

Course Structure
Masters Degree Programme in MBA (Human Resource Management)
for the academic year 2014-15

SEMESTER I

SCHEME OF SYLLABUS			
(CORE COURSES)		CREDITS	MAX. MARKS
Course Code	Course Title		
MHRM 101	Management Fundamentals	4	100
MHRM 102	Managerial Economics	4	100
MHRM 103	Accounting for Management	4	100
MHRM 104	Marketing Management	4	100
MHRM 105	Human Resource Management	4	100
MHRM 106	Communication for Professional Excellence	4	100
MHRM 107	Information Technology for Management	4	100
MHRM 108	Viva Voce	2	50
<u>UNIVERSITY WIDE ELECTIVE COURSES (ONE FROM THE FOLLOWING)</u>			
MHRM 175	Fundamentals of Management and Organizational Behaviour	4	100
MHRM 176	Entrepreneurship and Small Business Management	4	100

Total Credits: 34
Total Marks: 850

**Syllabus MBA -Human Resources Management (HRM)
For the academic year 2014-15**

1st –Semester

Course No.MHRM-101

Contact Hrs/Week: 4 Hrs

Course Title: -Management Fundamentals

Credit: 04

Maximum Marks: 100

Duration of Examination: 3 Hrs

Objective:

The Course has been designed such that it acquaints the students with the basic management concepts and organizational processes in the organization.

Unit-I

Management-Concepts, Functions, Significance of management, Management and Administration, Levels of management.

Principles of Management: Henry Fayol and F.W.Taylor, Approaches/Schools of Management Thought-Classical, Neo-Classical and Modern. Professionalisation of Management in India.

Unit-II

Managerial Roles; Types of Managers; Management levels and skills; Challenges of Management. Era of Dynamic Engagement; New Organisational Environment; Globalisation and Management; Diversity and Cross Cultural Management; Ethical and Environmental foundations of management; Quality management; Enterpreneuring and Intrapreneuring.

Unit-III

Planning: Concept, Nature, Processes and Frameworks of Planning; Types of plans and planning premises; Organising, approaches in Organisation Design and Structuring, Span of Management, Authority and Responsibility relationship, Delegation and Decentralisation; Direction as Management Function.

Unit-IV

Decision Making: Concept and Significance, types of Decisions, Processes of Decision Making; Techniques of decision-making and Forecasting. Management by Objectives (MBO)

Management Control: - Concept, features, process and Techniques.

Unit-V

Motivation –Meaning, Types of motivation, Importance, Theories of motivation Malsow’s need-hierarchy theory, McGregor’s theory X and theory Y, Herzberg motivation-hygiene model, Victor-vroom expectancy model. William Ouchi’s motivation theory, Lessons from Army, NGOs and Civil Administration on Managerial Practices and Issues.

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner’s view will be incorporated.

Reference Books and Suggested Readings

- ❖ Koontz, Harold and Weihrich, Heinz. “Management”, McGraw Hill, New York. 5th edition.
- ❖ Stoner, James A.F. and Freeman, R.Edward, “Management”. New Delhi. 6th edition.
- ❖ Mathew, M.J “Business Management” Sheel Sons Publishers, Jaipur. 1st edition.
- ❖ Robbins, Stephens, P. :OrganisationalBehaviour, Prentice Hall of India, New Delhi.
- ❖ Newstorm and Keith Davis - OrganisationalBehaviour – Human Behaviour at work, Tata McGrawHill,New Delhi.
- ❖ Luthans Fred - OrganisationalBehaviour, Tata McGrawHill,New Delhi.

**Syllabus MBA -Human Resources Management (HRM)
For the academic year 2014-15**

I –Semester

Course No. MHRM- 102

Contact Hours /Week: 4 Hrs

Course Title: Managerial Economics

Credit: 04

Maximum Marks: 100

Duration of Examination: 3 Hrs

Objective

The objective of this course is to acquaint the participants with concepts and techniques used in Micro-Economic Theory and to enable them to apply this knowledge in business decision making. Emphasis is given to changes in the nature to business firms in the context of globalization.

UNIT 1

Managerial Economics: Meaning nature and scope of managerial economics Role of Micro and Macro Economic Analysis in formulation of Business Policies .

UNIT 2

Demand Analysis; Demand and Law of Demand, Determinants of demand on demand functions , Change in demand elasticity of demand degrees measurement of price elasticity of demand –total expenditure method proportionate method point elasticity method and Law of Supply.

UNIT 3

Markets: meaning characteristics , types of markets perfect and Imperfect , Utility and Indifference curve approaches meaning , Law of Diminishing marginal rate of substitution properties of indifference curve, Price line consumers equilibrium conditions of consumers equilibrium income substitution and price effect .Demand forecasting meaning and methods

UNIT 4

Production function , Short run and long run , cost and output analysis ;General Theory of price determination , role of time elements in price determination .National Income, GDP & Other Measures of National Income. Price Indices- CPI/PPI.Aggregate Demand and Supply. Inflation: Concept, Theories and Application

UNIT 5

Fiscal and Monetary Policies -Conceptual, Business Fluctuations and Trade Cycles Theories and Its Relevance In Business Decisions. Role of IMF, World Bank in the economic restricting of countries

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practioner's view will be incorporated.

Reference Books and Suggested reading

- ❖ Buamol William .J &Alan.S.Blinder, Microeconomics Principles &Policy, Thomson South Western ,2007
- ❖ Mankiw.N.Gregory, Principles Of Microeconomics ,Cengage Learning ,South Western 2006
- ❖ PindyckRobert.S,Rubinfield&Mehta, Microeconomics ,Pearson 2006
- ❖ Mankiw.N.Gregory, Economics Principles and Applications ,Cengage Learning 2007
- ❖ Samuelson .Pual A. & William B.Nordhaus, Economics ,Tata Mac Graw Hill ,2005
- ❖ Boyes William And MichealMelvin ,Text Book Of Economics ,Biztantra ,2005
- ❖ Samuelson William F.& Stephan ,G.Marks ,Managerial Economics ,Wiley 2008

**Syllabus MBA -Human Resources Management (HRM)
For the academic year 2014-15**

1st –Semester

Course No. MHRM-103

Contact Hrs/Week: 4 Hrs

Course Title: Accounting for Management

Credit: 04

Maximum Marks: 100

Duration of Examination: 3 Hrs

Objective

The basic objective of this course is to enable the management students to impart knowledge of accounting concepts and techniques and also to develop skills in utilizing the accounting and financial information in the process of managerial decision-making.

Unit-I

Introduction

Financial Accounting-Concept, importance and scope. Accounting as an information system. Accounting concepts, conventions and generally accepted Accounting Principles (GAAP).Preparation of Journal, Ledger and Trial Balance.

Unit-II

Final Accounts

Concepts and methods of Depreciation including straight line method, Diminishing balance method, Insurance policy method and Depreciation fund method.

Preparation of Final Accounts–Manufacturing Account, Trading & Profit and loss Account and Balance sheet. Adjustments in final accounts.

Unit-III

Management Accounting and Financial Analysis

Management Accounting- Concept, need, importance and scope.

Financial Analysis – Ratio Analysis and Du-pont Analysis, Preparation of Funds flow statement and Cash Flow statement.

Unit-IV

Cost Accounting and Budgetary Control

Cost Accounting – Concept, need, importance and scope. Preparation of Cost Sheet with element wise classification of various costs.

Budget and Budgetary control including Performance Budgeting and Zero Based Budgeting.

Unit-V

Marginal and Standard Costing

Marginal and absorption costing – their difference. Concept & utility of CVP analysis in business decision making.

Standard costing and Variance Analysis – Material Variance and Labour Variance.

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested Readings

- ❖ J.S. Accounting Principles, Anthony R.N. and Reece, 6th ed., Homewood, Illinois, Richard D.Irwin, 1995.
- ❖ Accounting for Management Text and Cases, Bhattacharya, S.K. and Dearden J., New Delhi, Vikas Publication House, 1996.
- ❖ Financial Accounting, Heitger, L.E. and Matulich, Serge, New-York, Mc-Graw Hill, 1990.
- ❖ Management Accounting, Hingorani, N.L. and Ramanathan, A.R., 5th ed., New Delhi, Sultan Chand, 1992.
- ❖ Principles of Financial and Management Accounting, Financial and Managerial Accounting, Horngren, Charles, etc., Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.
- ❖ Financial and Management Accounting. Needles, Belverd, etc., Boston, Houghton Mifflin Company, 1994.

**Syllabus MBA -Human Resources Management (HRM)
For the academic year 2014-15**

1st –Semester

Course No. MHRM-104

Contact Hours /Week: 4 Hrs

Course Title: Marketing Management

Credit: 04

Maximum Marks: 100

Duration of Examination: 3 Hrs

Objective

The purpose of this course is to develop understanding of the underlying concepts, strategies and issues involved in the marketing of products and services

Unit I

Nature, scope and tasks of Marketing. Company Orientations towards the market place, Holistic Marketing, Shifts in Marketing, Marketing Management Tasks, Marketing Plan and Marketing organization. Marketing Information System and Marketing Research; Emerging trends in marketing, Web Marketing, E-marketing

Unit II

Understanding consumer and Industrial Markets. Segmentation, Targeting and positioning; Product Decisions – Product Mix; Product life cycle, New Product development; Branding and packaging decisions.

Unit III

Pricing: Factors affecting pricing Decisions, New trends in Pricing Strategies; Promotion Decisions – Promotion Mix, Advertising Models, Sales Promotion, Publicity and Personal selling.

UNIT IV

Value Chain, Value delivery process, Channel Management – Channel types, functions and levels, Selecting, training and motivating. Channel Members; Channel Cooperation and Conflict Management, Vertical Marketing-Implementation and Systems.

Unit V

Consumer Behavior, Factors Influencing consumer behavior, Buying decision process, Theories of consumer decision making, Organizational Buying, Participant's in Buying process , Stages in buying process .

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested reading

- ❖ Enis,B.M. Marketing Classics: A Selection of Influential Articles, New York, McGraw Hill
- ❖ Kotler, Phillip and Armstrong, G. Principles of Marketing, New Delhi, Prentice Hall of India.
- ❖ Kotler, Phillip, Marketing Management: Analysis, Planning, Implementation and Control. NewDelhi, Prentice Hall of India
- ❖ Ramaswamy,V.S and Namakumari, S. Marketing Management Planning,Control. New Delhi, MacMillian
- ❖ Stanton, William, J. Fundamentals of Marketing. New York,McGraw Hill.
- ❖ Neelamegham,S. Marketing in India: Cases and Readings. New Delhi,Vikas,

**Syllabus MBA -Human Resources Management (HRM)
For the academic year 2014-15**

1st –Semester

Course No. MHRM-105

Contact Hrs/Week: 4 Hrs

Course Title: Human Resource Management

Credit: 04

Maximum Marks: 100

Duration of Examination: 3 Hrs

Objective

The basic objective of this course is to help the students to acquire and develop decision making skills in relation to managing people in organizations and to create an understanding of the various policies and practices of human resource management.

Unit I

Introduction: Human Resource Management - Nature, Concept and Significance of People Management in an organization; Challenges facing HRM; HRM in a Changing role in India; Organization and functions of the HR and Personnel Department- HR Structure and strategy ; Role of government and personnel environment in present context.

Unit II

Human Resource Planning and Selection: Manpower Planning, Job analysis , Recruitment and Selection-process, Induction, Performance and Potential Appraisal , coaching and mentoring , HRM issues and Practices in context of outsourcing as strategy .

Unit III

Personnel development and retirement, Training and Development, Methods designed and evaluation of Training and Development, Career Development–Promotions and Transfers – Personal empowerment including delegation –retirement and other retirement processes.

UNIT IV

Financial compensation productivity and morale: Compensation issues and Management. Job Evaluation- Productivity, Employee Morale and Motivation: Stress Management and Quality of work life. Human Resource Information System (HRIS), Personnel research and audit.

Unit V

Building Relationships and Facilitating Legislative Framework: Trade Unions, Employers' Association – Managing Conflicts - Disciplinary Process – Collective Bargaining – Workers and Managerial Decision making concept, Mechanics and Experience.

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested reading

- ❖ Fisher, Schoenfeldt and Shaw Managing Human Resource, engage Learning
- ❖ GargDessler Human Resource Management 13th edition , Pearson
- ❖ E. Schuster Human ResourceMangement,Concept ,Cases And Readings ,Phl
- ❖ GargDessler , Human Resource Mangement,Pearson Education ,13thEdition
- ❖ UdaiPareek ,Training Instruments In HrdAnd Od ,Tata Mac Graw Hill 2nd Edition
- ❖ M.S. Saiyadian , Human ResourseMangement,Tata Mac Graw Hill 3rdEdition
- ❖ Lata& Nair Personnel Management & Industrial Relations ,S.Chand

**Syllabus MBA -Human Resources Management (HRM)
For the academic year 2014-15**

1st –Semester

Course code: MHRM-106

Contact Hours/Week: 4Hrs

Course Title: Communication for Professional Excellence Credit: 04

Maximum Marks: 100

Duration of Examination: 3 Hrs

Objective

To enable the students become aware of the importance of managerial communication and the need to master it in order to successfully function in their day- to- day work. To introduce them formally and systematically to some of the current practices in Industry. To enable them to acquire some of the skills that are routinely needed. To build up their self-confidence by giving them a true picture of themselves as well as of their organization, so that they learn to project their image in all their understandings.

