

Learning Outcomes-based Curriculum Framework



Name of the Programme: MBA (HRM)

Department of Human Resource Management
& Organisational Behaviour

Central University of Jammu

PREAMBLE

- About the Discipline in brief (75-100 words)

The objective of management discipline is to nurture the youth to cultivate business competencies while focusing on their self development and encouraging them to contribute to the society at large. It offers courses that enhance students' interpersonal, leadership, and entrepreneurial skills and prepares them for business world besides inspiring them to be a responsible citizen and staying socially relevant. This discipline focuses on imparting employability skills like critical thinking, data analysis and soft skills to develop students to be industry ready. It lays special emphasis on how to achieve emotional stability, stress management and overall well being. Programmes offered within the management discipline follow a student centric, technology enabled teaching learning pedagogy that caters to the requirements of changing business environment and help the students in their learning endeavours.

- Highlighting the role/ features of the Department ((75-100 words)

The department delivers high quality research and innovative teaching to prepare the students for the business world. The technology driven courses play a big part in all round development of the students while maintaining the ethos, values and core culture. Class discussions driven by case studies help students to develop critical reasoning and business communication skills. The department offers experiential learning opportunities, internships, course assignments, industry-academia interactions and other industry-driven projects. It strives to provide a research-driven learning environment on contemporary management themes wherein students are encouraged to achieve their highest potential and prepare themselves to take leading position in organisations as well as to start up their own business ventures

- Vision and Mission of the Department

Vision

To nurture thought leaders with unflinching commitment and integrity for attaining academic excellence to serve business and society

Mission

To develop entrepreneurship and service management capability both at individual and organizational levels by encouraging:

- Culture of academic excellence
- Create World class managers
- Imparting value-based education
- Promoting action-centric research
- Encouraging innovation, incubating innovative ideas and promoting entrepreneurship

GRADUATE ATTRIBUTES (GAs)

(to be identified and selected as per the disciplinary/programme relevance)

The attributes of MBA graduate reflect management knowledge, skills, attitudes and values. The attributes of the student include capabilities that help strengthen his abilities for widening current management knowledge base and skills, gain new management knowledge and skills, undertake future studies, performing well in a chosen career in management field and play a constructive role as a responsible citizen in the society.

Some of the attributes that a management student should demonstrate are as follows:

- **Enterpreurial skills:** To enable management students in analyzing, identifying, assessing and shaping enterpreurial opportunities in a variety of management contexts.
- **Communication Skills:** To prepare management students capable of demonstrating effective communication and professional behavior skills in business settings. Toenable management students to express thoughts and ideas effectively in writing and orally; Communicate with others using appropriate media; confidently share one's views and express herself/himself; demonstrate the ability to listen carefully, read and write analytically, and present complex information in a clear and concise manner to differentgroup.
- **Ethics & Moral values:** To produce ethically and morally responsible professionals both for society and business organizations. To enable management students to embrace moral/ethical values in conducting one's life, formulate a position/argument about an ethical issue from multiple perspectives, and use ethical practices in all work. Capable of demonstratingthe ability to identify ethical issues related to one's work, avoid unethical behaviour such as fabrication, falsification or misrepresentation of data or committing plagiarism, not adhering to intellectual property rights; appreciating environmental and sustainability issues; and adopting objective, unbiased and truthful actions in all aspects ofwork.
- **Problem Solving Skills:** To acquaint management students with problem solving skills supported by appropriate analytical and quantitative techniques. Capacity to extrapolate from what one has learned and apply their competencies to solve different kinds of non-familiar management problems, rather than replicate curriculumcontentknowledge;andapplyone'slearningtooreallife managementsituations.
- **Disciplinary knowledge:** Toenable management students of demonstrating comprehensive knowledge and understanding of one or more disciplines that forms a part of an undergraduate programme ofstudy.
- **Critical thinking:** Capability to apply analytic thought to a body of management knowledge; analyse and evaluate evidence, arguments, claims, beliefs on the basis of empirical evidence; identify relevant assumptions or implications; formulate coherent arguments; critically evaluate practices, policies and theories by following scientific approach to management knowledgedevelopment.
- **Analytical reasoning:** To enable manmanagement students to evaluate the reliability and relevance of evidence; identify logical flaws and holes in the arguments of others; analyse and synthesise data from a variety of sources; drawvalid conclusions and support them with evidence and examples, and addressing opposingviewpoints.

- **Research-related skills:** A sense of inquiry and capability for asking relevant/appropriate questions, problematising, synthesising and articulating; Ability to recognise cause-and-effect relationships, define problems, formulate hypotheses, test hypotheses; analyse, interpret and draw conclusions from data, establish hypotheses, predict cause-and-effect relationships; ability to plan, execute and report the results of an experiment or investigation in management field.
- **Cooperation/Team work:** Ability to work productively and respectfully with diverse teams; facilitate collaborated effort on the part of a group, and act together as a group or a team in the interests of a common cause and work efficiently as a member of a team.
- **Scientific reasoning:** Ability to enhance thinking and decision making skills that are involved in inquiry and inference of conceptual or scientific understanding.
- **Reflective thinking:** Critical sensibility to lived experiences, with self awareness and reflexivity of both self and society among management students.
- **Information/digital literacy:** Capability to use ICT in a variety of learning situations, demonstrate ability to access, evaluate, and use a variety of relevant information sources; and use appropriate software for analysis of data.
- **Self-directed learning:** Ability to work independently, identify appropriate resources required for a project, and manage a project through to completion.
- **Multicultural competence:** To possess management knowledge of the values and beliefs of multiple cultures and a global perspective; and capability to effectively engage in a multicultural society and interact respectfully with diverse groups of management professionals.
- **Leadership readiness/qualities:** Capability for mapping out the tasks of a team or an organization, and setting direction, formulating an inspiring vision, building a team who can help achieve the vision, motivating and inspiring team members to engage with that vision, and using management skills to guide people to the right destination, in a smooth and efficient way.
- **Lifelong learning:** To enable management students to acquire knowledge and skills, including through self-paced and self-directed learning aimed at personal development, meeting economic, social and cultural objectives, and adapting to changing trends and demands of work place through management knowledge/skill development/reskilling.

