management of Product Technology; Long-term and Short-term Capacity Planning, Project Management (PERT/CPM)-Critical Path, Activity time estimation, Crashing of project duration

Module III: Operating Decisions

Operations Scheduling and Sequencing, Aggregate Planning and Master Production Scheduling, Probabilistic Inventory Control Models, Materials Requirement Planning.

Module IV: Controlling and Improvement Decision

Productivity, Efficiency and Effectiveness; Measuring and Improving the Operations Processes; Green operations management

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Chase, Jacob, Aquilano, Agarwal (2008), Operations Management for Competitive Advantage, Tata McGraw-Hill
- Evans & Collier (2007), Operations Management: An Integrated Goods and Service Approach, Cengage
- Heizer, Render, Jagadeesh (2009), Operations Management, Pearson Education, India
- Klassen & Manor (2007), Cases in Operations Management, Sage Publishers
- Krajewski, Ritzman, Malhotra (2007), Operations Management: Processes and Value Chains, Prentice-Hall
- Mahadevan (2007), Operations Management: Theory and Practice, Pearson Education, India
- Russell and Taylor (2009), Operations Management along the Supply Chain, Wiley
- Shroeder (2009), Operations Management: Contemporary Concepts and Cases, Tata McGraw-Hill

SOCIAL AND INDUSTRIAL PSYCHOLOGY

Course Code: MHR4206

Credit Units: 03

Course Objective:

The Objectives of this course are to understand human behaviour in social and industrial settings. A student will be able to comprehend the causes of behaviour as well as the methods of improvement by going through this course.

Course Contents:

Module I: Social and Industrial Psychology

Definition, Nature and Background.

Module II: Social Perception & identity

Non-Verbal Communication, Theories of Attribution, Impression Formation and Impression Management.

Self Concept, Self-esteem, Self-Efficacy, Self-Monitoring and Self-Focusing.

Module III: Social Influence

Conformity, Compliance and Obedience.

Module IV: Employment Testing

Testing Abilities, Testing Personality, Testing Skills and Achievements, Using and not Using Tests. The Interview, Application Blanks and Biographical Inventories, References and Background Investigations.

Module V: Safety Psychology

Safety Management and Safety Psychology, Differential Accident Liability.

Module VI: Human Performance

Time & Motion Study, Resistance to Time and Motion Studies, Breaking Resistance, Human Engineering, Coding Displays and Control, Principles Of Human Performance. Perceptual – Motor Skills, Information Processing Behaviour, Monitoring Behaviour.

Module VII: Ergonomics and Work Conditions

Ergonomics Approach Work Design Anthropometrics Approach, Biomechanical Approach, Psychological Approach, Human and Computer Interaction in the Work Place

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Blum & Naylor (1968), Industrial Psychology, CBS Publishers & Distributors
- Baron Robert A. and Byrne Donn (1995), Social Psychology: Understanding Human Interactions, Prentice Hall India
- Miner John B. (1992), Industrial - Organizational Psychology, McGraw-Hill
- Muchinsky. M. Paul (2008), Psychology Applied to Work, Hypergraphic
- S.C. Taylor, L.A. Peplau and D.O. Sears (1995). Social Psychology, Prentice Hall, New Jersey

NEURO LINGUISTIC PROGRAMMING

Course Code: MHR4207

Credit Units: 02

Course Objective:

This course would help the students to understand the importance and need of NLP techniques for maximizing ones own potential for managing their thoughts, feelings and behaviour.

Course Contents:

Module I: Introduction

What is NLP? How does NLP work?

Module II

Neuro, Filters on your World

Module III: Linguistic

Sensory Communication, Metaphor, Enriching Communication (Presuppositions, Distortions, Ambiguity)

Module IV: Programming

Frameworks, Models and Techniques. .Modeling

Module V: Personal Growth

Shaping a more Functional Self Relationship effectiveness

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text &References:

- Knight Sue (2006), NLP at Work, Nicholas Brealey Publishing.
- Molden David (2008), NLP Business Masterclass, Pearson Education.
- Robbins Anthony (2001), Unlimited Power, Pocket Books

Syllabus – Third Semester

STRATEGIC MANAGEMENT

Course Code: MHR4301

Credit Units: 03

Course Objective:

The course is designed to help students to understand the concept of strategy and strategic management process. Acquaint students with basic concepts and principles of strategic management, develop and prepare organizational strategies that will be effective for the current dynamic environment and likewise to impart the strategic management conceptual framework which will increase students' skills and knowledge in identifying and describing organizations' strategic posture and direction.

Course Contents:

Module I: Introduction and Purpose of Strategy Formulation

Evolution and Introduction of strategic management. Concept and Classification of Corporate and Business Strategy with Hierarchy definition; Purpose of Strategy Formulation: Concept of Vision, Mission and Business Definition. Importance of Stakeholders in Business.

Module II: Strategic Analysis

PESTLE Analysis, Environmental Threat and Opportunity Profile (ETOP), Strategic Advantage Profile (SAP), Porter's Value Chain Analysis, Resource Based View of the Firm-VRIO Framework; Market Analysis-David Aaker Model, Competitor Analysis, Industry Analysis using Porter's five forces Model; Scenario analysis and SWOT Analysis. Strategic implications of company decisions and Strategic response to changes in business environment.

Module III: Strategic Choice – Traditional Approach

Portfolio Analysis using BCG, GE Nine Cell Matrix, Hofer's Model, Making Strategic Choices using Strickland's Grand Strategy Selection Matrix; Ansoff's Product Market Grid; Choosing Generic Strategies using Porter's Model of competitive advantage.

Module IV: Industry Structures and Competitive Strategies

Industry Structures and Lifecycle stages, Marketing Warfare and Dominance Strategies: Advantages and Disadvantages of Defensive and Offensive strategies; Innovation as Blue Ocean Strategy.