UNIT-I

Business Communication: Nature, Importance: Process of communication, Models- Keith Davis, Leisker, Forms of Communication-Oral and Written, Visual, Audio- Visual, Non- Verbal, Body Language.

UNIT-II

Types of Communication- Vertical, Horizontal and Grapevine, Principles of Effective Communication (7 C's of Effective Communication), Barriers of Communication- Physical, mechanical, semantic, different comprehensions of reality, socio-psychological barriers, Effective listening-Meaning, relevance and scope, Public speaking, listening skills, seminar presentation, interpersonal communication

UNIT-III

Business Letter Writing: Layout, Structures, Types of Business Letter writing- letter of enquiry, quotation, order, advice, circular letters, letters of complaint and adjustments, sales letters, credit letters and status enquiries, collection letters, Memo, Job application and C.V.; emails

UNIT-IV

Writing Business Reports, presentation of Reports, Interview and Group Discussion, Principles for writing effective minutes, Global Business Manners, Business Protocol and Etiquettes.

UNIT-V

Understanding self: Self image, Self Worth Self Esteem, Self Analysis using appropriate techniques: Self Confrontation and Self Acceptance- An experiential process of growth, Developing Positive Attitude, Emotional Intelligence: Managing self dialogue, Rapport Building.

*** Case studies related to entire topics are to be taught**

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching- Learning Process will involve 20% input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested Readings:

- ❖ Carol, M. Lehmann, Debbie D. Dufrene, Business Communication, Cengage Learning
- ❖ Bovee Courtland L. and Thrill, John V. Business Communication Today, Tata McGraw Hill, New York, Taxman Publications
- ❖ Ghanekar, A. (1996), Communication Skills for Effective Management, Everest Publishing House
- ❖ Lesikar, Raymond V and Peitit, John D. (1994), Business Communication: Theory and Application, Richard D. Irwin Inc. Ilinios
- ❖ Raman, Meenakshi and Sharma S. (2004) Technical Communication: Principles and Practice, Oxford University Press, New Delhi
- ❖ Hurlock, Elizabeth, B., Personality Development, Tata McGraw Hill
- ❖ Pareek, Uday Understanding Organisational Behaviour, Oxford Publication
- ❖ Sahu, R.K., Training for Development, Excel Books
- ❖ Romila Reddy, NLP for Dummies
- ❖ Joseph O' Conner- NLP Workbook: A Practical Guide to achieving Results you want
- ❖ P.E. Merlevede- 7 Steps to Emotional Intelligence

**Syllabus MBA -Human Resources Management (HRM)
For the academic year 2014-15**

1st –Semester

Course code: MHRM-107

Contact Hours/Week: 4Hrs

Course Title: Information Technology for Management

Credit: 04

Maximum Marks: 100

Duration of Examination: 3 Hrs

Objective

The objective of this course is to introduce to the students the management issues related to Information Systems and help them identify and evaluate various options in this regard.

UNIT-I

Concept and role of Information Systems, Types of Information Systems, Operations Support Systems, Expert Systems, Knowledge Management Information Systems, Information Systems for Strategic Management, Competitive Strategy concepts and objectives, Strategic role of Information Systems, Integrating Information Systems with Business Strategy.

UNIT-II

Planning for Information Systems: Identification of applications- Structured and unstructured approach: Business planning system and critical success factors: Methods of Identifying applications, Evaluation of applications and value analysis, Risks in information systems

UNIT-III

Resource requirements for information systems: Hardware and Capacity Planning, Software Needs, Procurement Options- Make or Buy Decision, Outsourcing as an option in information systems.

UNIT-IV

Systems Development life cycle: Critical Success factors in customized software, traditional sequential method for systems development, CASE tools and modern process of Systems development, Flexibility Integrity and Control Issues

UNIT-V

Decision Support Systems-An overview: Role of Decision Support Systems in organizations, Modeling in Decision Support, Group Decision Support Systems, Expert Systems: Executive Information systems and their applications.

*** Case studies related to entire topics are to be taught**

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching- Learning Process will involve 20% input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested Readings:

- ❖ Laudon Kenneth and Laudon Jane, MIS- A contemporary perspective. Prentice Hall, New York
- ❖ O' Brien James A., Management Information Systems. Tata McGraw Hill Edition, New Delhi
- ❖ Kumar, M., Business Information Systems. Vikas Publishing House, New Delhi

**Syllabus MBA -Human Resources Management (HRM)
University wide Elective Course for the academic year 2014-15**

1-Semester

Course code: MHRM-175

Contact Hours/Week: 4Hrs

Course Title: Fundamentals of Management and Organisational Behaviour Credit: 04

Maximum Marks: 100

Duration of Examination: 3 Hrs

Objective

The Course has been designed such that it would acquaint the students with the basic management concepts and organizational processes in the organisation.

Unit-I

Managerial Roles; Types of Managers; Management levels and skills; Challenges of Management. Era of Dynamic Engagement; New Organisational Environment; Globalisation and Management; Diversity and Cross Cultural Management; Ethical and Environmental foundations of management; Quality management; Enterpreneuring and Intrapreneuring.

Unit-II

Planning: Concept, Nature, Processes and Frameworks of Planning; Types of plans and planning premises; Organising, approaches in Organisation Design and Structuring, Span of Management, Authority and Responsibility relationship, Delegation and Decentralisation; Direction as Management Function.

Unit-III

Decision Making: Concept and Significance, types of Decisions, Processes of Decision Making; Techniques of decision-making and Forecasting. Management by Objectives (MBO). Management Control: - Concept, features, process and Techniques.

Unit – IV

Understanding and Managing Individual Behaviour values: Types of values; Value based management; Personality – Meaning; Development of Personality; Personality Determinants and Traits. Locus of Control (LOC) & Types of Perception-Nature and Importance; Factors influencing Perception; developing perceptual skills. Attitudes-Nature and Dimensions; Components and functions of attitudes.

Unit – V

Leadership and influence process-Concept; Leadership Skills; theories of leadership-Trait Theory; Situation theory; Path-goal Leadership model; Understanding and managing organizational System; Organsational design and structure.

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested Readings

- ❖ Koontz, Harold and Weihrich, Heinz. "Management", McGraw Hill, New York. 5th edition.
- ❖ Stoner, James A.F. and Freeman, R.Edward, "Management". New Delhi. 6th edition.
- ❖ Mathew, M.J "Business Management" Sheel Sons Publishers, Jaipur. 1st edition.
- ❖ Robbins, Stephens, P. : Organisational Behaviour, Prentice Hall of India, New Delhi.
- ❖ Newstrom and Keith Davis - Organisational Behaviour – Human Behaviour at work, Tata Mc Graw Hill, New Delhi.
- ❖ Luthans Fred - Organisational Behaviour, Tata Mc Graw Hill, New Delhi.

**Syllabus MBA -Human Resources Management (HRM)
University wide Elective Course for the academic year 2014-15**

I-Semester

Course No. MHRM-176

Contact Hrs/week: 4Hrs

Course Title: Entrepreneurship and Small Business Management

Credit: 04

Maximum Marks: 100

Duration of Examination: 3 Hrs

Objective

- To create understanding of the concept and process of entrepreneurship
- Management of small business and other types of small scale enterprises.
- To have an understanding of the major causes and remedial actions for SSI sickness
- To develop a practical understanding of formulating a business proposal

Unit I

Entrepreneurship - concept, need and scope, Entrepreneurial functions and tasks; Characteristics of successful entrepreneurs; different types of entrepreneurs, Innovation, creativity and entrepreneurship

Small Business: Concept & Definition, Nature & Characteristics, Role of Small Business in Indian Economy

Unit II

Environmental Scanning, Identifying Entrepreneurship opportunities, Idea Generation and Scrutinizing Idea

Institutional support programmes; role and functions of major support institutions such as SIB, CSIO, SSDO, SISIs, Entrepreneurship development programmes and management education for entrepreneurs, Role of Women Entrepreneurs

Unit III

Selecting appropriate ownership structure, Sole Proprietor, Limited Liability Company (LLC), Joint Stock Company, Registration and Licensing; Application for registration of a small business enterprise, Partnership Act, 1932

Teething problems in setting small units; location, technology, marketing, recoveries, Labour and planning, Problem of sickness.

Unit IV

Need for funds, technology and facilities, Acquisition, Allocation and Administration of Funds, Financial assistance by financial institutions and emphasis on schemes for assisting small scale units. Government Policy towards small business

Working Capital Management, Break even analysis, Inventory Management, Production and Operations Management, Marketing Management, E-commerce and need for digital marketing, HRM, TQM for Small Scale Enterprises

Unit V

Project Identification (Feasibility study), Project Formulation, Preparation of Formal Project Report, Project Appraisal, Social Cost Benefit Analysis.

Note:

- The mid semester examination for this course shall be evaluated on the basis of project report prepared by the students individually and submission of the project report shall be at the end of semester
- Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- Teaching-learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.
- Expertise of the faculty from JKEDI and other entrepreneurship institutes will be utilized

Reference Books and Suggested Readings

- Baumbach C.M. & Mancuso, J.R., Entrepreneurship and Venture Management, Taraporevala, Bombay, 1981.
- Khanka S.S., Entrepreneurial Development, S. Chand & Company, New Delhi, 2001.
- Desai, V., Management of a Small Scale Industry, 3rd ed., Himalaya, Bombay, 1986.
- Taub, R.P. & Taub D.L., Entrepreneurship in India's Small Scale Industries, Manohar, New Delhi, 1989.
- Tewari, V.K., Philip J. & Pandey, A.N., Small Industry Success and Failure Concept, New Delhi, 1981.

Course Structure
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for the academic year 2014-15

SEMESTER II

SCHEME OF SYLLABUS			
(CORE COURSES)		CREDITS	MAX. MARKS
Course Code	Course Title		
MHRM 201	Corporate Ethics and Environment	4	100
MHRM 202	Financial Management	4	100
MHRM 203	Quantitative Techniques for Business	4	100
MHRM 204	Industrial Relations	4	100
MHRM 205	Production Management	4	100
MHRM 206	Strategic Management	4	100
MHRM 207	Individual and Group Behaviour in Organization	4	100
MHRM 208	Viva Voce	2	50
<u>UNIVERSITY WIDE ELECTIVE COURSES (ONE FROM THE FOLLOWING)</u>			
MHRM 275	Managerial Skills and Effective Communication	4	100
MHRM 176	Entrepreneurship and Small Business Management	4	100

Total Credits: 34
Total Marks: 850

**Syllabus MBA -Human Resources Management (HRM)
For the academic year 2014-15**

II-Semester

Course No. MHRM-201

Contact Hrs/Week: 4Hrs

Course Title: Corporate Ethics and Environment

Credits: 04

Maximum Marks: 100

Duration of Examination: 3 Hrs

Objective

The Purpose of this course is to develop an awareness of the ethical issues related to business and to give the participants the basic understanding of the important ethical and environmental aspects of business.

Unit-I

Business Ethics: concept and nature, Ethical Theories; causes of unethical behaviour, Ethical abuses, Work Ethics. Ethics in Practice- Professional Ethics for Functional Managers, Ethics in Global Business, Ethical Dilemma, Ethos in HRM

Unit -II

Introduction and definition of business and its Emergence in the 21st Century The concept of Environment components of Environment: Economic, Political, Legal Social, Technological and International. Need to scan the business environment and techniques of scanning the business environment.

Unit-III

Politico legal Environment rationale and extent of State Intervention, Public Sector in India; Privatization Prominent features of MRTP, FEMA, EXIM in the light of Liberalization.

Unit-IV

SEBI guidelines relating to Capital Issues; Socio-cultural Environment and its impact on business operations. The impact of technology on Business import of technology.

Unit-V

Economic Environment; New Economic Policies; Main features of Economic planning with respect to business industrial Policy in light of liberalization; Emergence of globalization, Implications for India; Social responsibility of Business; Business and Environmental Issues in Indian Context.

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-Learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.
- ❖ A minimum of two cases or articles or a combination of these shall also be introduced to the students for imparting practical knowledge about the course.

Reference Books and Suggested Readings:

- ❖ The Ethics of Management, Larue Tonbe Hosmer, Richard D. Irwin Inc
- ❖ Ethics in Management S.A. Sherlekar Himalaya Publishing House
- ❖ Business Ethics Murthy C.V Himalaya Publishing House
- ❖ Essentials of Business Environment Aswathapa, Himalaya Publishing House

**Syllabus MBA -Human Resources Management (HRM)
For the academic year 2014-15**

II-Semester

Course No. MHRM-202
Course Title: Financial Management
Maximum Marks: 100

Contact Hrs/Week: 4Hrs
Credits: 04
Duration of Examination: 3 Hrs

Objective

The objective of this course is designed to acquaint students about the basics of financial management. This course will help them in developing an understanding about the various aspects of financial decisions and their impact on other functional areas of management.

Unit-I

Introduction

Concept, scope, classification and organization of finance function. Objectives of Financial Management- Profit maximization vs. Wealth maximization.

Time value of money. Cost of capital: Cost of Equity, Preference Shares, Debt and weighted average cost of capital.

Unit-II

Investment decision

Capital Budgeting Nature and concept of Capital Budgeting. Techniques of Capital Budgeting Traditional and Discounted Cash Flow (DFC).

Working Capital Management: Concept of working capital, Factors affecting working capital requirement. Computation of average working capital requirements.