Qualification Descriptors

- In the light of highly competitive and globalized markets, the Master of Business Administration (MBA) offered by the university is a prestigious postgraduate program that provides an overview of key business practices, skills, and knowledge required to effectively participate in the contemporaneous business environment.
- Successful completion of the program will pave the way toward a sustainable executive career for the graduates. This will also help the learners to secure a professional reputation in a massively expanded network of contemporary businesses.
- This intense program consists of core, elective, skill-based courses, and work-based projects which are assessed through written exams, case studies, group activities, presentations, assignments, viva-voce, and situational tests.
- The program also allows the learners to gain insights on behavior, marketing, HRM, operational management, strategic planning, team building, analytical skills, digital competency, and financial efficiency.
- The program seeks to develop students into leaders ready to tackle the challenges and take advantage of opportunities prevalent in today's global business environment. Thus, the program prepares the students to systematically evaluate the business environment and accordingly devise strategies for effectively responding to the existing problems, threats, and opportunities.
- The program also aims to foster entrepreneurial skills in the graduates with the prime focus on problem-solving, risk acceptance, financial proficiency, proactiveness, competitive aggressiveness & autonomy, flexibility & adaptability, taking the initiative, self-awareness, and resilience.
- The program leads the students to analyze and synthesize the information pertaining to diverse business domains which allows them to develop effective management techniques for operating efficiently in modern-day businesses.
- The program also allows the learners to demonstrate and apply appropriate managerial knowledge and statistical tools to analyze business conditions.
- It also prepares the pupils to construct and communicate a logical, relevant, and professional quantitative and qualitative assessment of business information in an effective manner.
- The program leads the students to demonstrate comprehension of cultural commonalities and differences in international business activities & customs which can help the pupils to develop effective management techniques in line with the modern-day cross-cultural business.
- In a nutshell, the program models the students to comprehend conceptual knowledge and apply theories of team composition, processes, and motivation (including inclusivity and diversity) in real-world situations. The overall program is structured to train the pupils to work ethically and efficiently in the business organizations which will not

only make them the best fit for managerial job positions but also for becoming successful entrepreneurs by initiating and executing innovative business ideas.

Programme Learning Outcomes (PLOs) of MBA Programme

MBA programme offered by SBS, CUJ is a prominent management course of contemporary era and prepares the students for taking up lower and middle level challenging executive assignments in private and public sector.

Accordingly, the program is designed to impart conceptual knowledge in Modern and Indian Management system by imparting practical training in various functional areas of management which include HRM and Marketing. This is a two years programme spread over four semesters. The programme is aimed at following outcomes:

PO1	Business Practical Knowledge: Implementing management theories and practices to solve the business problems and demonstrate the practices of management by applying these situations efficiently. Develop the students to think out of the box and create new Business ideas. Help the students to adopt a
PO2	Entrepreneurship, Leadership and Business problem Solutions: A problem solving approach for identifying business opportunity using innovation and create value and wealth .
PO3	Communication and Other Skills: Develop the ability to understand, analyze and communicate global, economic, legal and ethical aspects of administration. To comprehend, present, speak and write various effective reports. To make a mark by their communication skills in the society.
PO4	Group Dynamics and Team Management: Understanding group dynamics to recognize opportunities and contribute positively to collaborative multidisciplinary management research, demonstrate a capacity for self-management and teamwork with an ability to lead themselves and others in the achievement of organizational goals and contributing effectively to a team.
PO5	Research and Innovation: Analyse, present and solve complex managerial problems critically. To conceptualize and delineate feasible optimal solutions in core areas of expertise.
PO6	Industry Interaction and Overview: Demonstrate knowledge and understanding of management principles and practice.
PO7	Values, Ethics and Professional Integrity: Acquire and exhibit professional code of conduct and in intellect professional practices and to contribute for sustainable development of society.

2.3 Programme Specific Outcomes (PSOs) of MBA Programme

PSO1	Ethics and Values: Apply ethical principles and commit to professional ethics and values for discharging all responsibilities within the laid norms of business and management practices.
PSO2	Social Responsibility: Recognize the need for and have the preparation and ability to engage in the social responsibility.
PSO3	Environment Awareness: Understanding the impact of the environmental awareness and demonstrate acquired awareness toward environmental preservation & sustainable growth.

PROGRAMME STRUCTURE

MBA- a four semester postgraduate programme is 104 credits weightage consisting of Core courses (CC), Skill Enhancement Courses (SEC) and Open Elective Courses (OEC) and Audit Course (AC).