Module V: Strategy Implementation and Evaluation

Issues in implementation: Resource Allocation, Organization Structure, Social responsibilities – Ethics. Measuring performance and establishing strategic controls.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Wheelen and Hunger, (2008), Essentials of Strategic Management, Prentice Hall India.
- Ramaswamy and Namakumari, (1999), Strategic Planning: Formulation of Corporate Strategy Text and Cases, Macmillan India Ltd.,
- Jausch & Glueck, (1988), Business Policy and Strategic Management, McGraw Hill.
- Thomson & Strickland, (2008), Business Policy and Strategic Management, McGraw Hill.
- Pearce John „A & Robinson R.B, (1997), Strategic Management: Strategy Formulation and Implementation, A.I.T.B.S. Publishers & Distributors
- Regular reading of all latest Business journals: HBR, Business World, Business India, Business Today

MANAGING EXCELLENCE

Course Code: MHR4302

Non Credit Course

Course Objective:

To help the students of Business Management believe in excellence and create an environment that cultivates the same. It aims at focusing on the basics and establishes a flexible strategic direction with a team-based organizational concept as they work to advance their team and their department.

This course is designed to provide hands on experience for professional success. This common sense approach combining self-examination surveys, class exercises, practical exposure and team work is applicable. The main area to provide the practical exposure include small activities to a mega event such as guest lectures, industry visits, placements, seminars, conferences, management competitions, corporate meet, alumni meet, publications etc. The course will be delivered as under:

Class room 20%

Practical 80%

Course Contents:

Module I: Introduction to Excellence

Self-evaluation, Definition of Excellence, Cultivating the Attitude & Developing the Habit for achieving excellence

Module II: Excellence for Everyone & Excellence for Everything

Recognizing the Qualities, Excellence for Everything: External vs. Internal, Obstacles to Excellence, Excellence Ethics, Professional Characteristics

Module III: Achieving Excellence

Instilling Excellence, Managing Excellence, Rewarding Excellence

Module IV: Excellence Indicators

Types of Indicators, Building Models, Distinguishing Characteristics

Module V: Applying Excellence

Application of Excellence, Practical Steps, Self-evaluation of achievements

Examination Scheme:

1) Individual Diagnostic File (carry forward of MCCD)	15 Marks
2) Presentations	25 Marks
3) Group Discussion	30 Marks
4) Personal Interview Skills	30 Marks

Text & References:

English, Gary, (2005) „Phoenix without the ashes: achieving organization .Excellence through common sense Management“, CRC Press

INDUSTRIAL RELATIONS AND LABOUR LAWS

Course Code: MHR4303

Credit Units: 03

Course Objective:

The objective of the course is to acquaint students with the main provisions of labour standards, concepts, institutions and approaches to industrial relations and collective bargaining. The course will develop skills of dealing with unions, negotiating collective agreements and to identify approaches to promotion of sound labour management relations.

Course Contents:

Module I: Industrial Relations and Collective Bargaining

Industrial Relations-conceptual and legal framework, Collective Bargaining-an overview, Bargaining and Negotiating skills, Workers Participation in Management, ILO conventions, Sound Labour Management Relations, Grievance Redressal Machinery, Industrial Relations after globalization

Module II: Introduction to Labour Laws

Labour Law Origin - Purpose - Role of the State - Constitutional Provisions – Fundamental Rights and Directive Principles of State Policy

Module III: Health and Safety, Conditions of Employment

Factories Act, 1948, Industrial Employment (Standing Orders) Act, 1946. Discipline and Disciplinary Procedure

Module IV: Laws for Handling Industrial Disputes and Contract Labour

Industrial Disputes Act 1947, Contract Labour (Regulation & Abolition) Act, 1970

Module V: Trade Unions

Trade Unions: Meaning, Functions, Problems, Trade Unions Act, 1926

Module VI: Wage Related Laws

Minimum Wages Act, 1948, Payment of Wages Act 1936, Equal Remuneration Act 1976, Payment of Bonus Act 1965

Module VII: Employee Benefits and Social Security Related Laws

Payment of Gratuity Act, 1972: Provident Fund Act 1952, Workmen's Compensation Act 1923, E.S.I.C. Act, 1948, Maternity Benefit Act 1961, The Apprentices Act 1961.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Bagri, P.R. (2006), Law of Industrial Disputes, Kamal Law House.
- C.S. Venkata Ratnam (2006), Industrial Relations, Oxford Higher Education
- Kumar H.L. (2010) Labour Laws - Everybody Should Know, Universal Law Publishing Company
- Malhotra, O.P (1985), Law of Industrial Disputes, N.M. Tripathi Pvt. Ltd.
- Malik, P.L (2008), Industrial Law, Eastern Book Company.
- Mamoria CB (1998), Dynamics of Industrial Relations, Himalaya Publishing House.

PERFORMANCE AND COMPETENCY MANAGEMENT

Course Code: MHR4304

Credit Units: 03

Course Objective:

This course will help students to understand the significance of appraisal for an Organization and Individual. It will develop an understanding of various appraisal methods and measurements to manage the performances of employees. It would also provide an insight into the fundamentals of competency management.

Course Contents:

Module I: Introduction to Performance Management

Conceptual Approach to Performance Management, Determinants of Job Performance: Person and System Factor, Components of Effective Performance Management, Performance Management Cycle

Module II: Process of Performance Appraisal

Need And Methods for Performance Appraisal, RSDQ Model, Performance Review - Reengineering Performance Appraisal System, Performance Analysis, Performance Review Discussion, Performance Monitoring and Feedback.

Module III: Competency Mapping

Concept and Definition of Role and Competency, Characteristics of Competency, Competency Versus Competence, Performance Versus Competency, Types of Competencies, Context and Relevance of Competencies in Modern Organizations.

Module IV: Competency Management Framework

Macro View of Competency Management Framework, Strategic Framework, Lancaster Model of Managerial Competence, Competency Modeling Framework

Module V: Competency Mapping as a Performance Management Tool

Building Competency Models, The McBer Generic Managerial Competency Model, Competency Causal Flow Model ,Factors Affecting The Human Performance System , Profiling Competency Framework for a Particular Role, Competency Gap

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Armstrong, Michael and Berron, Angela (2008), Performance Management and Development, Jaico Publications
- Rao T V (2008), Performance Management and Appraisal Systems-HR Tools for Global Competitiveness, Response Books
- Cardy Robert L. (2008), Performance Management Concepts, Skills and Exercises, Prentice Hall India
- Sahu R K (2007), Performance Management System, Excel Books

TRAINING AND DEVELOPMENT

Course Code: MHR4305

Credit Units: 03

Course Objective:

This course is designed to provide in depth understanding and enable the students to manage training processes and system for developing human resource of the organization.