Unit-III

Sources of Finance

Financing Fixed Assets- (Long Term Sources) Shares, Debentures / Bonds, financial service leasing, Hire purchase Venture capital

Financing Current Assets- (Short-term Sources): Public Deposits Financing through Bank (CC limit / OD LOC and Commercial papers, and Factoring

Unit-IV

Financing Decision

Leverage: Financial Leverage (Financial Risk), Operating Leverage (Business Risk), Degree of Operating, Financial and Combined leverage

Capital Structure - Determinants of capital structure. Approaches to establish Appropriate Capital Structure- EBIT-EPS Approach (Indifference point in Capital Structure), Cost of Capital & Valuation Approach, and Cash Flow Approach.

Capital Structure Theories -Net Income Approach, Net Operating Income Approach & Modigliani-Miller Hypothesis.

Unit-V

Management of Earnings and Financial Modeling

Types of Dividend, Dividend Payment - retention decision: Factors influencing dividend Decision.

Dividend Theories - Dividend Theories of Relevance— Walters Model, & Gordon's Model, Dividend Theories of Irrelevance — Modigliani-Miller Hypothesis.

Financial Modeling- Concept, Scope and Limitations.

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-Learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested Readings:

- ❖ Financial Management, I.M. Pandey, Vikas Publishing House
- ❖ Financial Management, Text Problems and Cases, M.Y. Khan & P.K. Jain Tata Mc Graw Hill
- ❖ Financial Management and Policy, Van Horne, Prentice Hall India
- ❖ Financial Management Theory and Practice. Parsana Chandra Tata Mc Graw Hill Pvt. Ltd.

Syllabus MBA -Human Resources Management (HRM)

For the academic year 2014-15

II-Semester

Course No. MHRM-203
Quantitative Techniques for Business
Maximum Marks: 100

Contact Hrs/Week: 4Hrs
Credit: 04
Duration of Examination: 3 Hrs

Objective

The objective of this course is to equip the participants with the relevant tools and techniques for applications in solving Managerial Problems. The Focus of this course will be on application of quantitative methods in business situations

Unit-I

Management Science: Concept and Importance, Descriptive Statistics, Probability and Introduction, Simple decision problems under certainty risk and uncertainty, Criteria for decision under certainty, decision trees, sampling & sampling method.

Unit-II

Hypothesis Testing, Regression and Correlation, Linear programming; Formulation of problems, Graphical method, Simplex Duality in linear programming; Sensitivity Analysis, SPSS.

Unit-III

Transportation model; N-W corner Method Least Cost Method VAM, Stepping stone method MODI: Application of Transportation Model; Assignment Models Transshipment Problems.

Unit-IV

PERT/CPM, Network construction and Analysis Critical Path Time-Cost trade off Crash activity analysis Planning and scheduling Project costs controlling project costs.

Unit-V

Game theory Two person Zero sum Game, Minimax Maximin strategies, Saddle point and mixed strategies simulation for business Monte Carlo Method. Application of Simulation in Business Situations.

Reference Books and Suggested Readings:

- ❖ Quantitative Techniques in Management, Vohra, N.D, McGraw Hill, Publishing House 3rd Edition
- ❖ Operation Research (Quantitative Techniques in Management), Kapoor, V.K. Sultan Chand Publications 8th Edition
- ❖ Operations Research An Introduction, Taha Hamdy Pearson Publications 8th Edition
- ❖ Introduction to Operations Research, Hiller Frederick & Gerald Lieberman Tata McGraw Hill Publications 8th edition
- ❖ The Management Scientist Anderson , David R Dennis J. Sweeney & Thomas A Williams Cengage publishers 2nd Edition

Syllabus MBA -Human Resources Management (HRM)

For the academic year 2014-15

II-Semester

Course No. MHRM-204
Course Title: Industrial Relations
Maximum Marks: 100

Contact Hrs/Week: 4Hrs
Credit: 04
Duration of Examination: 3 Hrs

Objective

Main objective of the course is to provide an understanding of the conceptual framework and operational aspects of issues relating to industrial relations.

UNIT I

Understanding Industrial Relations (IR): Meaning, objective, scope and determinants; Dimensions of IR. Interaction among principle parties within social , economic, political contexts; Theories and evolution of IR in India; Framework for successful Industrial Relations programme.

UNIT II

Approaches to the study of IR; Industrial Conflicts: Nature, causes and the effect of industrial disputes; Industrial Disputes Act 1947; Machinery to resolve industrial dispute in India (Conciliation, Arbitration, Adjudication); Alternative dispute resolution.

UNIT-III

Trade Unions: Objectives, Structure and Strategies; Problems and prospects of Trade Unions; Role of Indian Labour Organization in Trade Union Movement; Recognition of Trade Unions; Trade Union Act, 1926 (Amendment Act, 2001) Factories Act 1948.

UNIT-IV

Collective Bargaining: Meaning , objective, approaches, strategies and process; Impact of collective bargaining on management of Industrial Relations; Workers participation and IR;

Workers' education and training; Employer's Associations: Function, role and importance; Steering groups and Quality Circles.

UNIT-V

Unfair labour practices; Judicial delineation of unfair labour practices; code of discipline in industry; Contract Labour Act, 1970; Child Labour Prohibition and Regulation Act, 1986; Organizational safety and welfare in India; Future of Industrial Relations in India.

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-Learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested Reading:

- ❖ •Edwin B. Flippo, - Personnel Management — McGraw-Hill International, Edition, 1984
- ❖ David Lewin -Contemporary Issues in Employment Relations, Amazon Publications
- ❖ C.B Mamoria, S. Mamoria S.V. Gankar -Dynamics of Industrial Relations – Himalaya Publication House, 2010
- ❖ P. N. Singh. Neeraj Kumar- Employee Relations Management, Pearson, 2011-
- ❖ B. P. Singh-Personnel Management and Industrial Relations, Dhanpat Rai and Co.
- ❖ Dale Yoder- Personnel Management and Industrial Relations Prentice Hall of India
- ❖ Biswajeet Patnayak- Human Resource Management. Prentice Hall of India, 2006.

Syllabus MBA -Human Resources Management (HRM)

For the academic year 2014-15

II-Semester

Course No. MHRM-205
Course Title: Production Management
Maximum Marks: 100

Contact Hrs/Week: 4Hrs
Credit: 04
Duration of Examination: 3 Hrs

Objective

To familiarize the students with basic Management Decisions with respect to manufacturing in organizations

UNIT I

Nature & Scope of Production Management, Types of production/operation systems. Facility Location, Facility Layout, Line Balancing. Capacity planning decisions.

UNIT II

Production planning, schedule and control in mass and intermittent production systems, Aggregate planning, Scheduling, Loading & Sequencing. Productivity, Work Study- Method Study and Work Measurement.

UNIT III

New concept in production management- Supply Chain Management, Benchmarking, Quality systems-ISO, TQM, Quality circles.

UNIT IV

Purchase system and procedure- functions, inputs, restraints and factors, purchasing decisions, purchasing forms, Vendor evaluation and computerization of purchasing system. Inventory Management- concept, functions, classification ABC, VED and FSN, EOQ

Unit V

Stores Management- functions, systems and procedures, stores accounting and verification systems, stores locations and layout. Standardization codification and variety reduction- classification of material, codifications, variety reduction

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-Learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.
- ❖ A minimum of two cases are required to be discussed in the course. Also live project including factory visit essential for the course.

Reference Books and Suggested Readings:

- ❖ Production Management Adam, E. & Ebert R.J
- ❖ Operations management, Schroeder

Syllabus MBA -Human Resources Management (HRM)

For the academic year 2014-15

II-Semester

Course No.MHRM-206
Course Title: Strategic Management
Maximum Marks: 100

Contact Hrs/Week: 4Hrs
Credits: 04
Duration of Examination: 3 Hrs

Objective

The objective of this course is to present the students with the concepts and framework of strategic management. The students shall learn how to analyze a company's business environment, select a strategy, and construct the organization necessary to put into action.

Unit I

Overview of Strategic Management; Concept of Strategy; Process of strategic management; Strategic Decision Making; Roles of a Strategist; Globalization and its Impact; Corporate Strategy and Corporate Governance; Strategic Intent; Vision, Mission, Goals and Objectives; Competitive Advantage

Unit II

Environmental appraisal-Concept of Environment, Components of Environment; Environmental Scanning Techniques- ETOP and SWOT Analysis (TOWS); Organizational appraisal - Internal Environment; Strategic Advantage Profile and Methods for Organizational Appraisal; Industry Analysis; Value Chain Analysis; Competition and Competitive dynamics; Concept, Importance and Use of Core Competence.

Unit III

Corporate Level Strategies-Stability, Expansion, Retrenchment and Combination; Business Level Strategies- Conditions, Risk and Benefits of Cost Leadership, Differentiation and Focus Leadership; Porters' framework of Competitive Strategies; Identification of Critical Success Competitive Positioning.

Unit IV

Strategic Analysis & Choice- Process of Strategic Choice; Subjective factors in Strategic Choice; Techniques of Strategic Analysis (BCG, GE Nine Cell, Product Market Evolution, Directional Policy Matrix); Aspects of Strategic implementation; Resource Allocation: Issues in strategy implementation; Procedural Implementation; Structural Implementation; Behavioural Implementation; Operational Implementation

Unit V

Strategic Evaluation; Organizational System and Techniques of Strategic Evaluation; Strategic Control; Operational Control; Contemporary Issues in Strategic Management - Blue Ocean Strategy, Balanced Score Card, Judo Strategy, Organizational Change and Learning

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-Learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.
- ❖ A minimum of two cases are required to be discussed in each Unit for developing practical insight

Reference Books and Suggested Readings:

- ❖ Strategic Management and Business Policy, Azhar Kazmi, Tata Mc Graw Hill
- ❖ Business Policy and Strategic Management: Concepts and Applications, Vipin Gupta,
- ❖ Kamala Gollakota, R. Srinivasan, Prentice Hall India Strategic Management: The Indian Context, R Srinivasan, Prentice Hall India
- ❖ Strategic Management Theory: An Integrated Approach, Charles Hill, Gareth Jones, Cengage Learning
- ❖ Strategic management: competitiveness and globalization : concepts & cases Michael
- ❖ Hitt, R. Duane Ireland, Robert E. Hoskisson, Cengage Learning
- ❖ Exploring Corporate Strategy: Text & Cases, Johnson, Pearson Education India
- ❖ Blue Ocean Strategy: How to Create Uncontested Market Space and Make Competition Irrelevant, W. Chan Kim, Renee Mauborgne, Harvard Business School Press

- ❖ The Balanced Scorecard : translating strategy into action, Robert S Kaplan, David P Norton, Harvard Business Press
- ❖ The strategy-focused organization: how balanced scorecard companies thrive in the new business environment, Robert S. Kaplan, David P. Norton, Harvard Business Press
- ❖ Readings in Strategic Management, Arthur Thompson, Jr., A. J. Strickland III, Tracy Kramer, McGraw Hill
- ❖ Strategy Safari: A Guided Tour Through The Wilds of Strategic Management, Henry Mintzberg, Bruce Ahlstrand, Joseph Lampel, Simon and Schuster

Syllabus MBA -Human Resources Management (HRM)

For the academic year 2014-15

II-Semester

Course No. MHRM-207

Contact Hrs/Week: 4Hrs

Course Title: Individual & Group Behavior in Organization Credits: 04

Maximum Marks: 100

Duration of Examination: 3 Hrs

Objective

The objective of the course is to develop:

- The basic concepts and theories underlying individual behaviour besides developing better insight into one's own self.
- Individual behaviour in groups, dynamics of groups and team building besides developing a better awareness of how they can be better facilitators for building effective teams as leaders themselves.
- Understanding about appropriate interventions required in directing employee's behavior towards organizational goals.

Unit-I

Conceptual framework for understanding human behavior in organizations; Individual Differences; Personality, Self-awareness; Intelligence; Perception; Attitudes; Values; Job Satisfaction; Interpersonal Effectiveness and Self Growth; Learning; Alienation and Anomie.

Unit-II

Concept, Basis and Interventions on Techniques of Understanding Behaviour: Transactional Analysis and Johari Window; Collaboration; Groups, Group Processes and behavior, Individual and the group; Interpersonal Communication; Teams: Nature and Effectiveness.

Unit-III

Foundation of Group Dynamics; Group Development, Norms and Cohesiveness; Group Performance and decision making. Intergroup Relations, Team Building: Concept Skills for managing Teams; Communication, Conflict, Power & Influence. Building Healthy Team Culture; Work Stress: Concept, Nature, Causes and Coping Strategies

Unit-IV

Leadership-Concept, Importance, Difference between leadership and management, functions of a leader, Styles of leadership-autocratic, participative and free-rein, Theories of leadership; Current topics in leadership and teams. Conflict: Concept, Types and Resolution Strategies; Organisational Conflict: Approaches and Management

Unit-V

Contemporary Challenge in management of Organizations and behavior; Organization Culture, New People Management, Knowledge Management Organisation Change and Development; Organisational Creativity and Innovation; Corporate Governance

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-Learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.
- ❖ A minimum of two cases or articles/ reports or projects or a combination of these shall be introduced to the students in the paper.

Reference Books and Suggested Readings:

- ❖ Robbins, Stephens, P.: Organisational Behaviour, Prentice Hall of India, New Delhi
- ❖ Newstorm and Keith Davis- Organisational Behaviour- Human Behaviour at work, Tata Mc Graw Hill, New Delhi
- ❖ Luthans Fred- Organisational behavior, Tata Mc Graw Hill,
- ❖ Pareek, Uday Understanding Organisational Behaviour, Oxford Publication
- ❖ Sahu, R. K., Training for Development, Excel Books
- ❖ Koontz, Herold and Weihrich, Heinz. "Management", McGraw Hill, New York. 5th edition.
- ❖ Stoner, James A.F. and Freeman, R.Edward, "Management". New Delhi. 6th edition.