TABLE 1: COURSE AND CREDIT SCHEME

Semester	Core Courses (CC)		Discipline Specific Course (DSC)		Skill Enhancement Courses (SEC)		Open Elective Courses (OEC)*		Total Credits
	No.of Courses	Total Credits	No.of Courses	Total Credits	No.of Courses	Total Credits	A total of 08 credits are to be earned from other Departments or from MOOCs. Student have to opt open elective courses in consultation with chairperson of the department and Director, University Centre for outreach Programme and Extension.		
I	6	24	-	-	-	-			28
II	7	26	-	-	-	-			30
III	2	08	5	20	1	4			32
IV	2	06	5	20	1	4			30
Total	Core Credits	64	Discipline Specific Credits	40	Skill Enhancement Credits	8	Open Elective Credits	8	120
%age	Core Credits	53.33	Discipline Specific Credits	33.33	Skill Enhancement Credits	8	Open Elective Credits	6.67	100

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11/09/15

CENTRAL UNIVERSITY OF JAMMU

Bagla (Rahya Suchani) Distt. Samba, Jammu- 181143

No: 4-6/HRM/CUJ/Reg/2013/Acad/57

Date: 9.09.2015

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Notification

It is hereby notified for the information of all concerned that, on the recommendations of the Board of Studies-HRM, the Vice Chancellor, in anticipation to the approval of the Academic Council, has approved the Course Matrix/Scheme (1st, 2nd, 3rd and 4th semester) and Syllabus for the First semester students for the Academic Session 2015-17. The approved Course Matrix/Scheme is as follows:

SEMESTER-I

Course Code	Course Title	Credit	Max. Marks
CORE COURSES			
PGHRM1C001T	Organisation Behaviour	4	100
PGHRM1C002T	Human Resource Management	4	100
PGHRM1C003T	Quantitative Techniques	4	100
PGHRM1C004T	Managerial Economics	4	100
PGHRM1C005T	Management Accounting	4	100
PGHRM1C006V	Viva Voce	2	50
FOUNDATION COURSE			
PGHRM1F007T	Foundation I (Communication Professional Excellence-I)	for 2	50

SEMESTER-II

Course Code	Course Title	Credit	Max. Marks
CORE COURSES			
PGHRM2C001T	Marketing Management	4	100
PGHRM2C002T	Financial Management	4	100
PGHRM2C003T	Research Methodology	4	100
PGHRM2C004T	Operations Management	4	100
PGHRM2C005T	Business Law	2	50
PGHRM2C006T	Informational Technology Management	2	50
PGHRM2C007V	Viva Voce	2	50
FOUNDATION COURSE			
PGHRM2F008T	Foundation II (Communication Professional Excellence II)	for 2	50

SEMESTER-III

Course Code	Course Title	Credit	Max. Marks
CORE COURSES			
PGHRM3C001T	Strategic Management	4	100
PGHRM3C002Tr	Summer Training	2	50
PGHRM3C003T	Organisational Development	2	50
		2	50

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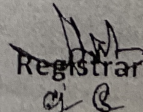
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ELECTIVE (ANY FOUR)			
PGHRM3E005T	Retail Management ✓	2	50
PGHRM3E006T	Consumer Behaviour ✓	2	50
PGHRM3E007T	Compensation & Reward Management ✓	2	50
PGHRM3E008T	Power Ethics & Politics	2	50
PGHRM3E009T	Competency Mapping ✓	2	50
PGHRM3E010T	Translational Analysis	2	50
PGHRM3E011T	Psychometric Testing	2	50
PGHRM3E012T	Advance Man Power Planning	2	50
INTERDISCIPLINARY (Any 01) OFFERED			
PGHRM3I013T	Social Enterprise Management ✓	4	100
PGHRM3I014P	Project on Business Plan	4	100

SEMESTER-IV

Course Code	Course Title	Credit	Max. Marks
CORE COURSES			
PGHRM4C001T	Team Building & Leadership	2	50
PGHRM4C002T	Cross Culture Management	2	50
PGHRM4C003T	Viva Voce	2	50
ELECTIVE (ANY FOUR)			
PGHRM4E004T	e-Marketing	2	50
PGHRM4E005T	Advertising Management	2	50
PGHRM4E006T	Learning Organisation	2	50
PGHRM4E007T	Strategic Human Resource Management	2	50
PGHRM4E008T	Personal Growth & Self Management	2	50
PGHRM4E009T	Measurement in HR	2	50
PGHRM4E010T	Legal Framework in HR	2	50
PGHRM4E011T	Training & Development	2	50
INTERDISCIPLINARY (Any 01) OFFERED			
PGHRM4I012T	Soft Skills and Personality Development	4	100
PGHRM4I013T	Project on Digital Marketing	4	100

In addition to above, the Vice Chancellor, in anticipation to the approval of the Academic Council, has also approved the Course Structure of Integrated M.Phil-Ph.D for the current Academic session with addition of a paper on Teaching Methods/Management Pedagogy from the next Academic session as suggested by BoS.


 Registrar
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Encl: Approved syllabus for 1st semester

Copy to:-

1. Dean, School of Business Studies
2. Head, Deptt. of HRM&OB
3. DR (Examinations)
4. Staff Officer to VC

Department of Human Resource Management and Organisational Behaviour
School of Business Studies, Central University of Jammu

Course Structure and Syllabi
Masters Degree Programme in MBA (Human Resource Management)
for the year 2015-17

SEMESTER I

SCHEME OF SYLLABUS		CREDITS	MAX. MARKS
Course Code	Course Title		
(CORE COURSES)			
MHRM 101	Organisation Behaviour	4	100
MHRM 102	Human Resource Management	4	100
MHRM 103	Quantitative Techniques	4	100
MHRM 104	Managerial Economics	4	100
MHRM 105	Management Accounting	2	50
MHRM 106	Viva Voce		
FOUNDATIONAL COURSE			
MHRM 107	Foundation I (Communication for professional Excellence I)	2	50

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Pjali

Qushali
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Jagat

Sahar
14/08/15

Gowtham
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SEMESTER I

PGHRM1C001T

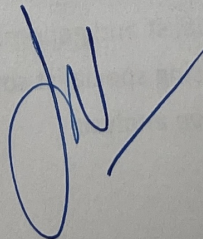
Organisation Behaviour

Course Objectives -

1. To help the students to develop cognizance of the importance of human behaviour.
2. To enable students to describe how people behave under different conditions and understand why people behave as they do.
3. To provide knowledge to the students for analyzing specific strategic human resources demands for future action.
4. To enable students to synthesize related information and evaluate options for the most logical and optimal solution such that they would be able to predict and control human behaviour and improve results.