Course Contents:

Module I: Introduction to Training and Development

Training – concept, and rationale; training process: role of stakeholders in training programme; Organization and Management of training function; Training needs assessment – organizational analysis, operational analysis, person analysis; competency mapping; Learning theories, learning process.

Module II: Training Design

Designing the training programme: process of learning in training programme – attributes and factors influencing; learning process; learning styles; training climate and pedagogy; developing training modules; Training aids

Module III: Training Methods and Techniques

Training methods and techniques – role playing, business games, in basket exercises, laboratory training; incidents and cases; seminars, syndicates and group discussion; lecture, programmed instructions; inspirational techniques – brainstorming, mind mapping, creative problem solving; Management Development

Module IV: Evaluation of training

Evaluation of training – need for evaluation, principles of evaluation, criteria and approaches; return on investment in training, process of calculating ROI in training;

Module V: Emerging Trends in Training and Development

Emerging trends in training and development; new perspectives on training – cross cultural training, e-learning, knowledge management

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

Text:

- Noe, Raymond A, (2013) “Employee Training and Development” Tata McGraw Hill Education; 6th edition

References:

- Lynton, Rolf P., and Pareek, Udai, (2011). Training for Development: Sage Publications India Pvt. Ltd.
- Jankiram, B. (2014). Training and Development, Dreamtech Press; Indian Text edition.
- De Simone, R.L. and Harris, D.M., Human Resource Development, Thomson Learning
- Blanchard, P Nick, and James W. Thacker, Effective Training – Systems, Strategies, and Practices, Pearson Education, New Delhi

STRATEGIC HUMAN RESOURCE MANAGEMENT

Course Code: MHR4306

Credit Units: 03

Course Objective:

This subject provides an understanding of the strategic contribution of the Human Resource Management (HRM) function. This course will place previous studies of human resource management within a strategic, dimension so as to illustrate the concept of competitive advantage applied to human resources. The emphasis will be on the strategic significance of HRM.

Course Contents:

Module I: The Concept of Strategy

Strategy Defined, Key Concepts of Strategy, Formulations of Strategy, Strategic Management, The Process of Strategic Management

Module II: The Concept of Strategic HRM

An Investment Perspective of HRM, Strategic HRM, Aims of SHRM, Strategic HR Vs Traditional HR, Challenges in SHRM, Approaches and Models To SHRM and The Evolving Strategic Role of HR, Barriers to Strategic HR.

Module III: Human Capital Management

Human Capital Management Defined, Human Capital Management and HRM, The Concept of Human Capital, Intellectual Capital, Social Capital and Organizational Capital, Human Capital Measurement and Approaches to Measurement.

Module IV: Strategic HRM in Action

HR Strategy defined, Purpose, Types of HR Strategies, Content of HR Strategies, Formulating HR Strategy, Criteria for an Effective HR Strategy, Integrating the Business and HR Strategies.

Module V: Impact of HRM on Business Performance

Human Resource Evaluation - Definition and Overview, Rationale for HR Evaluation, Measures Of HRM Performance, Approaches to HR Evaluations, Future Trends In Strategic HRM Approaches- Career Management, Mentoring Relationship, Work-Life Integration

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Mello Jeffrey A., (2008), Strategic Human Resource Management, Thompson Press Publishing.
- Agarawala Tanuja (2007) Strategic Human Resource Management, Oxford University Press.
- Armstrong Michael (2007), Strategic Human Resource Management: Strategy and Action, Kogan Page
- Mahey C and Salman G., (1996), Strategic Human Resource Management, Oxford Blackwell.
- Srinivas R. Kandula, (2002), Strategic Human Resource Development, Prentice Hall India.

ENTREPRENEURSHIP AND NEW VENTURES

Course Code: MHR4307

Credit Units: 03

Course Objective:

The course will help the students to acquaint with the special challenges of starting new ventures, introducing new product and service ideas.

Course Contents:

Module I: Concept of an entrepreneur and Entrepreneurship

The entrepreneur's role, task and personality, A typology of entrepreneurs: Defining survival and success, Entrepreneurship as a style of management, The entrepreneurial venture and the entrepreneurial organization

Module II: Setting New Venture

Making business Plan, Cost Benefit Analysis, Feasibility Analysis, Report Writing for business

Module III: Choosing a direction, opportunity recognition and entry strategies

New product, Franchising, Sponsorship and Acquisition, The strategic window of opportunity: scanning, positioning and analyzing, Intellectual Property creation and protection.

Module IV: Gaining commitment

Gathering the resources, the business plan as an entrepreneurial tool, Financial Projections and planning, Debt, venture capital and other forms of financing, Sources of external support, Developing entrepreneurial marketing: Competencies, networks and frameworks

Module V: Closing the window: sustaining competitiveness

Maintaining competitive advantage, The changing role of the entrepreneur: mid career dilemmas, Harvesting Strategies versus Go for Growth.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Lynne Milgram, Managing Smart, Prentice Hall.
- Allen, Foster, Entrepreneurship for Dummies, IDG Books Worldwide.
- Burton and Bragg ,Accounting and Finance for your Small Business, John Wiley and Sons, New York
- Cook Michelle & Cook Curtis, Competitive Intelligence, Kogan Page.
- Peter Krass,Book on Entrepreneur's Wisdom, John Wiley.
- West Chris, Competitive Intelligence, Polgrave Publications.

MEASUREMENT IN HUMAN RESOURCE

Course Code: MHR4308

Credit Units: 03

Course Objective:

This course helps practice the tools and techniques which can be subsequently used to quantify several parameters of the effective management of human capital, including the functions of HR. It provides a set of powerful skills to communicate with and influence key decision-makers within an organization.

Course Contents:

Module I: Introduction and the Challenges of Measurement

Introduction: Meaning & Definition of HR Measurement – Importance; Development of Concept. HR Measurement for HR Professionals; Investment in Human Resources. Efficient use of Human Resource, Adopting the Right Perspective: Understanding the Role of Workforce in Strategy Implementation

Module II: Developing Measurement Metrics

Understanding and Developing the Right Metrics: Tools to Manage the Implementation of Strategy, Implementing The Metrics. Benchmarking HR, Different Types of Scorecards- Balance Score Card, HR Score Card

Module III: Designing the Metrics

Principles of Good Measurement. Cost-Benefit Analyses for HR Interventions
Measuring HR Alignment. Measuring Hiring and Staffing, Measuring the Value of Compensation and Benefits. Measurement of Training and Development

Module IV: Specific Topics in Measurement

Measuring the Value of Employee Relations and Retention Program, Models for Assessing Return on Investment, Assessing Value of Outsourcing and Call Centers .