**Syllabus MBA -Human Resources Management (HRM)
University wide Elective Course for the academic year 2014-15**

II-Semester

Course No. MHRM-275

Contact Hrs/Week: 4Hrs

Course Title: Managerial Skills and Effective Communication Credits: 04

Maximum Marks: 100

Duration of Examination: 3 Hrs

Objective

To enable the students become aware of the importance of managerial communication and the need to master it in order to successfully function in their day – to – day work. To introduce them formally and systematically to some of the current practices in industry , to enable them to acquire some of the skills those are routinely needed , to build up their self confidence by giving them a true picture of themselves as well as of their organization , so that they learn to project their image in all their understandings.

Unit-I

Business Communication: Nature, Importance: Process of Communication, Models- Keith Davis, Leisker, Forms of communication – Oral and Written, Visual, Audio-Visual, Non – Verbal , Body Language .

Unit-II

Types of Communications – Vertical Horizontal and Grapevine, Principles of effective communication (7 c's of Effective Communication) , Barriers of communication – Physical , mechanical , semantic , different comprehensive of reality, socio psychological barriers ,Effective listening – Meaning , relevance and scope ,Public speaking , listening skills , seminar presentations, interpersonal communication.

Unit-III

Business Letter Writing : Layout , Structures , Types of Business Letter writing – letter of enquiry, quotation , order advice , circular letters , letters of complaint and adjustments, sales letters , credit letters and status enquiries , collection letters ,Memo , Job application and C.V. , emails.

Unit-IV

Writing Business Reports, presentation of Reports, Interview and Group Discussion, Principles for writing effective minutes, Global Business Manners , Business Protocol and Etiquettes.

Unit-V

Understanding self: Self images, Self Worth, Self Esteem, Self Analysis using appropriate techniques: Self confrontation and Self Acceptance. An experiential process of growth, Developing Positive Attitude, Emotional Intelligence: Managing self dialogue, Rapport Building.

***Case Studies related to entire topics are to be taught.**

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching – Learning Process will involve 20% input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested Readings:

- Carol , M.lehman , Debbie D.Dufrene, Business Communication , Cengage Learning
- Bovee Courtland L. and Thrill. John V. Business Communication Today, Tata Mc Graw Hill, New York, Taximan Publications.
- Ghanekar, A. (1996), Communication Skills for effective management, Everest Publishing House.
- Lesikar , Raymond V and Peitit, John D . (1994), Business Communication: Theory and Application, Richard D, Irwin Inc. Ilinios.
- Raman, Meenaskhi and Sharma S. (2004) Technical Communication: Principles and Practice, Oxford University Press , New Delhi.
- Hurlock , Elizabeth , B. Personality Development , Tata Mc Graw Hill
- Pareek , Uday understanding Organisational Behaviour , Oxford Publication
- Sahu , R.K., Training for Development , Excel Books.
- Romila Reddy, NLP for Dummies.
- Joseph O' Conner- NLP Workbooks: A Practical Guide to achieving Results you want.
- P.E. Merlevede -7 Steps to Emotional Intelligence.

**Syllabus MBA -Human Resources Management (HRM)
University wide Elective Course for the academic year 2014-15**

II-Semester

Course No. MHRM-176

Contact Hrs/week: 4Hrs

Course Title: Entrepreneurship and Small Business Management

Credit: 04

Maximum Marks: 100

Duration of Examination: 3 Hrs

Objective

- To create understanding of the concept and process of entrepreneurship
- Management of small business and other types of small scale enterprises.
- To have an understanding of the major causes and remedial actions for SSI sickness
- To develop a practical understanding of formulating a business proposal

Unit I

Entrepreneurship - concept, need and scope, Entrepreneurial functions and tasks; Characteristics of successful entrepreneurs; different types of entrepreneurs, Innovation, creativity and entrepreneurship

Small Business: Concept & Definition, Nature & Characteristics, Role of Small Business in Indian Economy

Unit II

Environmental Scanning, Identifying Entrepreneurship opportunities, Idea Generation and Scrutinizing Idea

Institutional support programmes; role and functions of major support institutions such as SIB, CSIO, SSDO, SISIs, Entrepreneurship development programmes and management education for entrepreneurs, Role of Women Entrepreneurs

Unit III

Selecting appropriate ownership structure, Sole Proprietor, Limited Liability Company (LLC), Joint Stock Company, Registration and Licensing; Application for registration of a small business enterprise, Partnership Act, 1932

Teething problems in setting small units; location, technology, marketing, recoveries, Labour and planning, Problem of sickness.

Unit IV

Need for funds, technology and facilities, Acquisition, Allocation and Administration of Funds, Financial assistance by financial institutions and emphasis on schemes for assisting small scale units. Government Policy towards small business

Working Capital Management, Break even analysis, Inventory Management, Production and Operations Management, Marketing Management, E-commerce and need for digital marketing, HRM, TQM for Small Scale Enterprises

Unit V

Project Identification (Feasibility study), Project Formulation, Preparation of Formal Project Report, Project Appraisal, Social Cost Benefit Analysis.

Note:

- The mid semester examination for this course shall be evaluated on the basis of project report prepared by the students individually and submission of the project report shall be at the end of semester
- Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- Teaching-learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.
- Expertise of the faculty from JKEDI and other entrepreneurship institutes will be utilized

Reference Books and Suggested Readings

- Baumbach C.M. & Mancuso, J.R., Entrepreneurship and Venture Management, Taraporevala, Bombay, 1981.
- Khanka S.S., Entrepreneurial Development, S. Chand & Company, New Delhi, 2001.
- Desai, V., Management of a Small Scale Industry, 3rd ed., Himalaya, Bombay, 1986.
- Taub, R.P. & Taub D.L., Entrepreneurship in India's Small Scale Industries, Manohar, New Delhi, 1989.
- Tewari, V.K., Philip J. & Pandey, A.N., Small Industry Success and Failure Concept, New Delhi, 1981.

Course Structure
Masters Degree Programme in MBA (Human Resource Management)
For the academic year 2014-15, 2015-16

SEMESTER III

SCHEME OF SYLLABUS			
(CORE COURSES)		CREDITS	MAX. MARKS
Course Code	Course Title		
MHRM 301	Industrial/Organizational Psychology	4	100
MHRM 302	Strategic Human Resource Management	4	100
MHRM 303	Strategic Compensation Management	4	100
MHRM 304	Labour Laws and Legal Aspects of Human Resource	4	100
MHRM 305	Personal Effectiveness and Self Leadership	4	100
MHRM 306	Summer Project Report	4	100
MHRM 307	Viva Voce	2	50
(ELECTIVE COURSES) (Any two)			
MHRM 308	International HRM	4	100
MHRM 309	Managerial Competencies and Career Development	4	100
MHRM 310	Power Dynamics and Impression Management	4	100
MHRM 311	Team Building and Leadership	4	100
MHRM 312	Managing Diversity	4	100
UNIVERSITY WIDE ELECTIVE COURSES (ONE FROM THE FOLLOWING)			
MHRM 375	Business Environment and Corporate Ethics	4	100
MHRM 176	Entrepreneurship and Small Business Management	4	100

Total Credits: 38
Total Marks: 950

**Syllabus MBA -Human Resources Management (HRM)
For the academic year 2014-15, 2015-16**

III –Semester

Course No. MHRM-301

Contact Hrs/Week: 4 Hrs

Course Title: Industrial/Organizational Psychology

Credit: 04

Maximum Marks: 100

Duration of Examination: 3 Hrs

Objectives

The purpose of this course is to familiarize and equip the students with the applications of psychological principles and techniques to minimize the problems related to work

Unit I

Concept of Industrial Psychology:

Nature, Scope, Aims and Objectives of Industrial Psychology, History and development of the field of Industrial Psychology, Growth and Development of Industrial Psychology in India, Major problems of Industrial Psychology

Unit II

Testing in Organisations and Job Analysis

Significance of Psychological Tests in Industries and Organizations, Approaches of Psychological Testing, Psychological Testing-Aptitude, Personality, Interest and achievement Tests, Job Analysis: Concept, Uses, Job Analysis Procedures, Job Psychograph, Composite Job Psychograph.

Unit III

Hawthorne Studies- Experiments on illumination, Relay assembly test room, Mass interviewing programme, Bank Wiring Observation Room, Personnel Counseling, Implications and Criticism of Hawthorne Studies

Attitude: Need and Importance of studying attitude in Industry, Consequences of unfavorable attitude, Measurement of attitude

Unit IV

Job Satisfaction, Industrial Morale and Counseling:

Job Satisfaction: Determinants and measurement

Industrial Morale: Determinants, measurement, Methods of increasing Industrial Morale

Counseling: Types and functions, Counseling with special groups at work like handicapped, aged, women.

Unit V

Men and Machines:

Industrial accident: Causes, Reduction and Prevention of Accidents

Industrial Fatigue: Nature, Measurement, Causes and Mitigation of Fatigue

Ergonomics: Concept and Importance.

Human Engineering: Importance and Problems

*** Case studies related to entire topics are to be taught**

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching- Learning Process will involve 20% input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested Readings:

- ❖ Blum & Naylor , Industrial Psychology, Sage Publications , New delhi
- ❖ Ghosh ,P.K. ,Industrial Psychology, Himalya Publications , New Delhi
- ❖ Schein E.H., Organisational Psychology, Prentice Hall Inc.
- ❖ Prem Kr. Ghosh ,Industrial Psychology Management , Anmol Publications Pvt. Ltd.
- ❖ Sharan A.K. ,Encyclopedia of Industrial Psychology, Anmol Publications Pvt. Ltd.
- ❖ Jucius, J.Michael : Personnel Management. Richard D Irwin Inc: Illinois
- ❖ Ghiselli, Edwin E. Snd Brown C.W. Personnel and Instruct psychology. McGraw -Hill Book Co. Inc: New York
- ❖ Dunnette M.D. and Hough, L.M. Handbook of Industrial and Organizational Psychology. Vol. 2 and 3, Jaico Publishing House: Delhi
- ❖ Schultz & Schultz, Psychology and Work Today. Pearson Publishers; 8th Ed.
- ❖ Miner, J.B., Industrial- Organisation Psychology. Tata McGraw Hill
- ❖ Riggio, Industrial/Organisational Psychology. Prentice Hall India; 4th

**Syllabus MBA -Human Resources Management (HRM)
For the academic year 2014-15, 2015-16
III Semester**

Course No. MHRM-302

Contact Hrs/Week: 4 Hrs

Course Title: Strategic Human Resource Management

Credit: 04

Maximum Marks: 100

Duration of Examination: 3 Hrs

Objective

Paper has been designed such that it acquaints the students with the basic understanding about human resource strategic processes in the organization. The course also develops an understanding of the concepts, frameworks and strategic issues in Human Resource Management

UNIT I

Strategic Intent and Vision, Mission and Objectives, Nature and Scope of Strategic Management, Process of Strategic Planning and Implementation, Strategic Human Resource Management: Concept, Need, Process, Aims, Approaches, The 5P Model of SHRM, Criteria for Sustainable Competitive Advantage and Limitations of SHRM.

UNIT II

Global Human Resource Environment, Strategy Formulation: Corporate Level Strategy, Business Level Strategy, Functional Level Strategy, Characteristics of HR Strategy, Process of Strategic Formulation, Formulation of HR strategy.

UNIT III

Strategy Implementation: Aspects and Issues in Strategy Implementation, Roles in Strategic HRM- Role of Top Management, Role of HR Director, HR Specialist and Role of Front-line management.

UNIT IV

HR strategies: Functional HR strategies- Resourcing Strategy, Learning and Development Strategy, Reward Strategy, Employee Relations Strategy and Performance Management Strategy, Building Competitive Advantage through HR Strategy.

UNIT V

Organization HR Strategies- Strategies for Organizational Development, Cultural Management Strategies, Change Management Strategies, HR Strategies in Globalization, HR Process Restructuring: Virtual Organizations

*** Case studies related to entire topics are to be taught**

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching- Learning Process will involve 20% input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested Readings:

- ❖ Michael Armstrong, "Strategic Human Resource Management", Kogan Page India Pvt. Ltd.
- ❖ Charles R. Greer., "Strategic Human Resource Management", Pearson Education Asia, Delhi, 2001
- ❖ Azhar Kazmi, Business Policy; Tata Mc Graw Hill Publishing Co. Ltd. New Delhi
- ❖ P.K. Ghosh: Strategic Planning and Management- Sultan Chand & Sons; New Delhi
- ❖ Goswami and Sitlani, Strategic Human Resource Management, RBD Publication, Jaipur
- ❖ Thompson & Strickland: Strategic Management- Concepts and Cases; Tata Mc Graw Hill Publishing Co. Ltd. New Delhi; 12th Ed. 2001
- ❖ Ramaswamy and Namakumari: Strategic Planning- Formulation of Corporate strategy: Mc Milaan India Ltd. New delhi

**Syllabus MBA -Human Resources Management (HRM)
For the academic year 2014-15, 2015-16**

III Semester

Course No. MHRM-303

Contact Hrs/Week: 4 Hrs

Course Title: Strategic Compensation Management

Credit: 04

Maximum Marks: 100

Duration of Examination: 3 Hrs

Objective

To acquaint the students with strategic dynamism of compensation management and its role for achieving competitive advantage, contemporary issues related to compensation.