LEARNING OUTCOMES:

- To apply the conceptual foundation and theories of individual and group behaviour.
- To develop a good working environment for an individual for the smooth running of the organisation.
- To analyse inefficiency and weakness in individual and apply various measures to improve it in the organisation.
- To analyze how to develop coordination and teamwork in the organisation.
- To apply how to use organisation power and politics in an effective manner.



**Syllabus MBA -Human Resources Management
For the academic year 2015-17**

1st -Semester

Course No. MHRM-101
Course Title: Organisational Behaviour
Maximum Marks: 100

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

Objective:

- Providing the students a conceptual framework for understanding, analyzing and predicting behavior
- Helping them to understand OB in Indian context
- Familiarizing about the challenges and opportunity for OB
- Helping the students to gain an understanding of dynamics of complex work situations.

Unit I: Foundations of Organizational Behavior

The nature and functions of an organization; meaning and systematic study of O.B; contribution of behavioral sciences to O.B.; developing contingency model of O.B; OB in a global perspective; Challenges and opportunities in OB.

Unit II: Individual Dimensions in Organizational Behavior

Nature of human behavior; Personality; meaning; theories and determinants; Values, attitudes and job satisfaction; Perception process.

Unit III: Foundations of Learning and Motivation

learning process; Theories of learning; content theories of motivation(brief discussion) ; Process theories of motivation; Reinforcement and motivation; An integrative model of motivation; Motivational techniques for Indian managers.

Unit IV: Group and Interpersonal Dimensions

Formation, classification, stages and group dynamics; Group decision making; teams and team work; transactional analysis; conflict management.

Unit V: Organizational Dimensions

Leadership, Organizational culture; Work stress; Organizational change; Organizational development.

Suggested Readings

1. Robins, S.P. and Sanghi, S.: Organizational Behavior, ed. xi, Pearson-Education, New Delhi.
2. Sakaran, U., Organizational Behavior, TMH, N. Delhi.
3. Newstrom J W and K Davis: Organizational Behavior: Human Behavior at Work, ed. v , New Delhi: Tata McGraw.
4. F. Luthans: Organizational Behavior, ed. vii, PHI, New Delhi.
5. L.M. Prasad: Organization Theory and Behavior, HPH, New Delhi.
6. Mullins L. J.: Managemesnt and Organizational Behavior, Pearson- Education, N. Delhi.

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PGHRM1C002T Human Resource Management

Course Objectives

This is a course covering the major responsibilities of a modern Human Resource Manager. The emphasis is on activities such as recruitment, appraisal, legal compliance, training, orientation, compensation and job analysis.

Learning Outcomes

- Effectively manage and plan key human resource functions within organizations
- Examine current issues, trends, practices, and processes in HRM
- Contribute to employee performance management and organizational effectiveness
- Problem-solve human resource challenges
- Develop employability skills for the Canadian workplace
- Develop effective written and oral communication skills

**Syllabus MBA -Human Resources Management
For the academic year 2015-17**

1st -Semester

Course No. MHRM-102
Course Title: Human Resource Management
Maximum Marks: 100

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

Objective

- To familiarize the students with concepts and functions of Human Resource Management.
- To help the students in identifying problems related to People Management.
- To acquaint the students with different strategies applied in management of human resources & develop an understanding of contemporary issues in the HRM

Unit I Introduction to Human Resource Management

Human Resource Management: Concept, Nature, Functions and Significance of People Management in an organization; **Evolution of HRM, Indian Scenario and HRM, Challenges faced by HRM**

Unit II Manpower Management

Human Resource Planning: Steps, Factors; **Job Analysis:** Job Description & Job Specification; **Recruitment:** Steps, Sources & Methods of Recruitment, **Selection:** Stages in Selection Process, Selection Tests, Reliability & Validity in Selection, **Induction:** Objectives, Procedure and Techniques, **Succession Planning**

Unit III Training and Development

Training: Purpose & Principles, Training Need Analysis, Methods of Training, **Executive Development:** Need, Techniques of Management Development, **Promotions:** Types, **Transfers:** Purpose, Procedure, **Separation:** Resignation, Dismissal, Suspension, Retrenchment, Lay-off

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UNIT IV Compensation, Benefits and Performance Management

Job Evaluation: Objectives, Methods: Quantitative & Non Quantitative, **Compensation:** Objectives, Factors, Components, Benefits, **Performance Appraisal:** Process, Methods- Traditional & Modern, Problems

Unit V Industrial Relations & Employee Welfare

Industrial Relation: Objectives, Nature, Scope, Preventive & Settlement Machinery, **Trade Unions:** Objectives, Functions, Classification, Problems, **Grievance:** Forms, Causes, **Collective Bargaining:** Process, **Quality of Work Life, Employee Engagement:** Levels, Building Blocks

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

- ❖ Armstrong, M. Armstrong's Handbook of Human Resource Management Practice, Kogan Page
- ❖ Dessler, G., Human Resource Management, Pearson Education, 13th Edition
- ❖ DeCenzo, D. A., & Robbins, S. P. (2010). Fundamentals of Human Resource Management, John Wiley & Sons.
- ❖ E. Schuster Human Resource Management, Concept, Cases and Readings, PHI
- ❖ Fisher, Schoenfeldt and Shaw, Managing Human Resource, Cengage Learning
- ❖ Lata & Nair Personnel Management & Industrial Relations, S. Chand
- ❖ Mamoria, C. B., Rao, V. S. P., Personnel Management, Himalya Publishing House, New Delhi
- ❖ Monoppa & Saiyadain, Personnel Management, Tata McGraw Hill, New Delhi.
- ❖ Pattanayak, B., Human Resource Management. PHI (EEE)
- ❖ Sengupta, D., Human Resource Management. Biztantra