Module V: TQM and HR Audit

Role of TQM in HR Measurement. HR Audit, Implementing HR Audit, Methodology and Issues, HRD Scorecard, HRD Audit – The Indian Experiences and Cases, People Capability Maturity Model (PCMM), Measuring Intellectual Capital and Web Based HR Systems

Module VI: Human Resource Information System

Role of Information System in Human Resource Decision Making, Designing and Implementation of HRIS, Organizing Data, Personnel Audit and Personnel Research, Computer Applications in HRM Functions (uses and trends)

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Fitz-Enz Jac,(2001), How to Measure Human Resource Management, McGraw Hill
- Mello Jeffrey A., (2008), Strategic Human Resource Management, Thompson Press.
- Rao T.V.(1999), HRD Audit, Response Books

ORGANIZATIONAL CHANGE AND DEVELOPMENT

Course Code: MHR4309

Credit Units: 03

Course Objective:

The Objective of the course is to provide a conceptual input of meaning, characteristics, processes & influences of Organizational Development & Change Management. The course also intends to impart skill sets through experiential learning. The course gives various OT theoretical frameworks in detail which provides comprehensive overview of human capital from the perspective of organizational excellence in the light of transitional phases of Indian Industries.

Course Contents:

Module I: Organization Development

Nature, basic assumptions, Characteristics & Techniques, Historical framework of OD, The Lab Training Stem, The Survey Research & Feedback Stem, The Action Research Stem, Steps involved in OD, Factors affecting OD, Role of Managers

Module II: Typology of OD Interventions

Interventions designed at Individuals, Dyads, and Triads, Teams & Groups.

Module III: Action Research

Introduction to Action Research, AR as Process & Approach.

Module IV: OD Interventions

Team Interventions, Inter-Group Interventions, Structural Interventions, Comprehensive Interventions, Issues in Client-Consultant Relationship.

Module V: Change Management

Why Organization Change, Factors causing & Need for Change, Content & Process Levers of Change, Models & Techniques involved in Change Mgmt, Total Quality Management, Business Process Reengineering.

Module VI: Future of OD

Changing Values & Cultural Model, Theories of Planned Change, Organizing for the Future, Organization as Learning Systems, Implications for Future Managers.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Wendell L. French and Cecil N. Bell Jr., (2008), Organization Development and Transformation, Prentice Hall India
- Thomas G. Cummings and Christopher G. Worley (2002). Organizational Development and Change, Thompson learning - India
- Palmer I, Dunford R, Akin G, (2010), „Managing Organizational Change - A Multiple Perspectives Approach, Tata McGraw Hill

SUMMER INTERNSHIP EVALUATION

Course Code: MHR4335

Credit Units: 09

There are certain phases of every Intern's professional development that cannot be effectively taught in the academic environment. These facets can only be learned through direct, on-the-job experience working with successful professionals and experts in the field. The internship programme can best be described as an attempt to institutionalize efforts to bridge the gap between the professional world and the academic institutions. Entire effort in internship is in terms of extending the program of education and evaluation beyond the classroom of a university or institution. The educational process in the internship course seeks out and focuses attention on many latent attributes, which do not surface in the normal class room situations. These attributes are intellectual ability, professional judgment and decision making ability, inter-disciplinary approach, skills for data handling, ability in written and oral presentation, sense of responsibility etc.

In order to achieve these objectives, each student will maintain and submit a file (**Internship File**) and a report (**Internship Report**)

INTERNSHIP FILE

The Internship File aims to encourage students to keep a personal record of their learning and achievements throughout the Programme. It can be used as the basis for lifelong learning and for job applications. **Items can be drawn from activities completed in the course modules and from the workplace to demonstrate learning and personal development.**

The File will assess the student's analytical skills and ability to present supportive evidence, whilst demonstrating understanding of their organization, its needs and his/her own personal contribution to the organization.

The File is essentially a comprehensive documentation of how one proceeds while working on the assignment and should be regularly checked by the faculty guide/ supervisor, issues discussed with the students, doubts if any clarified and signed as having done so. This will form the basis of **continuous evaluation** of the project.

The File will include **five sections** in the order described below.

1. **The Title Page** – An Internship Experience Report For (Your Name), name of internship organization, name of the Supervisor/Guide and his/her designation, date started and completed, and number of credits for which the report is submitted.
2. **Table of Content** – An outline of the contents of the file by topics and subtopics with the page number and location of each section.
3. **Introduction** – Short, but should include how and why you obtained the internship experience position and the relationship it has to your academic/professional and career goals.
4. **Main Body** – Should include a brief summary/ executive summary of the **Internship Project Report** that the student has worked on, an **analysis of the company/organization** in which the student is working, a **personal review** of the student's management skills and how they have been developed through the programme, the daily tasks performed, major projects contributed to, dates and hours spent on a task, observations and feelings, meetings attended and their purposes, listing of tools and materials and their suppliers, and photographs if possible of projects, buildings and co-workers.
5. **Appendices** – Include pamphlets, forms, charts, brochures, technical and descriptive literature, graphs and other information related to your Internship experience.

INTERNSHIP REPORT

The **Internship Report** is the research report that the student has to prepare on the project assigned by the organization. (Incase a student is not assigned a specific research project in the organization, he has to select any one aspect of the organization and prepare a research report on it). The lay out of the report should be as per the standard layout prescribed by the organization wherein the student

undertakes the Internship. In case, there is no layout prescribed by the organization the following components should be included in the report:

➤ **Title or Cover Page**
The title page should contain Project Title; Student's Name; Programme; Year and Semester and Name of the Faculty Guide.

➤ **Acknowledgements**
Acknowledgment to any advisory or financial assistance received in the course of work may be given. It is incomplete without student's signature.

➤ **Abstract**
A good "Abstract" should be straight to the point; not too descriptive but fully informative. First paragraph should state what was accomplished with regard to the objectives. The abstract does not have to be an entire summary of the project, but rather a concise summary of the scope and results of the project. It should not exceed more than 1000 words.

➤ **Table of Contents**
Titles and subtitles are to correspond exactly with those in the text.