Unit I

Employee Compensation Management. Concept, Process of determining, Economic and behavioral Issues. Wage concepts Minimum Wage, Fair wage, Living Wage Compensation - Introduction, Forms of pay, Significance of Employee Compensation.

Unit II

Pay model, Steps in developing a total compensation strategy internal alignment – determining the structure Job analysis – Job based approach, job analysis procedures, Job evaluation – concept, methods of job evaluation, Person based structures – skill plans, skill analysis, competency analysis, perfect structure.

Unit III

Salary survey: how to design the survey, interpretation of survey results, Employee contribution– Pay for performance plans, specific plans – short term, Team incentive plans, long term incentive plans, Performance appraisal – role & importance in compensation decisions.

Unit IV

Employee benefits – key issues in benefit planning, Components of benefit plan, administering the benefit program Benefit Options Role of union in wage & salary administration–impact of union in wage determination, alternative reward system.

Unit V

International Pay Systems, Legal and taxation issues in Compensation, Compensation of special groups (Executive Directors, scientists and engineers), Payment of Gratuity act 1972, Payment if PF act 1952.

*** Case studies related to entire topics are to be taught**

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching- Learning Process will involve 20% input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested reading

- ❖ Milkovich & Newman, Compensation, Tata McGraw Hill Ed. 2008 Other Specific Book:
- ❖ Bhattacharyya Dipak; Compensation Management, Oxford Higher Education.
- ❖ Murlis and Armstrong, Reward Management, Kogan Page Publishers, 2007
- ❖ Compensation: What's the Big Secret?, Tom Krattenmaker, Harvard Business Publishing Newsletters, Oct 01, 2002.
- ❖ The Coming Battle over Executive Pay , Karen Dillon, Harvard Business Review, Sep 01, 2009.
- ❖ Six Dangerous Myths About Pay, Jeffrey Pfeffer, Harvard Business Review, May 01, 1998.
- ❖ Performance Appraisals with More Gain, Less Pain Peter L. Allen, Harvard Business Publishing Newsletters, Mar 01, 2003.
- ❖ E-Pay Changes Compensation--Forever (Guest Column), Patricia K. Zingheim, Jay R. Schuster, Harvard Business Publishing Newsletters, May 01, 2000
- ❖ How Much Should an Executive Make?-Stephen F. O'Byrne, et.al. , HBR, May 22, 2009

**Syllabus MBA -Human Resources Management (HRM)
for the academic year 2014-15, 2015-16**

III –Semester

Course No. MHRM-304

Contact Hrs/Week: 4 Hrs

Course Title: Labour Laws and Legal Aspects of Human Resource

Credit: 04

Maximum Marks: 100

Duration of Examination: 3 Hrs

Objective

The purpose of this course would be to develop an understanding of the labour laws as the legal aspects of HR have a pervasive impact on business activities. Decisions of HR executives frequently raise issues which should be carefully evaluated as to their legal consequences before they are implemented. The specific objectives are as follows:

- To enhance the understanding of the students vis-à-vis application of labour laws related to employment, labour welfare, wages and bonus, specific situations and social security
- To expose the students with the administration of labour laws in India and to equip them with the necessary tools to apply the law to a given a set of facts

Unit I

Introduction

Introduction to labour legislation: Need for studying labour legislation, Principles of labour legislation, brief history of labour legislation in India, Labor Welfare: concept, agencies of labor welfare in India, types of labour welfare services

Unit II

Laws Related to Labour Employment

Industrial Disputes Act 1947: objective, scope, basic provisions of authorities under this act, Rules governing layoff, strikes, lockouts under ID act 1947, Major provisions of Employment Exchange Act, 1959, Contract Labour Act, 1970

Unit III Laws related to Compensation

Major provisions of Payment of Wages Act, 1936; Major provisions of Payment of Minimum Wages Act, 1948; The Payment of Bonus Act, 1965

Unit IV

Laws related to specific situations

The Bonded system Act, 1976, The Sales Promotion Employee Act, 1976, The Child Labour (Prohibition and Regulation) Act, 1986

Unit V

Social Security Laws and ILO

Social Security: concept and constituents: social insurance, social assistance and public services; Social security in organised sector in India: Employees State Insurance Act, 1948: objective, scope, coverage, benefits, role of ESI Corporation and ESI Hospitals, Maternity benefit Act, 1961: objective, coverage, benefits, penalties; Social security in the unorganized sector in India: Major provisions of the Unorganised Workers' Social Security Act, 2008
International labour organization (ILO): Scope, objectives, membership structure of ILO.

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include cases based on apex court decisions that relate to labour laws
- ❖ Teaching- Learning Process will involve 20% input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested reading:

- ❖ Misra, S. N. Labour And Industrial Laws, Central Law Publications
- ❖ Padhi, P. K.; Labour And Industrial Laws; PHI, New Delhi, 4th ed. 2007
- ❖ Srivastava, S. C. Industrial Relations and Labour Laws, Vikas Publishing House Pvt. Ltd.
- ❖ Sarma, A.M., Aspects of Labour Welfare and Social Security, Himalaya Publishing House. 2008
- ❖ Sinha P. R. N, Industrial Relations, Trade Union and Labour Legislation, Pearson Education. 4th impression 2009
- ❖ Sarma, A.M., Industrial Relations – A conceptual and legal frame work
- ❖ Saharay, H.K. Industrial and Labour laws of India

**Syllabus MBA -Human Resources Management (HRM)
for the academic year 2014-15, 2015-16**

III –Semester

Course No. MHRM-305

Contact Hrs/Week: 4 Hrs

Course Title: Personal Effectiveness and Self-Leadership

Credit: 04

Maximum Marks: 100

Duration of Examination: 3 Hrs

Objective

To identify the course participants strengths and weakness as a person and a member of group or organisation using personality typing

UNIT I

Introduction to Neuro Linguistic Programming (NLP); History and origins of NLP; Foundations of NLP; Presuppositions of NLP- Basic rules, beliefs and understanding; Sensory Acuity; Concept of Internal Maps

UNIT II

Mirroring and Matching; Rapport Building; Concept of Psycho-geography; NLP Techniques – Anchoring, Pacing and Leading, Reframing and Metaphor

UNIT III

NLP Modeling; Milton Model; Representational systems and Predicates; Meta Model; Mapping Across-Unresourceful states to Resourceful States; Fears vs. Phobia; Resolving Fears

UNIT IV

TA and Self Awareness, Concept of script, Winners and Losers, Structural Analysis, Life positions, Transactions, Games and Strokes, Life Scripts, TA Application in Motivation, Leadership and Team work. TA in counseling.

UNIT V

Introduction to Emotional Intelligence; Models of Emotional Intelligence – Ability Model, Mixed Model and Trait Model; Cultural Intelligence – Concept, Dimensions and Importance; Social Intelligence

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include cases based on apex court decisions that relate to labour laws
- ❖ Teaching- Learning Process will involve 20% input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

BOOKS / REFERENCES

- ❖ Essential Neuro Linguistic Programming: A Teach Yourself Guide by Amanda Vickers, Steve Bavister, Tata McGraw Hills (ISBN: 9780071740005)
- ❖ Selling with NLP ,Kerry I.Jhonson, Nicholas Brealey Publishing (ISBN: 978-1-85788-047-2)

**Syllabus MBA -Human Resources Management (HRM)
for the academic year 2014-15, 2015-16
III –Semester**

Course No. MHRM-308

Course Title: International HRM

Maximum Marks: 100

Contact Hrs/Week: 4 Hrs

Credit: 04

Duration of Examination: 3 Hrs

Objective

Globalization, growing presence of multinationals with expatriate managers, cross border mergers and acquisitions and increasing diversity of workforce demands human resource to be more sensitive to cross-cultural issues and understanding of international approaches to dealing with people in organizations.

Unit I

Introduction to Global HRM, Model of IHRM, variables that moderate differences between HRM and GHRM. Factors influencing the global work environment.

Unit II

HR Planning; Staffing in International Business: HCNs, PCNs, TCNs, Recruitment & selection for international projects, Challenges of employees selection for international assignments; Dual-career couples

Unit III

Global Training and development: Training strategies, Developing staff through international, Assignment, Challenges of training employees for overseas assignments, standardization and adaption of work practices.

Unit IV

Compensation Strategy; International compensation: key components of an international compensation programme, Flexibility and Worklife Balance, Employee Relations and communication

Unit V

Managing IHRM, Talent Management, employee Branding, Global Knowledge Management Strategies. Global HRM trends and future challenges

*** Case studies related to entire topics are to be taught**

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.

- ❖ Teaching- Learning Process will involve 20% input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested reading

- ❖ Dowling, P.J. and Welch, D. E. International Human Resources Management.4th ed. CENGAGE Learning. 8th ed. (2010)
- ❖ Ashwathappa K, & Dash, S. (2008). International Human Resources Management, Tata McGraw Hill, New Delhi.
- ❖ Edwards, T. & Rees, C. (2006). International Human Resources Management. Pearson Education
- ❖ Rao, P. S. (2009) International Human Resources Management. Himalaya publishers

**Syllabus MBA -Human Resources Management (HRM)
for the academic year 2014-15, 2015-16
III –Semester**

Course No. MHRM-309

Contact Hrs/Week: 4 Hrs

Course Title: Managerial Competencies & Career Development

Credit: 04

Maximum Marks: 100

Duration of Examination: 3 Hrs

Objectives

- Appreciate the importance of career strategies in a rapidly changing environment
- Develop an awareness of various career orientations and strategies of individual career planning.
- Develop an understanding in designing appropriate systems of organizational career development.

UNIT I: Introduction to Managerial Competencies

Meaning, Definitions, Concept of Competencies, Evolution of Competencies, Categorization of Competencies - Generic Competencies, Managerial Competencies, Technical, Functional, Human Competencies, Core Competencies, Behavioral Competencies, Threshold Competencies. Business Competencies, HRD Competencies, Competencies in Career Development, Assessment Centre Approach to Competence Building.

UNIT 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, Career Paths, Career Transition and Plateauing, Succession Planning and Fast-Tracking, Dual-Ladder for Career Development.

UNIT III: Career Development Process

Career Development: Theoretical Foundations, Concept of Career Anchor, 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.

UNIT 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, Becoming a Professional, Breaking-in Process, People, Relationships and Politics

UNIT V: Enhancing Learning through Experience Sharing

Mentoring for Employee Development, Career Development in a Changing Environment, Special Issues in Career Development, Experience sharing of Successful Industry Professionals, Entrepreneurs, Alumni and Career Specialists.

*** Case studies related to entire topics are to be taught**

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching- Learning Process will involve 20% input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested Readings:

- ❖ Kolb, Osland, & Rubin (1995). Organizational Behavior, Prentice Hall
- ❖ Harnold R. Wallace (2004). Personal development for life and work, Thompson Learning ,India, New Delhi
- ❖ Greenhaus (2004). Career Management , Thompson Learning, India, New Delhi
- ❖ Dubois, D., & Rothwell, W. (2004). Competency-Based Human Resource Management. Davies-Black Publishing
- ❖ Dubois, D., & Rothwell, W. (2000). The Competency Toolkit (Volumes 1 & 2). HRD Press
- ❖ Shandler, D. (2000). Competency and the Learning Organization. Crisp Learning.
- ❖ Wood. R., & Payne, T. (1998). Competency-Based Recruitment and Selection. Wiley
- ❖ Tripathi, PC, Human Resource Development, Sultan Chand & Sons, Delhi
- ❖ Gary Dessler, Human Resource Management, Pearson education India
- ❖ Edwin B. Flippo, U S (1979). Personnel Management, Mc Graw Hill Inc.
- ❖ T.V. Rao , HRD Missionary, Pearson Education India

**Syllabus MBA -Human Resources Management (HRM)
for the academic year 2014-15, 2015-16
III –Semester**

Course No. MHRM-310

Contact Hrs/Week: 4 Hrs

Course Title: Power Dynamics & Impression Management

Credit: 04

Maximum Marks: 100

Duration of Examination: 3 Hrs

Objective: Power and Influence in Organizations and Politics is to develop students understanding of power and techniques of analyzing influence processes. After students have completed the course, students will be able to identify more effectively the reasons for others' behavior and influence events toward the ends. Students will get acquainted what power means & the role it plays in their career.

UNIT I

Understanding power dynamics; Bases of power, Formal and Informal sources; Power tactics and their contingencies; Power in groups; Politics: power in action. Distribution of power in society.

UNIT II

Understand the role of resources in power dynamics; how power is exercised; barrier in acquiring and exercising power; distribution of power in crises and disasters; Effective and Ineffective use of power.

UNIT III

Leadership and Influence Process;- Explore the importance of interpersonal relationships in exercising influence; different types of relationship and their roles in the influence process; Leader's reputation and power ; Use of power in effective negotiation and conflict resolving.

UNIT IV

Ethical issues in the use and abuse of power; differences between men's and women's attitudes about and uses of power; discrimination and harassment in the workplace; role of information and language in power dynamics.

UNIT V

Impression Management an Overview;- Image building & Role of Impression in employee career; Understand the many forms of impression management—why they occur and how they function. Role of power on employee loyalty.

*** Case studies related to entire topics are to be taught**

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching- Learning Process will involve 20% input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested reading

- ❖ David , Badham Power, Politics and Organizational Change Sage Publication
- ❖ W.Gilbert ; organization Power Politics , Tactics in organization Leadership Greenwood Publishing
- ❖ Leary, M. R. Self-presentation: Impression management and interpersonal behavior. Boulder, CO: Westview Press.