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- To analyze the complexities associated with management of the group behavior in the organization.
- To demonstrate the applicability of the concept of organizational behavior to understand the behavior of people in the organization

PGHRM1C003T Quantitative Techniques

Course Objectives

The main objective of the course is to understand why statistics are important for making business decisions (when to use quantitative analysis vs. "common sense") . It will also demonstrate a sound knowledge of statistical terms

The students will be able to explain the merits and limitations of various statistical techniques and also will be able to read and interpret statistical information and be able recognize. The students shall also be able to performance statistical analysis on paper as well as using Excel and other softwares.

Learning Outcomes

- Understand statistical inference in relation to international business decision-making
- Analyse output from both specialist and general office software
- Produce quantitative analysis using specialist software
- Convey the results of quantitative analysis

Syllabus MBA -Human Resources Management

For the academic year 2015-17

Course No. MHRM-103

Course Name: Quantitative Techniques

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, Introduction to Descriptive Statistics, Probability Simple decision problems under certainty risk and uncertainty, Criteria for decision under uncertainty, Criteria for decision making under Risk, Decision trees

Unit-II

Linear programming; Formulation of problems, Graphical method, Simplex Duality in linear programming; Sensitivity Analysis, Fundamentals of Calculus, Working with excel.

Unit-III

Transportation model; North West Corner Method, Least Cost Method, Vogel's Approximation Method, Stepping Stone method, MODI Method, Application of Transportation Model, Transshipment Problems, Assignment Model: Hungarian Method

Unit-IV

Introduction to Project Evaluation and Review Technique and Critical Path Method, Network Construction, Analysis of Critical Path, Time-Cost trade off: Crashing, Analysis Planning and scheduling Project costs, Controlling project costs.

Unit-V

Introduction to 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

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BM1C004T Managerial Economics

Course Objectives:

The purpose of this course is to apply micro economic concepts and techniques in evaluating business decisions taken by firms. The emphasis is on explaining how tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action and finally choose among alternatives.

Learning Outcomes:

- Apply the knowledge of the mechanics of supply and demand to explain working of markets
- Describe how changes in demand and supply affect markets
- Understand the choices made by a rational consumer
- Explain relationships between production and costs
- Define key characteristics and consequences of different forms of markets

**Syllabus MBA -Human Resources Management
For the academic year 2015-17**

1st –Semester

Course No. MHRM- 104
Course Title: Managerial Economics
Maximum Marks: 100

Contact Hours /Week: 4 Hrs
Credit: 04
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 .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.

UNIT2

Utility and Indifference curve approaches meaning, Law of Diminishing marginal rate of substitution properties of indifference curve, Markets: meaning characteristics, types of markets perfect and Imperfect ,

UNIT 3

Price line consumer's equilibrium conditions of consumer's equilibrium income substitution and price effect . Production function, Short run and long run, cost and output analysis; General Theory of price determination, role of time elements in price determination.

UNIT 4

National Income, GDP & Other Measures of National Income. Price Indices- CPI/PPI.Aggregate Demand and Supply. Inflation: Concept, Theories and Application. Role of major financial institutions & markets in India

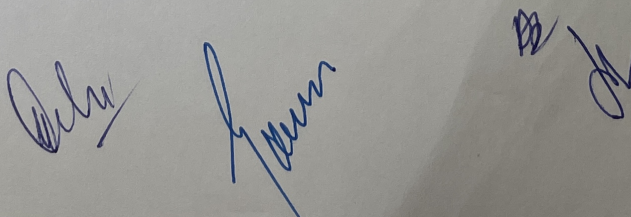
UNIT 5

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

- 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



- Pindyck Robert.S, Rubinfeld & 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 Micheal Melvin, Text Book Of Economics, Biztantra, 2005
- Samuelson William F. & Stephan, G.Marks, Managerial Economics, Wiley 2008

Output

Yours
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PGHRM1C005T Management Accounting

Course Objectives:

The objective of the course is to use accounting principles to facilitate and align decisions made by owners, managers, and employees. The students will learn how accountants create, organize, interpret, and communicate information that improves internal processes and allows organizations to identify and leverage opportunities to create value within the supply chain and with customers.

Learning Outcomes:

1. To enhance the abilities of learners to develop the concept of management accounting and its significance in the business.
2. To enhance the abilities of learners to analyze the financial statements.
3. To enable the learners to understand, develop and apply the techniques of management accounting in the financial decision making in the business corporates.
4. To make the students develop competence with their usage in managerial decision making and control.

**Syllabus MBA -Human Resources Management
For the academic year 2015-17**

1st –Semester

Course No. MHRM-105
Course Title: Management Accounting
Maximum Marks: 100
Hrs

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

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). Golden Rules for Accounting, Preparation of Journal, Ledger Entries and Trial Balance. Trail Balance Adjustments

Unit-II

Final Accounts

Concepts and methods of Depreciation including Straight line method, Diminishing balance method, Units of activity and Sum of digits 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. Horizontal and vertical analysis of Financial Statements Financial Analysis – Ratio Analysis : Liquidity Ratio Analysis , Profitability Ratio Analysis, Activity Ratio Analysis & Solvency Ratio Analysis; Preparation of Funds Flow statement and Cash Flow statement.
Difference between Fund Flow and Cash Flow

Unit-IV

Cost Accounting – Concept, need, importance and scope. Preparation of Cost Sheet with element wise classification of various costs.
Budgeting : Objective , Advantages , Disadvantages, Budgetary Control, Types : Cash Budget, Production Budget , Sales Budget 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. Material & Labour mix Variances.