➤ **Introduction**
Here a brief introduction to the problem that is central to the project and an outline of the structure of the rest of the report should be provided. The introduction should aim to catch the imagination of the reader, so excessive details should be avoided.

➤ **Materials and Methods**
This section should aim at experimental designs, materials used (wherever applicable). Methodology should be mentioned in details including modifications undertaken, if any. It includes organization site(s), sample, instruments used with its validation, procedures followed and precautions.

➤ **Results and Discussion**
Present results, discuss and compare these with those from other workers, etc. In writing this section, emphasis should be laid on what has been performed and achieved in the course of the work, rather than discuss in detail what is readily available in text books. Avoid abrupt changes in contents from section to section and maintain a lucid flow throughout the thesis. An opening and closing paragraph in every chapter could be included to aid in smooth flow.

Note that in writing the various sections, all figures and tables should as far as possible be next to the associated text, in the same orientation as the main text, numbered, and given appropriate titles or captions. All major equations should also be numbered and unless it is really necessary, do not write in "point" form.

While presenting the results, write at length about the the various statistical tools used in the data interpretation. The result interpretation should be simple but full of data and statistical analysis. This data interpretation should be in congruence with the written objectives and the inferences should be drawn on data and not on impression. Avoid writing straight forward conclusion rather, it should lead to generalization of data on the chosen sample.

Results and its discussion should be supporting/contradicting with the previous research work in the given area. Usually one should not use more than two researches in either case of supporting or contradicting the present case of research.

➤ **Conclusion(s) & Recommendations**
A conclusion should be the final section in which the outcome of the work is mentioned briefly. Check that your work answers the following questions:

- Did the research project meet its aims (check back to introduction for stated aims)?
- What are the main findings of the research?
- Are there any recommendations?

- Do you have any conclusion on the research process itself?



Implications for Future Research

This should bring out further prospects for the study either thrown open by the present work or with the purpose of making it more comprehensive.



Appendices

The Appendices contain material which is of interest to the reader but not an integral part of the thesis and any problem that have arisen that may be useful to document for future reference.



References

References should include papers, books etc. referred to in the body of the report. These should be written in the alphabetical order of the author's surname. The titles of journals preferably should not be abbreviated; if they are, abbreviations must comply with an internationally recognised system.

Examples

For research article

Voravuthikunchai SP, Lortheeranuwat A, Ninrprom T, Popaya W, Pongpaichit S, Supawita T. (2002) Antibacterial activity of Thai medicinal plants against enterohaemorrhagic *Escherichia coli* O157: H7. *Clin Microbiol Infect*, **8** (suppl 1): 116–117.

For book

Kowalski, M. (1976) Transduction of effectiveness in *Rhizobium meliloti*. *SYMBIOTIC NITROGEN FIXATION PLANTS* (editor P.S. Nutman IBP), **7**: 63-67

The Layout Guidelines for the Internship File & Internship Report

- A4 size Paper
- Font: Arial (10 points) or Times New Roman (12 points)
- Line spacing: 1.5
- Top and bottom margins: 1 inch/ 2.5 cm; left and right margins: 1.25 inches/ 3 cm

Examination Scheme

Continuous Evaluation by faculty guide	15%
Continuous evaluation by CRC	15%
Feedback from industry guide	35%
Report, Presentation & Viva Voce	35%
TOTAL	100%

Syllabus – Fourth Semester

MANAGEMENT IN ACTION-SOCIAL, ECONOMIC AND ETHICAL ISSUES

Course Code: MHR4401

Credit Units: 04

Course Objective:

The course aims at bringing the students closer to reality by developing their understanding of the professional prerequisites to practice of management in terms of required skills and attitude to respond proactively to rapid discontinuous change in business environment. Integrative in approach, this course aims at developing not theoreticians but practitioners who are expected to sense the ongoing conflict between environmental change and internal desire of management for stability.

Course Contents:

Module I: Introduction

Modern Management Practices and Issues Involved, Outsourcing Management Services and Evolution of Management Consultancy, Skills-set required for Management Consultants. Consulting and performance counseling.

Module II: The Process of Management Consulting

Consulting Proposals. Identification and Definition of Problem, Fact-Finding Leading to Solution Development and Implementation, Developing Strategic and Tactical Plans and Subcontracting, Pricing of Consultancy, Acquiring and Developing Talents for Consulting.

Module III: In-house Management versus Management Outsourced

Why a Sense of Skepticism and Unease Towards Management Consultants. Cost versus Value of Advice, Separating Consulting Success from Consulting, Disaster. Some Revealing Situations.

Module IV: Cross Cultural Management Systems and Processes

Types of organizational culture, Strength of organizational culture, Function of organizational culture, Importance of culture to the organization, Cultural Models, Cross- Cultural Perspectives, Geert Hofstede and Cross- Cultural Issues

Module V: Economic and Social Issues in Management

Adaptation to Changing Environment in General and Economic Environment in Particular, Economic Growth and Change Areas, Emerging Opportunities in Various Sectors including Social Sector, Management Practice and Cultural Issues, The global Political Situation, The Global Competitive Environment and the internal scene in India, War Game.

Module VI: Ethical Issues in Management

Relationship among Various Stakeholders, Reasons for Conflict of Interests Among Stakeholders, Corporate Governance and Ethics. Why Unethical Decisions Leading to Conflicts are Taken, Power and Politics, Initiatives on Corporate Governance by the Governments.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Lt. Gen. Ahluwalia J.S., Editor,(1997), Total Quality Management, Tata McGraw Hill India.
- Bareus S.W. &Wilkinson J.W.,(1994), Management Consulting Services, McGraw Hill.
- Cadbury, Sir Adrian,(1987),Ethical Managers Make Their Own Rules, Harvard Business Review.
- Cogner, Jay A, David Finegold and Edward E Lawler III, (1998), Appraising Boardroom Performance. Harvard Business Review.
- Drucker, Peter F. Dutton (1992), Managing the Future: The 1990s and Beyond.
- Kumar Mangalam Birla Committee Report on Corporate Governance – Legislation alone is not enough, Activating Adult Committees. Shareholder – Friendly Steps - The Hindu, (1999).
- Parekh, Deepak S, (1999), The Real Meaning of Corporate Governance. Indian Management.
- Paine, Lynn Sharp, (1994), Managing Organizational Integrity. Harvard Business Review.
- Salmon W.J. (1993), Crises Prevention“s; How to Gear up Your Board. Harvard Business Review.
- Sodarn, Dr. Kailash,(1999), Transparency in Corporate Governance, Indian Management Vol. 38, No.10.
- Cadbury, Sir Adrian,(1990),The Company Chairman, Director Books, Simon Schuster International Group
- Crosby, Philips.(1990), Let us talk Quality, Penguin Publications.
- Davenport S. Kimberly & Others. (1996) Focused Quality, John Wily Sons Inc.
- Eccles, R.G. and Crane, D.B.(1995),Doing Deals: Investment Banks at Work, McGraw Hill International.