**Syllabus MBA -Human Resources Management (HRM)
for the academic year 2014-15, 2015-16
III –Semester**

Course No. MHRM-311

Course Title: Team Building and Leadership

Maximum Marks: 100

Contact Hrs/Week: 4 Hrs

Credit: 04

Duration of Examination: 3 Hrs

Objective:

To discuss with students various aspects of leadership and Team Building and to develop basic understanding about the leadership and help in working as team members . To enhance one's own self-awareness and to be able to understand other to work effectively in Teams

UNIT I

Introduction to leadership, Leadership for building effective teams, Corporate Leadership. Compare and contrast Management of Leadership. Leadership and Leader Behavior, Leadership ethics.

UNIT II

Traits , Motives and Characteristics of Leaders , Leadership Approaches and Models , Leadership Theories , Trait, McGregor Theory , X and Y , SLT Theory , Value Based Leadership , Path Goal Theory , Leadership Member Exchange theory , Transformation Leadership Theory , Transactional Leadership Theory , Psychodynamic approach to leadership

UNIT III

Emotional Intelligence and leadership, Authentic leadership , leadership Experience from Indian corporate leaders ,Developing powerful persuasion strategies, Spiritual Foundations of leadership , Impression Management and formation .

UNIT IV

Psychological Understanding for effective teams, Theory and Issues in Psychological testing, Aptitude testing –D.A.T, Personality assessment –Theoretical background, Self report Inventories. The M.M.P.I; Multifactor personality tests –The 16 PF; Projective techniques, The T.A.T, assessment centers.

UNIT V

Work teams, dynamics of work teams, Shared vision , Visionary leadership , Team Leadership , Leadership development for effective teams , Team Interventions

*** Case studies related to entire topics are to be taught**

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching- Learning Process will involve 20% input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested reading

- ❖ Luthans Fred, Organizational Behavior ,McGraw Hill
- ❖ Covey ,S,Seven Habits of Highly Effective people
- ❖ Myers , Salma ,G Team Building for diverse work groups , Wheeler Publishing

**Syllabus MBA -Human Resources Management (HRM)
for the academic year 2014-15, 2015-16
III –Semester**

Course Code: HRM-312

Course Title: Managing Diversity

Maximum Marks: 100

Contact Hours/Week: 4Hrs

Credit: 04

Duration of Examination: 3 Hrs

Objective:

To acquaint the students with global aspect of human asset management, various challenges and opportunities in cross cultural organization.

Unit I

Introduction to cross cultural management dimensions of culture, communication across culture, challenges of cross cultural Management, Globalization

Unit II

Negotiation across cultures, Negotiation framework, Negotiation styles in different countries, Negotiation process, Interpretation, Translation and Mediation

Unit III

Culture Influence on Motivation, Content theories of motivation and process theories of motivation .Cultivating a Global mindset, developing cross cultural skills

Unit IV

Leadership and global relevance: Leadership theories in other cultures .Leadership style in Europe, South East Asia and in middle east .HRM in Globalizing world

Unit V

Expatriate Management issues, Selection of expatriate, cross cultural training, ethics framework, ethical binding for global managers

*** Case studies related to entire topics are to be taught**

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching- Learning Process will involve 20% input from those who demonstrated excellence in the area i.e. Practioner’s view will be incorporated.

Reference Books and Suggested reading

- ❖ Mead R, “International Management cross cultural dimensions, Wiley, 2005

- ❖ Cross cultural Marketing, Robert Rugimbana & Sonny Nwankwo , Thomas Asia Pte. Ltd
Singapore
- ❖ Alder N J, International Dimensions of Organizational Behavior , Kent Publishing

Syllabus MBA -Human Resources Management (HRM)
University wide Elective Course for the academic year 2014-15, 2015-16
III –Semester

Course No.MHRM-375

Contact Hrs/week: 4Hrs

Course Title: Business Environment and Corporate Ethics

Credit: 04

Maximum Marks: 100

Duration of Examination: 3 Hrs

Objective

The Purpose of this course is to develop an awareness of the ethical issues related to business and to give the participants the basic understanding of the important ethical and environmental aspects of business.

Unit-I

Business Ethics: concept and nature, Ethical Theories; causes of unethical behaviour, Ethical abuses, Work Ethics. Ethics in Practice- Professional Ethics for Functional Managers, Ethics in Global Business, Ethical Dilemma, Ethos in HRM

Unit -II

Introduction and definition of business and its Emergence in the 21st Century The concept of Environment components of Environment: Economic, Political, Legal Social, Technological and International. Need to scan the business environment and techniques of scanning the business environment.

Unit-III

Politico legal Environment rationale and extent of State Intervention, Public Sector in India; Privatization Prominent features of MRTP, FEMA, EXIM in the light of Liberalization.

Unit-IV

SEBI guidelines relating to Capital Issues; Socio-cultural Environment and its impact on business operations. The impact of technology on Business import of technology.

Unit-V

Economic Environment; New Economic Policies; Main features of Economic planning with respect to business industrial Policy in light of liberalization; Emergence of globalization, Implications for India; Social responsibility of Business; Business and Environmental Issues in Indian Context.

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-Learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.
- ❖ A minimum of two cases or articles or a combination of these shall also be introduced to the students for imparting practical knowledge about the course.

Reference Books and Suggested Readings:

- ❖ The Ethics of Management, Larue Tonbe Hosmer, Richard D. Irwin Inc
- ❖ Ethics in Management S.A. Sherlekar Himalaya Publishing House
- ❖ Business Ethics Murthy C.V Himalaya Publishing House
- ❖ Essentials of Business Environment Aswathapa, Himalaya Publishing House

**Syllabus MBA -Human Resources Management (HRM)
University wide Elective Course for the academic year 2014-15, 2015-16**

III-Semester

Course No. MHRM-176

Contact Hrs/week: 4Hrs

Course Title: Entrepreneurship and Small Business Management

Credit: 04

Maximum Marks: 100

Duration of Examination: 3 Hrs

Objective

- To create understanding of the concept and process of entrepreneurship
- Management of small business and other types of small scale enterprises.
- To have an understanding of the major causes and remedial actions for SSI sickness
- To develop a practical understanding of formulating a business proposal

Unit I

Entrepreneurship - concept, need and scope, Entrepreneurial functions and tasks; Characteristics of successful entrepreneurs; different types of entrepreneurs, Innovation, creativity and entrepreneurship

Small Business: Concept & Definition, Nature & Characteristics, Role of Small Business in Indian Economy

Unit II

Environmental Scanning, Identifying Entrepreneurship opportunities, Idea Generation and Scrutinizing Idea

Institutional support programmes; role and functions of major support institutions such as SIB, CSIO, SSDO, SISIs, Entrepreneurship development programmes and management education for entrepreneurs, Role of Women Entrepreneurs

Unit III

Selecting appropriate ownership structure, Sole Proprietor, Limited Liability Company (LLC), Joint Stock Company, Registration and Licensing; Application for registration of a small business enterprise, Partnership Act, 1932

Teething problems in setting small units; location, technology, marketing, recoveries, Labour and planning, Problem of sickness.

Unit IV

Need for funds, technology and facilities, Acquisition, Allocation and Administration of Funds, Financial assistance by financial institutions and emphasis on schemes for assisting small scale units. Government Policy towards small business

Working Capital Management, Break even analysis, Inventory Management, Production and Operations Management, Marketing Management, E-commerce and need for digital marketing, HRM, TQM for Small Scale Enterprises

Unit V

Project Identification (Feasibility study), Project Formulation, Preparation of Formal Project Report, Project Appraisal, Social Cost Benefit Analysis.

Note:

- The mid semester examination for this course shall be evaluated on the basis of project report prepared by the students individually and submission of the project report shall be at the end of semester
- Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- Teaching-learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.
- Expertise of the faculty from JKEDI and other entrepreneurship institutes will be utilized

Reference Books and Suggested Readings

- Baumbach C.M. & Mancuso, J.R., Entrepreneurship and Venture Management, Taraporevala, Bombay, 1981.
- Khanka S.S., Entrepreneurial Development, S. Chand & Company, New Delhi, 2001.
- Desai, V., Management of a Small Scale Industry, 3rd ed., Himalaya, Bombay, 1986.
- Taub, R.P. & Taub D.L., Entrepreneurship in India's Small Scale Industries, Manohar, New Delhi, 1989.
- Tewari, V.K., Philip J. & Pandey, A.N., Small Industry Success and Failure Concept, New Delhi, 1981.

Course Structure
Masters Degree Programme in MBA (Human Resource Management)
for the academic year 2014-15, 2015-16

SEMESTER IV

SCHEME OF SYLLABUS			
(CORE COURSES)		CREDITS	MAX. MARKS
Course Code	Course Title		
MHRM 401	HR Research Methods	4	100
MHRM 402	Training and Development	4	100
MHRM 403	Human Resource Information Systems	4	100
MHRM 404	Organization Development and Change	4	100
MHRM 405	Talent Management	4	100
MHRM 406	Viva Voce	2	50
(ELECTIVE COURSES) (Any two)			
MHRM 407	Conflict Resolution and Collective Bargaining	4	100
MHRM 408	Counselling, Coaching and Mentoring	4	100
MHRM 409	HR in Composite Cultural Environment	4	100
MHRM 410	Competency Mapping	4	100
MHRM 411	Legal Aspects of Business	4	100
<u>UNIVERSITY WIDE ELECTIVE COURSES (ONE FROM THE FOLLOWING)</u>			
MHRM 475	Transformational Leadership and Group Dynamics	4	100
MHRM 476	Contemporary Practices in HRM and OB	4	100
MHRM 176	Entrepreneurship and Small Business Management	4	100

Total Credits: 34
Total Marks: 850

**Syllabus MBA -Human Resources Management (HRM)
For the academic year 2014-15, 2015-16**

IV –Semester

Course No. MHRM-401
Course Title: HR Research Methods
Maximum Marks: 100

Contact Hrs/week: 4Hrs
Credit: 04
Duration of Examination: 3 Hrs

Objective

The basic objective of this course is to acquaint the students with the procedure of conducting systematic inquiry in the field of management in general and HR in particular and to equip them with skills and knowledge needed to formulate and undertake the research project in a systematic manner.

Unit I

Research: Definition and objectives, Types, Steps in Research Process, Errors in Research, Significance of HR Research, Concept-mapping for HR Research, Model Building in HR Research, Significance of HR Research .

Unit II

Research Design: Types: Exploratory, Conclusive: Causal and Descriptive: Longitudinal and Cross-Sectional, **Scaling Techniques, Measurement:** Validity: Content Validity, Face Validity and Construct Validity; Reliability: Indicator and Scale Reliability

Unit III

Questionnaire: Stages of Questionnaire Development, **Sampling:** Sample Unit, Sampling Techniques: Probability and Non-probability, Sample Size, Procedure to Select a Sample, Sampling and Non-Sampling Error, **Methods of Data Collection:** Primary and Secondary Data, Data through Questionnaire, Schedules.

Unit IV

Factor Analysis in HR Research: Objectives, Common Factor Analysis and Principal Component Analysis, Exploratory and Confirmatory Factor Analysis, Basic Interpretation of Results of Factor Analysis, **Hypothesis Testing:** Sources of Hypothesis, Characteristics of Hypothesis, Hypothesis Testing Procedure, Relation between Theory and Hypothesis.

Unit V

Structure and Components of Research Report: Types of Report, Layout of Research Report and Mechanics of Writing a Research Report; **Referencing in Academic Writing:** APA, Web Based Information Sources in Management; Web Based Information Sources in Search Engines, Ethics in Academic Writing and Plagiarism

*** Select Case studies focusing on each unit needs to be discussed**

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include discussions, writing tasks and assignments
- ❖ Teaching-Learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested Readings:

- ❖ Cooper, D. R., & Schindler, P. S. (2012). *Business Research Methods*. (12th Edition), New Delhi: Tata McGraw-Hill.
- ❖ Malhotra, N. K & Dash, S. (2011). *Marketing Research: An Applied Orientation*. (Sixth Edition), New Delhi: Pearson Education.
- ❖ Monippally, Mathukutty M and Pawar, Badrinarayan Shankar (2010). *Academic Writing: A Guide for Management Students and Researchers*. New Delhi, Response (Sage).
- ❖ Zikmund, W. G. (2012) *Business Research Methods*. (8th Edition), Cengage Learning

**Syllabus MBA -Human Resources Management (HRM)
For the academic year 2014-15, 2015-16**

IV Semester

Course No.MHRM-402
Course Title: Training and Development
Maximum Marks: 100

Contact Hrs/week: 4Hrs
Credit: 04
Duration of Examination: 3 Hrs

Objective

The purpose of this paper is to provide an in-depth understanding of the role of Training in the HRD, and to enable the course participants to manage the Training systems and processes

Unit I

Introduction to Training and Development(Role of Training in Organizational Growth)
Introduction to Objectives , Responsibility and Challenges of Training Managers Roles and Responsibilities of a Trainer(Competence of Trainer) Roles and Responsibilities of Trainer(Trainer's Style) Snapshot of Training practices.

Unit II

Strategic Training (Models of Organizing Training Department) Needs Assessment (Training Needs Assessment - Introduction) Trends in Training and Development (Learning management systems) Needs Assessment (Importance of Training Needs Assessment) Needs Assessment (Scope of Training Needs Assessment) Program design (Factors Affecting the Training Design)

Unit III

Implementation of Training (Logistical Arrangements) Implementation of Training (Physical Arrangements) Tips for Effective Implementation Training Methods & Modules (Team Training, Diversity Training) Training Methods & Modules (Computer Based Training Methodology).