Note:

- Teaching Pedagogy besides classroom teaching will essentially include simulation, case

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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 Readings

- A Textbook of Accounting for Management, Maheshwari S.N, Maheshwari S.K, Sharad K. Maheswari, Vikas Publication , New Delhi
- Management Accounting: Text Problems & Cases, M Y Khan, P K Jain, McGraw Hill Education (India) Private Limited.
- 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.

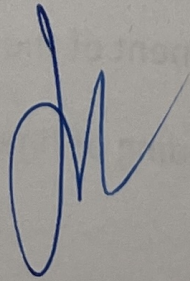
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PGHRM 1F007T Communication for Professional Excellence

Communication for Professional Excellence introduces students to a variety of technical and business theories and practices designed to be applicable to business communication in the real world. Specifically, the course teaches the fundamentals of good business communication, including protocols for writing media notices/releases, marketing copy, business letters, memoranda, electronic mail, thank you notes, apology letters, persuasive messages, and business plans. Finally, students will also learn tactics for running a business meeting, dealing with organizational conflict, and finding ways to enhance their business communication through technically based media.



Learning Outcomes

- Identify and explain strategies for developing and sustaining professional excellence
- Demonstrate skills in preparing and delivering a persuasive communication proposal
- Demonstrate skills in writing, revising, and proofreading business documents in a variety of formats
- Identify advantages and disadvantages of the use of communication technology in the business

GENERAL

**Syllabus MBA -Human Resources Management
For the academic year 2015-17**

1st -Semester

Course code: MHRM - 107

Course Title: Communication for Professional Excellence - I Credit: 02

Maximum Marks: 50

Contact Hours/Week: 2Hrs

Duration of Examination: 3 Hrs

Objectives

- Understand nuances of interpersonal and organizational communication
- Gain clarity about themselves and their career goals so that they may excel in forms of communication used in employment screening.
- Learn key elements of verbal and non verbal communication important for them in their professional life
- Appraise various forms of organizational communication they are likely to encounter in their work life
- Develop speaking skills for various purposes in corporate situations.
- To understand and appropriately apply modes of expression, i.e., descriptive, expositive, narrative, scientific, and self-expressive, in oral communication.
- To participate effectively in groups with emphasis on listening, critical and reflective thinking, and responding.

UNIT-I Elements of Communication

Organizational Communication: Communication Process, Functions of Communication, Direction of Communication, Barriers of Effective Communication, Cross Cultural Issues in Communication

UNIT-II Oral Communication

Effective listening- Meaning, relevance and scope, listening skills, Barriers to effective listening, Nonverbal communication – Role of body language, Kinesics, Proxemics, Haptics and paralinguistic communication, Designing and delivering winning presentations, crisis communication

UNIT-III Interpersonal Communication

Negotiating Business agreements, Communicating effectively in teams, Johari Window, Principles of Neuro linguistic programming, Etiquette advantage in communication.

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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:

- Krizan, Merrier, Logan, Williams, Effective Business Communication, Cengage Learning
- Carol, M. Lehman, Debbie D. Dufrene, Business Communication, Cengage Learning
- Bovee Courtland L. and Thrill, John V. Business Communication Today, Tata McGraw Hill, New York, Taxman Publications
- Lesikar, Raymond V and Peitit, John D. (1994), Business Communication: Theory and Application, Richard D. Irwin Inc. Illinois
- Bell, Smith, Management Communication, Wiley Publications
- Hurlock, Elizabeth, B., Personality Development, Tata McGraw Hill
- Pareek, Uday Understanding Organisational Behaviour, Oxford Publication
- 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

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Course Structure
Masters Degree Programme in MBA (Human Resource Management)
for the year 2015-17

SEMESTER II

SCHEME OF SYLLABUS			
<u>(CORE COURSES)</u>		CREDITS	MAX. MARKS
Course Code	Course Title		
MHRM 201	Marketing Management	4	100
MHRM 202	Financial Management	4	100
MHRM 203	Research Methodology	4	100
MHRM 204	Operations Management	4	100
MHRM 205	Business Law	2	50
MHRM 206	Informational Technology Management	2	50
MHRM 207	Viva Voce	2	50
<u>FOUNDATIONAL COURSE</u>			
MHRM 275	Foundation II (Communication for professional Excellence II)	2	50

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SEMESTER II

PGHRM 2C001T Marketing Management

Course Objectives:

1. To outline key marketing concepts and its application to different markets
2. To identify factors and processes essential for designing marketing strategy
3. To analyze and examine the implementation of marketing concepts and strategy to firms

Learning Outcomes:

Students will gain an understanding of broad marketing functions in management settings as well as a broad-based foundation in finance, accounting, and management. While gaining an understanding of the business environment, the course provides an overview of social, political, legal, technological, economic, behavioral, ethical, and international aspects of marketing. The students will be able to develop:

- **Mastery of Marketing Content:** Understand fundamental marketing concepts, theories, and principles in areas of marketing.
- **Application:** Apply the knowledge, concepts, tools necessary to overcome challenges, and issues of marketing in a changing technological landscape.
- **Creative Problem Solving:** Develop creative solutions to marketing problems

**MBA -Human Resources Management
II Semester**

Course No. -PGHRM2C001T
Course Title: Marketing Management

Credit : 4
Contact Hrs/week: 4Hrs

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: INTRODUCTION

Nature, scope and tasks of Marketing. Company Orientations towards the market place, Holistic Marketing, Shifts in Marketing, Marketing Management Tasks, and Frameworks. Marketing Plan and Marketing organization. Marketing Information System and Marketing Research; Value Chain, customer Value.