COMPENSATION AND REWARD MANAGEMENT

Course Code: MHR4402

Credit Units: 03

Course Objective:

This course helps students to learn how compensation system operates to attract, retain and motivate competent work force.

Course Contents:

Module I: Introduction

Concept of Compensation, System of Compensating, Concept of Reward and Reward System, Economic Theory of Wages, Limitations of Economic Theories. Wage and Salary Administration at micro level, Wage concepts, Methods of Job Evaluation, Role of various parties – Employees, Employers, Unions & Government, Overview of Legislations affecting Compensation

Module II: Compensation Structure- Indian Practices

Salary Progression, Methods of Payment, Limitations of the Job Related Compensation, Competency based Compensations, Performance linked Compensations- Performance Appraisal

Module III: Elements of Compensation

Variable Compensation, Principles of Reward Strategy, Perquisites, Bonuses & Incentives Scope and Process, Ethical Considerations, Social Security, Sharing Productivity Gains with Employees, Gain Sharing, Team Based Pay, The Role of Compensation in Sales Force Success

Module IV: Incentive Schemes / Payment by Results

Types of Incentive Schemes/ Systems and Plans, Merits and Demerits of Incentives

Module V: Benefits and Services

Concept of Benefit- Strategic Perspectives on Benefits, Type of Benefits, Factor Influencing Choice of Benefit Package, Administration of Benefits and Services

Module VI: Current Trends in Compensation and Reward Management

Elements of Managerial Compensation- A New Approach, VRS, Pay the Person, Rewarding Excellence, Individualizing the Pay System.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Singh B.D. (2007). Compensation and Reward Management, Excel Books, New Delhi.
- Milkovich & Newman (2005), Compensation , McGraw-Hill
- Henderson Richard (2006), Compensation Management in a Knowledge - Based World, Prentice Hall India
- Armstrong Michael & Murlis Helen (2005), Reward Management A Handbook of Remuneration, Strategy and Practice, Kogan Page

GLOBAL HUMAN RESOURCE MANAGEMENT

Course Code: MHR4403

Credit Units: 03

Course Objective:

The main objective of this course is to inculcate deep understanding of International Human Resources and to explore the dynamics of global business development. It also aims at preparing students about examining significant business opportunities and maximization of returns with understanding of cross cultural management, as primary causes of failure in multinational ventures stem from lack of understanding of the essential differences in managing human Resources, at all levels in foreign environment.

Course Contents:

Module I: Internationalization

Evolution of International Business, Stages of internationalization, Modes of entering International business Relationship between International Strategy and SIHRM- International Human Resource Management –

Major Economies and their HRM practices, Competencies for Global Manager

Module II: Organisation Structure, International HRP, Recruitment and Selection

Organisation Structure and HRM, Global Human Resource Planning, Issues in Supply of International Human Resources, Recruitment and Selection

Module III: International Compensation Management

Complexities, Objectives of International Compensation Management, Component and Structure of International Compensation Package, Executive Rewards and Compensation, Approaches to International Compensation Management

Module IV: Human Resource Professional – Molester Navigation

Context for International Perfect Management, Framework for Performance Management, Re-patriation, Cross-Cultural issues across all continents

Module V: Understanding Cross Culture: Issues & Perspectives

Understanding Culture, Introduction, Key Concepts, Determinants of Cultural Identity, Frameworks for Mapping the Culture, Geert Hofstede, Clyde Cluckhohn, TE Hall, Fons Trompenaars

Studies of National Culture, Managing Workforce Diversity, Adjusting to the New Culture

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Bhatia S.K. (2005), International Human Resource Management, Deep & Deep Publications
- Evans Paul, Vladimir Pucik, Jean-Louis Barsoux (2010), The Global Challenge – Frameworks for International Human Resource Management, Mc Graw Hill
- Aswathappa K, Dash Sadhna (2008), International Human Resource Management: Text & Cases, Tata McGraw Hill
- Rao PL,(2008), International Human Resource Management, Excel Books

MANAGING BUSINESS PROCESS OUTSOURCING

Course Code: MHR4404

Credit Units: 03

Course Objective:

The subject helps the student to understand the functioning of Business Process Outsourcing and its role in various sectors.

Course Contents:

Module I: Genesis of Business Process Outsourcing (BPO)

Introduction - Origin of Outsourcing, Strategic Objectives of Outsourcing – Porter's model, Barney's VRIN model and Hamel and C K Prahalad's Inside-Out Corporate Strategy Model, BPO – what and why, Concept, Scope of Outsourcing Activities, Significance and Challenges/ Barriers in Outsourcing, Sourcing Terminologies

Module II: Model based on Business Process Outsourcing

Different Models and Application- Transactional, Niche and Comprehensive

Types of Functioning- On-shoring, Near- Shoring and Off-Shoring- Why, When and How? Advantages and Disadvantages. Type of BPO Participants –Third-Party BPO Providers, Shared Service BPO providers and Software Companies providing BPO services

Module III: BPO in the Indian Context

Outsourcing History of India, Why Outsource to India? India as a preferred destination and size of the industry - Glimpse on Statistics, Identifying the various Business Opportunities in BPO, Career Opportunities in Indian BPO Industry, Challenges for the Indian Industry

Module IV: Future Challenges Opportunities and Strategies

Outsourcing in India -A SWOT Analysis, Prospects/ Business Opportunities for India in BPO. Sourcing Strategies- How to Develop a Sourcing Strategy, Guidelines for choosing Outsourcing Partners.