Unit IV

Evaluation of Training (Reasons for Evaluating Training) Training Evaluation Process Outcomes Used in the Evaluation of Training Programs, Evaluation Designs Determining Return on Investment.

Unit V

Employee Development and Career Management (Model of Career Development) Employee Development and Career Management, Importance of Management Development (Approaches to Employee Development) Contemporary Issues Training and Development: Use of New Technologies for Training Delivery.

*** Select Case studies focusing on each unit needs to be discussed**

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games
- ❖ Teaching- Learning Process will involve 20% input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested reading

- ❖ Improving Training Effectiveness Aldershot, Gower
- ❖ Employee Training and Development ,Noe A Raymond 5th Edition Tata Mcgraw Hill
- ❖ Training in Organization,Goldstein, Ford, Thompson
- ❖ The Theory & Practice of Training London, Kogan& Page

**Syllabus MBA -Human Resources Management (HRM)
For the academic year 2014-15, 2015-16**

IV Semester

Course No. MHRM-403

Course Title: Human Resource Information Systems

Maximum Marks: 100

Contact Hrs/week: 4Hrs

Credit: 04

Duration of Examination: 3 Hrs

Objective

To create awareness in upcoming managers regarding human resource information systems in an organization so as to enable them to use the computer resources for efficient management of human resources. Further it aims at creating awareness about how to evaluate the Human Resource function for business improvements.

Unit I

HRIS: Evolution of HRMS, Employee Life Cycle, Internal and External World for HR and IT, HRIS System Life cycle, HR's and IT's Role in HRIS project phases, Challenges for HR and IT in HRIS implementation.

Unit II

Planning for HRIS: HR Alignment with Business and IT Strategy, Projects, Priorities, Risks and Opportunities, Measurable Benefits- Qualitative and Quantitative, Investments and ROI, Challenges of Globalization and its impact on HRIT Strategy, Critical Factors for Strategy and Planning.

Unit III

Applications and Modules: Organisation Design and Management, Recruitment, Employee Administration and Data, Payroll, Leave, Absence and Time Management, Benefits, Global Employee Management, HR Administration, Travel Expenses, Portal, Training and Learning, Retirement and Pension, Talent Management, Garnishment, Reporting

Unit IV

Developing HRIS: HRIS Implementation Life Cycle, System Integration, Analysis of HRIS, Design for HRIS, Building/Coding, Testing, Deployment/ Implementation

Unit V

HR Data and Security: Managing HR Data, Typical Standards followed in HRIS Data Conversion, Security and Access to Data, Common HR Data Challenges, Tools available in Market, Future Trends in HRIS

*** Select Case studies focusing on each unit needs to be discussed**

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching- Learning Process will involve 20% input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested Readings:

- ❖ Satish M. Badgi, Practical Guide to Human Resource Information Systems, Prentice Hall India.
- ❖ Michael J. Kavanagh, Mohan Thite, Richard D. Johnson, Human Resource Information Systems, Sage South Asia Edition

**Syllabus MBA -Human Resources Management (HRM)
For the academic year 2014-15, 2015-16**

IV Semester

Course No. MHRM-404

Contact Hrs/week: 4 Hrs

Course Title: Organization Development and Change

Credit: 04

Maximum Marks: 100

Duration of Examination: 3 Hrs

Objective

The purpose of this course is to learn to plan and implement change at the individual, group and organizational level. The course is designed to help the students to develop as potential change agents and OD professionals. The basic aim is to make the students understand the theory and practice the interventions effectively.

Unit I

Organisational Change: Concept and Significance, triggers for change, types, focus on individual, role teams, organization. Key roles in managing change: Consultant, internal resource persons, implementation team, chief implementer, role of change agents.

Unit II

Levels of Change: Knowledge, Attitudinal, Individual Behaviour and Organisational Performance Changes; Organisational Renewal and Challenge of Change: System Approach to Change, Future shock and Change, Cultural Resistance to Change, Planned Organizational Change: Concept and Models.

Unit III

Organizational Development: Concept and Assumptions; Historical Development, Process of OD; Issue in Consultant- Client Relationship, Indian Experience of OD in Public and Private Enterprises.

Unit IV

OD Interventions: Action research and organization development; Organizational tools; OD intervention: Factors affecting choice of OD intervention; Team interventions: Process consultation, Gestalt approach, group team building meeting, role analysis technique, role negotiating technique, force-field analysis, responsibility charting, organization mirror interventions, Third party peace-making, OD: Work-redesign, re-engineering,

Unit V

Implementing Change: Steps; Skills for managing change. Role of leadership in managing change. Managing transitions: introduction, rules stages, process, role of a leader in managing transition, Future of OD & New Perspectives.

*** Select Case studies focusing on each unit needs to be discussed**

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching- Learning Process will involve 20% input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested Readings:

- ❖ French & Bell., "Organizational Development", Prentice Hall of India, New Delhi..
- ❖ Harvey, D.F. & Brown, D.R., An Experimental approach to organizational Development, prentice Hall of India, New Delhi.
- ❖ R.K. Gupta & Udai Pareek: Training for OD Facilitation, Prentice Hall of India, New Delhi
- ❖ Udai Pareek, "HRD & Organizational Development", Tata McGraw Hill, New Delhi.
- ❖ S. Ramnarayan, T.V. Rao and Kuldeep Singh: Organisational Development.

IV Semester

Course No. MHRM- 405
Course Title: Talent Management
Maximum Marks: 100

Contact Hrs./Week: 4Hrs
Credit: 04
Duration of Examination: 3 Hrs

Objective

This course is aimed at creating and maintaining excellence in organization through people management. Through this course students will develop a talent management plan for an organization. In doing so they will apply and integrate discipline specific know how to solve a business problem of how the organization will meet its future workforce needs.

Unit 1

Designing and Assembling the Building Blocks for Organization Excellence: The Talent Management Model, challenges of Talent Management with respect to new age organizations, human resources conditions necessary for organization excellence.

Unit 2

Talent acquisition and integration- Integrating three human resources “building blocks”: organizational competencies, performance appraisal, and forecasting employee potential, Talent identification and assessment tools, Performance appraisal vs Performance Management. How to implement PMS.

Unit 3

Individual and Organisational Assessment Centre. (IOAC), Methodology for assessment centers in Indian firms, Linking employee assessment process to career planning and development, Integrating succession planning and career planning.

Unit 4

Formulating Coaching, Training, and Development Approaches that Drive Talent. Management Processes, Using Talent Management processes to drive culture of excellence, Employee engagement and Talent Management.

Unit 5

Framework for measuring ROI (Return on Investment on people), Costing Time: TVRLS methodology, calculating recruitment costs. Cost of Attrition, Causes of Attrition, and Methods to manage Retention.

*** Select Case studies focusing on each unit needs to be discussed**

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching- Learning Process will involve 20% input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Recommended Books & Readings:

- ❖ Hurconomics for Talent Management: The creation of a Business driven HRD missionary, T.V Rao, Pearson publications
- ❖ The Talent Management Handbook : Creating a Sustainable Competitive Advantage by Selecting, Developing and Promoting the Best People, Lance. A. Berger, Dorothy. R . Berger, Tata McGraw Hill Publication
- ❖ HBR On Talent Management: Harvard Business Review illustrated edition Edition , Harvard Business Review Press.

IV Semester

Course No. MHRM - 407

Contact Hrs. /Week: 4Hrs

Course Title: Conflict Resolution & Collective Bargaining

Credit: 04

Maximum Marks: 100

Duration of Examination: 3 Hrs

Objective:

To impart the basic concepts about conflict, causes and resolution. To review the legislative backdrop of the conflict procedure with reference to the labour policy. To promote understanding of the concept and theories of collective bargaining, collective bargaining relationship and the requisite institutional framework for collective bargaining. To build awareness of certain important and critical issues in collective bargaining.

Unit – 1

Understanding Conflict: Theoretical Constructs Violent and Non-Violent Conflicts, Sources of Conflict, and Types of Conflict. Conflict resolution skills, Legislative Aspect of a Conflict resolution procedure, Need of a Conflict resolution, Model Conflict resolution procedure: The machinery. Approaches, Managerial Practices to Prevent Conflicts.

Unit –II

International Conflict Resolution: Issues and Trends, Power, Neutrality and Trust: A Social Psychology Understanding of Conflict Resolution, Conflict Transformation, The Psychology of Civil and Ethnic Conflict.

Unit – III

Conflict resolution skill training, critical tool to resolve inter-group conflict, Interactive Problem-Solving. Social Conflict Theory: Negotiation, Mediation, and Advocacy between Groups, Negotiation in International Context: TRIPS, TRIMS and IPR.

Unit –IV

Collective Bargaining: Concept, Characteristics; Critical Issues in Collective Bargaining; Theories of Collective Bargaining: Hick's Analysis of Wages Setting under Collective Bargaining, Behavioural Theory of Labour Negotiation. Wage and salary administration. Collective bargaining in India: Pre-requisites for successful Collective Bargaining in any Country.

Unit - V

The State and Collective Bargaining, Collective Bargaining and the Indian Industrial Relations System Collective Bargaining in Practice, Levels of Bargaining, Coverage and Duration of Agreements, Difficulties in the Bargaining Process and Administration of Agreements, Negotiating a Contract.

*** Select Case studies focusing on each unit needs to be discussed**

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching- Learning Process will involve 20% input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

References and Suggested Readings:

- ❖ Fisher, R., Ury, W, & Patton, B. (1997). *Getting to yes: Negotiating agreement without giving in*. New York: Houghton Mifflin. ISBN 9780395631249
- ❖ Dana, D. (2000). *Conflict Resolution*. McGraw-Hill.
- ❖ Michael R. Carrell , Christina Heavrin J.D. (2012). *Labor Relations and Collective Bargaining: Private and Public Sectors* (10th Edition). Prentice Hall.

IV Semester

Course No. MHRM- 408

Course Title: Counselling, Coaching and Mentoring

Maximum Marks: 100

Contact Hrs. /Week: 4Hrs

Credit: 04

Duration of Examination: 3 Hrs

Objective

This course is intended to provide students with an understanding of the aims and objectives of counselling, coaching and mentoring; to develop a critical awareness of the methodological issues involved in counselling, coaching and mentoring.

Unit-1

Counselling: Interpersonal Communication, Contemporary Society, Counselling Skills, Introduction to Psychology, Social Analysis, Conflict Management, Self-development of managers as counsellors, Introduction to the important schools of counselling

Unit-II

Coaching: Coaching models and approaches, Evaluation of coaching benefits to an organisation, Leadership coaching, Organisational coaching, Guidelines and protocols for programs based on coaching, Organisational and individual resistance to the implementation of coaching.

Unit – III

Mentoring: Overview, Prerequisites of a good mentor, Role of the mentor/mentee, Challenges in mentoring, Mentoring philosophies, Evaluation of mentoring benefits to an organisation.

Unit- IV

Linkages between Counselling, Coaching and Mentoring: Counselling interventions in organisations- Empathy, listening and responding, effective feedback, counselling in problem situations. Coaching and mentoring: theoretical models and models for intervention. An integrative approach to Counselling. Coaching and Mentoring: Contextual issues.

Unit – V

Research Perspective/ Methodological Issues: Research Methods and Methodological issues, Mindfulness-based approaches, Reflections on perspectives and methods, Managing stages in counselling: relationship building, problem definition, goal setting, intervention, termination and endings.

*** Select Case studies focusing on each unit needs to be discussed**

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching- Learning Process will involve 20% input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

References and Suggested Readings:

- ❖ Brockbank , A. & McGill, I. (2006). Facilitating reflective learning through Mentoring and coaching. Viva Publications.
- ❖ Clutterbuck, D., Megginson, D. (2004). Techniques for coaching and mentoring.
- ❖ Garvey, B. (2008). Coaching and mentoring theory and practice.
- ❖ Feltham, C. & Dryden, W. (2006). Brief counselling: A practical integrative approach. Open University Press, Berkshire, England.
- ❖ Germer, C.K., Siegel, R.D., & Fulton, P.R. (Editors.)(2005). Mindfulness and Psychotherapy. London: Guilford Publications.

- ❖ Gilbert, P., & Leahy, R.L. (2007). The therapeutic relationship in the cognitive behavioural psychotherapies. Editors. Routledge; East Sussex, UK.
- ❖ Gillon, E. (2007). Person-centered counselling psychology. Sage; London.
- ❖ Lapworth, P., Sills, C. & Fish, S. (2001). Integration in Counselling & Psychotherapy. Developing a Personal Approach. London: Sage Publications.
- ❖ Passmore, J., Peña, M.A., Rosinski, P., & Szabo, A. (2007). Excellence in Coaching: The Industry Guide. London: Kogan Page Ltd.
- ❖ Reid, M. (2004). Counselling in Different Settings: The Reality of Practice (Editor). Palgrave Macmillan; London.
- ❖ Roth, A., & Fonagy, P. (2005). What works for whom? A critical review of psychotherapy research. (Editors). Second Edition. The Guildford Press; New York.
- ❖ Segal, Z.V., Williams, J.G.M., Teasdale, J.D. (2004). Mindfulness-based Cognitive Therapy for Depression: A New Approach to Preventing Relapse. Guilford Press; London.