Unit II: PLC AND NEW PRODUCT DEVELOPMENT

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 AND PROMOTION DECISIONS

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

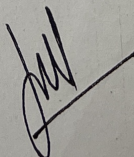
UNIT IV : CHANNEL MANAGEMENT

Channel Management – Channel types, functions and levels, Selecting, training and motivating. Channel Members; Channel Cooperation and Conflict Management, Vertical Marketing-Implementation and Systems. New channels: E-tailers

Unit V CONSUMER BEHAVIOUR

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.

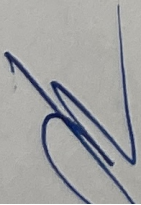
Emerging trends in marketing, Digital /Web Marketing, Social media marketing



PGHRM2C002T Financial Management

Course Objectives

1. Provide an in-depth view of the process in financial management of the firm
2. Develop knowledge on the allocation, management and funding of financial resources.



improving students' understanding of the time value of money concept and the role of a financial manager in the current competitive business scenario.

4. Enhancing student's ability in dealing short-term dealing with day-to-day working capital decision; and also longer-term dealing, which involves major capital investment decisions and raising long-term finance.

Learning Outcomes:

On completion of this course, the students will be able to

CO1. Explain the concept of fundamental financial concepts, especially time value of money.

CO2. Apply capital budgeting projects using traditional methods.

CO3. Analyze the main ways of raising capital and their respective advantages and disadvantages in different circumstances.

CO4. Integrate the concept and apply the financial concepts to calculate ratios and do the capital budgeting.

**MBA -Human Resources Management
II Semester**

Course No. –PGHRM2C002T

Credit : 4

Course Title: Financial Management

Contact Hrs/week: 4Hrs

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, Financial Decisions, Objectives of Financial, Basics of Risk Return Tradeoff, and Agency Problem. Management- Profit maximization vs. Wealth maximization. Time Value of money.

Unit-II Investment decision

Capital Budgeting: Nature and concept of Capital Budgeting, Techniques of Capital Budgeting Traditional: Pay Back Period, Accounting Rate of Return. Discounted Cash Flow (DFC): Net Present Value(NPV) , Internal Rate of Return(IRR), Profitability Index(PI).Cost of capital: Cost of Equity, Cost of Preference Shares, Cost of Debt , Cost of Retained Earnings and weighted average cost of capital,.

Unit-III Sources of Long Term Funding & Financing Decision

Financing Fixed Assets- (Long Term Sources) Shares, Debentures, financial service leasing, Hire purchase Venture capital 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).Capital Structure Theories -Net Income Approach, Net Operating Income Approach & Modigliani-Miller Hypothesis.

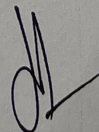
Unit-IV Working Capital Management

Working Capital Management: Concept of working capital, Factors affecting working capital requirement. Computation of average working capital requirements. Financing Current Assets- (Short-term Sources): Public Deposits Financing through Bank (CC limit / OD, LOC and Commercial papers, and Factoring

Unit-V Dividend Decisions

Types of Dividend, Dividend Payment - retention decision: Factors influencing dividend Decision. Impact of issue of Bonus shares, split of share & reverse stock split on company's balance sheet Dividend Theories - Dividend Theories of Relevance— Walters Model, & Gordon's Model, Dividend Theories of Irrelevance — Modigliani-Miller Hypothesis. Financial Modeling- Concept, Scope and Limitations.

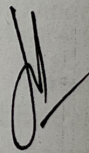
*Select Case studies focusing on each unit needs to be discussed



- 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 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.



PGHRM2C003T Research Methodology

Course Objectives:

This course is designed to enable students to:

1. identify and discuss the role and importance of research in the social sciences.
2. identify and discuss the issues and concepts salient to the research process.
3. identify and discuss the complex issues inherent in selecting a research problem, selecting an appropriate research design, and implementing a research project.
4. identify and discuss the concepts and procedures of sampling, data collection, analysis and reporting.

Learning Outcomes:

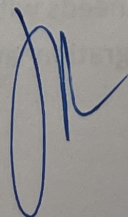
Students who successfully complete this course will be able to:

1. explain key research concepts and issues
2. read, comprehend, and explain research articles in their academic discipline.

PGHRM2C004T Operations Management

Course Objectives:

- To develop an understanding of how the operations, have strategic importance and can provide a competitive advantage in the workplace.



- To understand the relationship between operations and other business functions.
- To understand techniques of location and facility planning; line balancing; job design and capacity planning in operations management.
- To understand the Materials Management function starting from Demand Management through Inventory Management.

Learning Outcomes:

On completion of this course, the students will be able to

CO1. Identify the elements of operations management and various transformation processes to enhance productivity and competitiveness.

CO2. Analyze and evaluate various facility alternatives and their capacity decisions, develop a balanced line of production & scheduling and sequencing techniques in operation environments

CO3. Develop aggregate capacity plans and MPS in operation environments.

CO4. Plan and implement suitable materials handling principles and practices in the operations.

CO5. Plan and implement suitable quality control measures in Quality Circles to TQM.

**MBA -Human Resources Management
II Semester**

Course No. –PGHRM2C003T

Contact Hrs/week: 4Hrs

Course Title: Research Methodology

Credit: 04

Maximum Marks: 100

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: Business Research: An Introduction

Introduction to Basic Concepts; Stages in the Research Process; Problem Definition, Research Objectives, Types of Research; Significance of Business Research in Management Decision Making; Business Research in Practice.