Module V: Business Process Outsourcing in Various Sectors

Indian Manufacturing Sector, Automobile Sector, Financial and Accounting Sector, Insurance Sector, Healthcare Sector, Human Resource Management and Development in Business Process Outsourcing, Media and Entertainment Sector, Retail sector, IT Outsourcing, Legal Process Outsourcing

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Alpesh Patel and Hemendra Aran (2005). Outsourcing Success: The Business Imperative. Tata McGraw Hill
- Sople Vinod V. (2009). Business Process Outsourcing, A Supply Chain of Expertises, Printice Hall India
- Sarika Kulkarni (2006). Business Process Outsourcing. Jaico Publishing House.
- Linder Jane C. (2004). Outsourcing for Radical Change, American Management Association.
- Schiederjans J. Marc, Schiederjans M Ashlyn, Schiederjans G. Dara (2005). Outsourcing and Insourcing in an international context, Printice Hall India

MANAGERIAL COUNSELLING

Course Code: MHR4405

Credit Units: 03

Course Objective:

To understand the concept and process so as to develop the professional counseling skills among the students.

Course Contents:

Module I: Introduction

Self-Development of Managers as Counselors, Barefoot Counseling, Assertiveness and Interpersonal Skills for Counselors, Counseling Relationship.

Module II: Approaches to Counseling

Development of Counseling Skill, Introduction to the Important Schools of Counseling, Psychoanalytic Foundations, Transactional Analysis, Gestalt Therapy, Rational Emotive Therapy, Person-Centered Approach to Counseling, An Integrated Model, Essentials of Skills, Nonverbal Clues.

Module III: Counseling Process

Counseling Interventions in Organizations, Empathy, Listening and Responding, Effective Feedback.

Module IV: Counseling at Work

Performance Counseling, Counseling in Problem Situations, Interpersonal Conflicts, Midlife Blues, Integration and Action Plan.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Welfel E.R. and Patterson Lewis E (2007), The Counselling Process, Thomson
- Singh Kavita (2010), Counselling Skills for Managers, Prentice Hall India
- Rao. S.N (2010), Counselling and Guidance, Tata McGraw Hill
- Felthman C. and Dryden W (2010), Brief Counselling- A Practical Integrative Approach, Tata McGraw Hill

DYNAMICS OF LEADERSHIP

Course Code: MHR4406

Credit Units: 02

Course Objective:

The primary objective of the course is to develop fundamental competencies of leadership. The course also benefits students in developing relevant skills, maintain self awareness, compensate for weakness, planning operations, clarifying roles, monitoring performance, coaching and mentoring, team building, vision, encourage innovation.

Course Contents:

Module I: Introduction

Leadership concept, Interaction between the Leader, the Followers, and the Situation, Overview of Major Approaches, Perspectives on Effective Leadership Behavior – Ohio State Leadership and Michigan Leadership Studies, Assessing Leadership and Measuring its Effects.

Module II: The Leader

Political Power and Strategic Leadership, Managing Leadership in Different Cultures, Leadership Traits and Skills - Findings in Early Research, Specific Traits Related to Leadership Effectiveness – Personality, Intelligence, and Emotional Intelligence.

Module III: The Followers

Define Motivation, Satisfaction, and Performance – Need Theories, Cognitive Theories, Situational Approaches, Groups, Team Building.

Module IV: The Situation

Contingency Theories of Leadership – Normative Decision Model, Situational Leadership Model, Contingency Model, Path-Goal Theory, Participative Leadership, Delegation, and Empowerment - Decision Procedures of Managers, Charismatic and Transformational Leadership, Impression Management, Integrating Leader and Follower Roles, Leading Change in Organizations, Vision – Change Processes, Implementation, Guidelines for increasing Learning and Innovation.

Module V: Leadership Skills: Towards Integrating, A Conceptual Framework

Typical Activity Patterns of Managers, Self-Help Activities – Designing Effective Training, Developmental Activities – Learning from Experience: Basic Leadership Skills, Advanced Leadership Skills, Building High Performance Teams.

Module VI: Term Paper

Creating Essence of Leadership – Choose your Leader and Write a paper on his Leadership Style.

Examination Scheme:

Components	CPA	TPV	A	Q/GD	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Gary Yukl, (2006), Leadership in Organisations, Pearson Prentice Hall.
- Hughes Ginett Curphy, (2006), Leadership – Enhancing the Lessons of Experience, Tata McGraw-Hill.

MANAGERIAL COMPETENCIES AND CAREER DEVELOPMENT

Course Code: MHR4407

Non Credit Course

Course Objective:

In this course, students will actively learn and practice job-related skills vital to becoming a successful manager in contemporary organizations. Class sessions will consist of diverse exercises, self-assessments, role plays, etc., which help students evaluate and develop their skills. It will help the students to perform well at an acceptable entry level in each skill area; and better interact with other students, faculty, alumni and industry professionals.

Course Contents:

Module I: Introduction to Managerial Competencies

Business Service Performance Management and Future Managers, managerial Competencies. Values for managerial effectiveness and competencies in career development. Individual career goals and action plan.

Module II: Identification of Career Opportunities in Various Industries

Industry scenario and identifying career opportunities. Key position competencies at entry level in different industries and growth prospects. Career Recruitment / selection processes in various industries and companies.

Module III: Career Development Process

Diagnostic instruments. Steps in career Development, Career Counseling. Seeking, giving and receiving face-to-face feedback. Strategies for improving managerial competencies. Opportunities and tactics for developing managerial competencies.

Module IV: Developing Skills for Career Prospects

How to succeed in interviews, Mock interviews and GDs. Special focus areas. Career Clusters, Role of Mentor in career development. Importance of Entrepreneurial and leadership skills in career development.

Module V: Enhancing Learning Through Experience Sharing

Experience sharing of successful industry professionals, entrepreneurs, alumni and career specialists.

Examination Scheme:

1. Individual Growth and Team Performance	15 Marks
2. Individual Diagnostic File (Pre & Post Semester)	25 Marks
3. Group Discussion	30 Marks
4. Personal Interview Skills	30 Marks

Text & References:

- Kolb, Osland, & Rubin,(1995), Organizational Behavior, Prentice Hall
- Harnold R.Wallace,(2004) ,Personal development for life and work, Thompson Press
- Greenhaus ,(2004), Career Management , Thompson Press

PSYCHOLOGICAL TESTING

Course Code: MHR4408

Credit Units: 03

Course Objective:

To develop an understanding of the concept of psychological testing by providing a theoretical background of psychological assessment of personality tests and their applications and the ethics of the usage of different types of psychological tests.