**Syllabus MBA -Human Resources Management (HRM)
For the academic year 2014-15, 2015-16**

IV Semester

Course No. MHRM-409

Course Title: HR in Composite Cultural Environment

Maximum Marks: 100

Contact Hrs/week: 4 Hrs

Credit: 04

Duration of Examination: 3 Hrs

Objective

To expose the students to the international dimension of people's behaviour in organizations and to develop a diagnostic and conceptual understanding of the cultural and related behavioural variables in the management of global organizations.

Unit I

Cross-cultural Management: The meaning and concept; cultural orientations; cross-cultural differences and managerial implications; The cross-cultural theories .Culture and Global strategy formulation.

Unit II

Work behaviour across cultures; National cultures; National culture and organizational culture; Hofstede's cultural / value dimensions; coping with cultural differences: Understanding socialization; Implications of organizational cultures for international management.

Unit III

Cultural Diversity: Meaning and nature; the importance of valuing diversity; The challenge of work-force diversity; Managing work-force diversity as competitive advantage; the impact of diversity on groups / teams; Types of diversity in groups; A model for a high performance diverse teams; managing diversity in organizations : success model, strategies and guidelines; Developing a multi-cultural organization.

Unit IV

Managing people in the international context: India, China; Cross – cultural communication: communication misperception, communication misevaluation, communication misinterpretation, communication break down across cultures. Cross cultural partnership. European, Japanese and US leadership approaches; Leadership approaches in developing countries; Factors contributing to effective leadership across cultures.

Unit V

Cross cultural motivation: Are motivation theories universally applicable across cultures? Motivational difference across cultures; Negotiating internationally; Cross-cultural perspective. Negotiation process, qualities of a good negotiator. Cross cultural transition; Expatriate employee; cross-culture entry, home country re-entry; careers in international management.

*** Select Case studies focusing on each unit needs to be discussed**

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching- Learning Process will involve 20% input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested Readings:

- ❖ Alder, Nancy J 'International Dimensions of Organizational Behaviour, PNS – Kent 1991
- ❖ Peter, J. Bowling, Denjee H. Hule and Nandall S. Shuler, International Human Resource Management – Managing People in Multinational context, South College Publication, 1999
- ❖ Hofstede, Geert, Culture's Consequences, Strategies' Sage, 1999
- ❖ PucikVladinia, Noel M. Tichy and Carole K. Barnett (eds.) – Globalising Management, John Wiley, 1992
- ❖ Hodgeits, Richard M. and Fred Luthans, International Management, McGraw Hill, 1994

- ❖ Luthans, Fred, Organizational Behaviour, McGraw Hill, 1995
- ❖ Harris, Anthony W. and Myers, Salma G., Tools of valuing diversity, Wheeler Publishing, 1998
- ❖ Myers, Salma G. Team Building for Diverse Work Groups, Wheeler Publishing, 1998
- ❖ Kluckhohn and Strodtbek, Variations in value orientation, New York: Row Peterson, 1961
- ❖ Mead, R., International Management : Cross Cultural dimensions, Oxford : Blackwell, 1994
- ❖ Ansari, K. H. and Jackson, J. Managing Cultural Diversity at work, New Delhi: Kogan.

**Syllabus MBA -Human Resources Management (HRM)
For the academic year 2014-15, 2015-16**

IV Semester

Course No.MHRM-410

Course Title: Competency Mapping

Maximum Marks: 100

Contact Hrs/week: 4 Hrs

Credit: 04

Duration of Examination: 3 Hrs

Objective

Understand the fundamentals of competency management .Experience the process of competency mapping and profiling. Understand integration of competency profiling to other HR applications.

Unit I

Introduction to Competency Mapping & Elemental Competencies, Concept and Characteristic of Competency, Types of Competencies & Myths about Competencies, Competency Maps and Competency Profiles, Competency Management Framework: Linking HR Processes to organizational strategy.

Unit II

Development of Personal Competency Framework, The Lancaster Model of Managerial Competencies, Introduction to Competency Modeling Framework, Issues Related to Developing Competency Models, Core Competencies(Organization Wide) & Business Competencies(SBU Specific), Team Competencies(Project Driven) & Role Competencies(Role Wise).

Unit III

Competency Identification Techniques & Behavior Indicators, Competency Development Framework, Strategy-Structure congruence, structure role congruence, vertical and Horizontal linkages, Positioning to bring in Competitive Advantage.

Unit IV

Competency Profiling: Job, Role, Functional & Core Competency Profiling, Integration of Competency Based HR Systems: Competency based Selection, Competency Based Interviews, Competency Based Performance Management, Competency Driven Careers, Competency linked Remuneration & Competency driven culture, Pay for Competence or Compassion

Unit V

Introduction to Assessment Centre & Identification of Role Competencies, Design of Assessment Centre & Use of psychometric testing in assessment centers, Methods of Competency Assessment: Role Play, Case Study, Structured Experiences, Simulations, Business Games, Repertory Grid.

*** Select Case studies focusing on each unit needs to be discussed**

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching- Learning Process will involve 20% input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested Readings:

- ❖ Sanghi, Seema , The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations
- ❖ Shermon Ganesh, Competency Based HRM, Tata Mc Graw Hill
- ❖ TV Rao, NandiniChawla, 360 degree feedback and assessment and development Centres, , Excel Books.
- ❖ Sharma, Radha R., 360 degree feedback, competency mapping & assessment centers, Tata Mc Graw Hill
- ❖ Lyle M. Spencer, Signe M. Spencer, Competence at work, John Wiley and Sons Inc.

**Syllabus MBA -Human Resources Management (HRM)
For the academic year 2014-15, 2015-16**

IV Semester

Course No. MHRM-411

Course Title: Legal Aspects of Business

Maximum Marks: 100

Contact Hrs/week: 4Hrs

Credit: 04

Duration of Examination: 3 Hrs

Objective

The purpose of this course is to develop an awareness of the legal aspects of the business and to briefly introduce different business laws in India significant for the managers.

Unit- I

Nature of business; Introduction to Law, Indian Legal System: Kinds of Law, civil, criminal; courts of law; Definition, scope and sources of business Law.

Unit – II

Company – Types, stages in the formation of a company; Contents of Memorandum of Association; Articles of Association; Prospectus.

Unit – III

Shares – Meaning and Kinds, Procedure for the issue and allotment, transfer and transmission of shares; Issue of shares at premium and at discount, Forfeiture of shares. Debentures – meaning and types, difference between shares and Debentures.

Unit – IV

Contract Act: Nature and classification of Contracts; The sales of good act, essentials of contract of sale; types of negotiable instruments: by statute and by custom or usage.

Unit- V

Law and taxation in India; Central Excise Tax; Value Added Tax, Consumer Protection Act; Scope and Provision; Foreign Exchange Regulation Act (FERA)

*** Select Case studies focusing on each unit needs to be discussed**

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching- Learning Process will involve 20% input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Books:

- ❖ Modern Business and Corporate Laws: Jain, J. N., Singh, P.P.; Regal Publications, New Delhi
- ❖ Legal Aspects of Business, Pathak, Akhileshwar, Tata McGraw, New Delhi
- ❖ Company Law, Garg K. C.; Gupta, Vijay; Gupta Poonam, Chawla R. C., Kalyani Publishers, New Delhi
- ❖ Business Law, Kuchhal, M. C. ;Vikas Publication House, New Delhi
- ❖ Business and Corporate Laws, Gulshan, S. S. and Kapoor, G. K., New Age International Pvt. Ltd. Publishers, New Delhi
- ❖ Company Law and Secretarial Practice; Kapoor, N. D., Sultan Chand and Sons, New Delhi
- ❖ Company Law, Bagrial Ashok, Vikas Publication House pvt.Ltd. New Delhi
- ❖ Business Laws for Managers, Bulchandani, K. R. ; Himalayan Publications, New Delhi.

**Syllabus MBA -Human Resources Management (HRM)
University wide Elective Course for the academic year 2014-15, 2015-16**

IV Semester

Course No. MHRM-475

Contact Hrs/week: 4Hrs

Course Title: Transformational Leadership and Group Dynamics

Credit: 04

Maximum Marks: 100

Duration of Examination: 3 Hrs

Objective

To discuss with students various aspects of leadership and Team Building and to develop basic understanding about the leadership and help in working as team members. To enhance one's own self-awareness and to be able to understand other to work effectively in Teams.

Unit I

Introduction to leadership, Leadership for building effective teams. Corporate Leadership. Compare and contrast Management of Leadership. Leadership and Leader Behavior, Leadership ethics. Leader's reputation and power; Use of power in effective negotiation and conflict resolving .

Unit II

Charismatic and Transformational Leadership Emotional Intelligence and leadership, Authentic leadership, leadership Experience from Indian corporate leaders, Strategic Leadership by Executives. Ethical, Servant, Spiritual, and Authentic Leadership. Dyadic Relations, Attributions, and Followership.

Unit III

Women leadership breaking across glass ceiling. Group as a medium of learning; developing and change; dynamics of Informal Groups. Basic Elements of Group Process. Group cohesiveness; Influence Processes; Group Tasks

Unit IV

Interpersonal communication; Interpersonal awareness and feedback process; Interpersonal trust. Group decision-making; Creativity in Group decision-making; Group decision-making techniques.

Unit V

Group Work, Group Leadership, Ethical and Professional Issue Early Stages in Development of a Group, Later Stages, and Theoretical Approaches: Psychoanalytic Approach Ethical and Professional Issues in group dynamics.

*** Select Case studies focusing on each unit needs to be discussed**

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games
- ❖ Teaching- Learning Process will involve 20% input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested reading

- ❖ Luthans Fred, Organizational Behavior ,McGraw Hill
- ❖ Covey ,S,Seven Habits of Highly Effective people
- ❖ Myers , Salma ,G Team Building for diverse work groups , Wheeler Publishing

**Syllabus MBA -Human Resources Management (HRM)
University wide Elective Course for the academic year 2014-15, 2015-16**

IV Semester

Course No. MHRM-476

Contact Hrs/week: 4Hrs

Course Title: Contemporary Practices in HRM and OB

Credit: 04

Maximum Marks: 100

Duration of Examination: 3 Hrs

COURSE OBJECTIVE	4th Semester students of any department who may be on the job training may opt to undertake Project Work (Course No. MHRM-476) in lieu of the elective course (Course No MHRM 475) while on the job training (OJT) in a factory, industry or organisation
COURSE CONTENT	The guidelines and detailed instructions to complete the PROJECT will be given by the mentors allocated by the Head of Department
Evaluation	This project report evaluation and Viva Voce shall be evaluated by the concerned faculty out of 100 points Distribution of Marks: Viva Voce: 50 Report Evaluation: 50 Total:100

Syllabus MBA -Human Resources Management (HRM)
University wide Elective Course for the academic year 2014-15, 2015-16

IV-Semester

Course No. MHRM-176

Contact Hrs/week: 4Hrs

Course Title: Entrepreneurship and Small Business Management

Credit: 04

Maximum Marks: 100

Duration of Examination: 3 Hrs

Objective

- To create understanding of the concept and process of entrepreneurship
- Management of small business and other types of small scale enterprises.
- To have an understanding of the major causes and remedial actions for SSI sickness
- To develop a practical understanding of formulating a business proposal

Unit I

Entrepreneurship - concept, need and scope, Entrepreneurial functions and tasks; Characteristics of successful entrepreneurs; different types of entrepreneurs, Innovation, creativity and entrepreneurship
Small Business: Concept & Definition, Nature & Characteristics, Role of Small Business in Indian Economy

Unit II

Environmental Scanning, Identifying Entrepreneurship opportunities, Idea Generation and Scrutinizing Idea
Institutional support programmes; role and functions of major support institutions such as SIB, CSIO, SSDO, SISIs, Entrepreneurship development programmes and management education for entrepreneurs, Role of Women Entrepreneurs

Unit III

Selecting appropriate ownership structure, Sole Proprietor, Limited Liability Company (LLC), Joint Stock Company, Registration and Licensing; Application for registration of a small business enterprise, Partnership Act, 1932
Teething problems in setting small units; location, technology, marketing, recoveries, Labour and planning, Problem of sickness.

Unit IV

Need for funds, technology and facilities, Acquisition, Allocation and Administration of Funds, Financial assistance by financial institutions and emphasis on schemes for assisting small scale units. Government Policy towards small business
Working Capital Management, Break even analysis, Inventory Management, Production and Operations Management, Marketing Management, E-commerce and need for digital marketing, HRM, TQM for Small Scale Enterprises

Unit V

Project Identification (Feasibility study), Project Formulation, Preparation of Formal Project Report, Project Appraisal, Social Cost Benefit Analysis.

Note:

- The mid semester examination for this course shall be evaluated on the basis of project report prepared by the students individually and submission of the project report shall be at the end of semester
- Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- Teaching-learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.
- Expertise of the faculty from JKEDI and other entrepreneurship institutes will be utilized

Reference Books and Suggested Readings

- Baumbach C.M. & Mancuso, J.R., Entrepreneurship and Venture Management, Taraporevala, Bombay, 1981.
- Khanka S.S., Entrepreneurial Development, S. Chand & Company, New Delhi, 2001.
- Desai, V., Management of a Small Scale Industry, 3rd ed., Himalaya, Bombay, 1986.
- Taub, R.P. & Taub D.L., Entrepreneurship in India's Small Scale Industries, Manohar, New Delhi, 1989.
- Tewari, V.K., Philip J. & Pandey, A.N., Small Industry Success and Failure Concept, New Delhi, 1981.