Course Contents:

Module I: Functions and Origins of Psychological Testing

Concept of Psychological Testing, Nature and Use of Psychological Tests, Historical Antecedents of Modern Testing

Module II: Technical and Methodological Principles

Norms and Meaning of Test Scores, Reliability and Validity

Module III: Personality Testing

Self-Report Inventories and Scales- MBTI and FIRO-B
Projective Techniques- TAT, Sentence Completion Test
Measures of Styles and Types
Situational Tests
Self-Concepts and Personal Constructs
Observer Reports

Module IV: Applications of testing

Educational Testing
Occupational Testing

Module V: Ethical and Social Considerations in Testing

Protection of Privacy and Confidentiality
Communicating Test Results

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Anastasi, A. and Urbina, S.,(2005) Psychological Testing, Pearson Education
- Freeman, Frank S (1962). Theory Practice of Psychological Testing. Oxford and IBH.
- Edward Hoffman (2004), Psychological Testing at work, Tata McGraw-Hill.
- Charles Jackson (2001), Understanding Psychological Testing, Jaico Publishing House.

DISSERTATION

Course Code: MHR4437

Credit Units: 09

The aim of the dissertation is to provide you with an opportunity to further your intellectual and personal development in your chosen field by undertaking a significant practical unit of activity, having an educational value at a level commensurate with the award of your degree

The dissertation can be defined as a scholarly inquiry into a problem or issues, involving a systematic approach to gathering and analysis of information / data, leading to production of a structured report.

Selecting the Dissertation Topic

It is usual to give you some discretion in the choice of topic for the dissertation and the approach to be adopted. You will need to ensure that your dissertation is related to your field of specialization.

Deciding this is often the most difficult part of the dissertation process, and perhaps, you have been thinking of a topic for some time.

It is important to distinguish here between „dissertation topic“ and „dissertation title“. The topic is the specific area that you wish to investigate. The title may not be decided until the dissertation has been written so as to reflect its content properly.

Few restrictions are placed on the choice of the topic. Normally we would expect it to be:

- relevant to business, defined broadly;
- related to one or more of the subjects or areas of study within the core program and specialisation stream;
- clearly focused so as to facilitate an in-depth approach, subject to the availability of adequate sources of information and to your own knowledge;
- of value and interest to you and your personal and professional development.

Planning the Dissertation

This will entail following:

- Selecting a topic for investigation.
- Establishing the precise focus of your study by deciding on the aims and objectives of the dissertation, or formulating questions to be investigated. Consider very carefully what is worth investigating and its feasibility.
- Drawing up initial dissertation outlines considering the aims and objectives of the dissertation. Workout various stages of dissertation
- Devising a timetable to ensure that all stages of dissertation are completed in time. The timetable should include writing of the dissertation and regular meetings with your dissertation guide.

The Dissertation plan or outline

It is recommended that you should have a dissertation plan to guide you right from the outset. Essentially, the dissertation plan is an outline of what you intend to do, chapter wise and therefore should reflect the aims and objectives of your dissertation.

There are several reasons for having a dissertation plan

- It provides a focus to your thoughts.
- It provides your faculty-guide with an opportunity, at an early stage of your work, to make constructive comments and help guide the direction of your research.
- The writing of a plan is the first formal stage of the writing process, and therefore helps build up your confidence.
- In many ways, the plan encourages you to come to terms with the reading, thinking and writing in a systematic and integrated way, with plenty of time left for changes.
- Finally, the dissertation plan generally provides a revision point in the development of your dissertation report in order to allow appropriate changes in the scope and even direction of your work as it progresses.

Keeping records

This includes the following:

- Making a note of everything you read; including those discarded.
- Ensuring that when recording sources, author's name and initials, date of publication, title, place of publication and publisher are included. (You may consider starting a card index or database from the outset). Making an accurate note of all quotations at the time you read them.
- Make clear what is a direct quotation and what is your paraphrase.

Dissertation format

All students must follow the following rules in submitting their dissertation.

- Front page should provide title, author, Name of degree/diploma and the date of submission.
- Second page should be the table of contents giving page references for each chapter and section.
- The next page should be the table of appendices, graphs and tables giving titles and page references.
- Next to follow should be a synopsis or abstract of the dissertation (approximately 500 words) titled: **Executive Summary**
- Next is the „acknowledgements“.
- Chapter I should be a general introduction, giving the background to the dissertation, the objectives of the dissertation, the rationale for the dissertation, the plan, methodological issues and problems. The limitations of the dissertation should also be hinted in this chapter.
- Other chapters will constitute the body of the dissertation. The number of chapters and their sequence will usually vary depending on, among others, on a critical review of the previous relevant work relating to your major findings, a discussion of their implications, and conclusions, possibly with a suggestion of the direction of future research on the area.
- After this concluding chapter, you should give a list of all the references you have used. These should be cross - references with your text. For articles from journals, the following details are required e.g.

Draper P and Pandyal K. 1991, The Investment Trust Discount Revisited, Journal of Business Finance and Accounting, Vol18, No6, Nov, pp 791-832.

For books, the following details are required:

Levi, M. 1996, International Financial Management, Prentice Hall, New York, 3rd Ed, 1996

- Finally, you should give any appendices. These should only include relevant statistical data or material that cannot be fitted into the above categories.

The Layout Guidelines for the Dissertation

- A4 size Paper
- Font: Arial (10 points) or Times New Roman (12 points)
- Line spacing: 1.5
- Top and bottom margins: 1 inch/ 2.5 cm; left and right margins: 1.25 inches/ 3 cm

Guidelines for the Assessment of the Dissertation

While evaluating the dissertation, faculty guide will consider the following aspects:

1. Has the student made a clear statement of the objective or objective(s).
2. If there is more than one objective, do these constitute parts of a whole?
3. Has the student developed an appropriate analytical framework for addressing the problem at hand.
4. Is this based on up-to-date developments in the topic area?
5. Has the student collected information / data suitable to the frameworks?
6. Are the techniques employed by the student to analyse the data / information appropriate and relevant?
7. Has the student succeeded in drawing conclusion form the analysis?
8. Do the conclusions relate well to the objectives of the project?
9. Has the student been regular in his work?
10. Layout of the written report.

Examination Scheme:

Contents & Layout of the Report	30
Conceptual Framework	10
Objectives & Methodology	15
Implications & Conclusions	15
Viva/ Presentations	30
TOTAL	100