Unit II: Research Design & Data Collection Technique

Classification of Research Design; Exploratory, Descriptive & Conclusive Research Designs; Causal Research; Secondary data- Nature, Sources & Advantages; Primary Data- Nature, Types, Means & Issues in Obtaining Primary Data.

Unit III: Measurement, Attitude Scales & Questionnaire Design

Concept of Measurement, Scales of Measurement- Their Types & Properties; Measurement of Attitudes & Scaling Procedure; Questionnaire Design and Testing

Unit IV: Sampling, Hypothesis Testing and Data Preparation

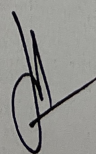
Sampling Theory, Design and Issues; Central Limit Theorem; Hypothesis Testing- Concept and Procedure; Data Preparation Process

Unit V: Statistical Analysis Using SPSS & Reporting of Research Findings

Introduction to SPSS; Analyzing Data Using SPSS---T-test, ANOVA, Correlation & Factor Analysis; Interpretation of Results; Reporting Research Findings

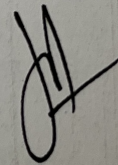
Note:

- 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



Reference Books and Suggested Readings:

- Adams, J., Khan, H. T. A., Raeside, R. & White, D. *Research Methods for Graduate Business and Social Science Students*. New Delhi: Sage Publication Inc.
- Cooper, D. R., & Schindler, P. S. *Business Research Methods*. New Delhi: Tata McGraw Hill.
- Bhattacharyya, D. K. *Human Resource Research Methods*. New Delhi, Oxford University Press
- Malhotra, N. K & Dash, S. *Marketing Research: An Applied Orientation*, 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).
- Nachmias, C. F. & Nachmias, D. *Research methods in the social sciences*. New York: Worth.
- Sinha, R. K. *Research Methodology: A Step-by-Step Guide for Beginners*. New Delhi: Sage Publications
- A Sekaran, U. *Research methods for business: A skill building approach*. (4th Edition). New York: John Wiley & Sons.
- Zikmund, W. G. *Business Research Methods.*, Cengage Learning



MBA -Human Resources Management

II Semester

Course No. -PGHRM2C005T

Credit: 2

Course Title: Business Law

Contact Hrs/week: 2Hrs

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-1: The Companies Act, 1956 and The Partnership Act, 1932

The Companies Act, 1956: Meaning, characteristics and kinds of companies, Lifting the corporate veil, Registration and incorporation, Memorandum of Association, Doctrine of Ultravires, Articles of Association, The Partnership Act, 1932 : Nature of Partnership, Incoming and outgoing partners, Dissolution of Firm

UNIT-2: The Negotiable Instruments, 1881 Act and Consumer Protection Act, 1986

The Negotiable Instruments Act, 1881: Negotiable Instruments - Meaning, Types, Parties - Holder and holder in Due Course, Negotiation and Types of Endorsements. Consumer Protection Act, 1986: Consumer, Complainant, Goods, Service, Unfair Trade Practices - Restrictive Trade Practices, Rights of Consumers, Consumer Disputes Redressal Agencies

UNIT-3: The Indian Contract Act, 1872

The Indian Contract Act, 1872: Nature and classification of Contracts, Essentials of a valid contract, Void agreements, Consequences of breach of contract, Quasi-Contracts

Reference Books and Suggested Readings:

- ✓ 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 Secreterial Practice; Kapoor, N. D., Sultan Chand and Sons, New Delhi

PGHRM2C005T Business Law

Course Objectives

The objectives of this course are to create

1. Basic and broad knowledge in business laws in management and develop ability to apply concepts, principles and theories to understand simple business laws.
2. Awareness of the different business laws.
3. Awareness of the global business laws and its impacts on businesses.

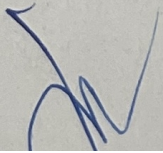
Learning Outcomes:

On completion of this course, the students will be able to:

- CO1. Explain the concepts in business laws with respect to foreign trade
- CO2. Apply the global business laws to current business environment
- CO3. Analyse the principle of international business and strategies adopted by firms to expand globally
- CO4. Integrate concept of business law with foreign trade

PGHRM2C006T Informational Technology Management

The Information Technology focuses on preparing students meeting their needs within an organizational and societal context through the selection, creation, application, integration and administration of



- Be able to analyze a problem, and identify and define the computing requirements appropriate to its solution
- Be able to function effectively on teams with MIS to accomplish a common goal
- Understand professional, ethical, legal, security and social issues and responsibilities
- Be able to analyze the local and global impact of computing on individuals, organizations, and society Recognize the need for and an ability to engage in continuing professional development
- Be able to use current techniques, skills, and tools necessary for computing practice
- Be able to use and apply current technical concepts and practices in the core information technologies
- Be able to identify and analyze user needs and take them into account in the selection, creation, evaluation and administration of computer-based systems
- Be able to effectively integrate IT-based solutions into the user environment
- Understand best practices and standards and their application

SEMESTER III

PGHRM3C001T Strategic Management

Course Objectives:

The course is designed specifically not only to introduce students with key strategy concepts but also to apply their prior learning to various business situations. The

MBA -Human Resources Management
II Semester

Course code: PGHRM2C006T
Course Title: Informational Technology Management

Contact Hours/Week: 2Hrs
Credit: 02
Maximum Marks: 50

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 Types of Information System

Concept and role of Information Systems, Types of Information Systems, Operations Support System, Management Support System, Knowledge Management Information Systems, Information Systems for Strategic Management

UNIT-II: Developing Information Systems

System Development life cycle: traditional and contemporary method for system development, 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-III: DSS, ES and EIS

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

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

- 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 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

- Understand professional, ethical, legal, security and social issues and responsibilities
- Be able to analyze the local and global impact of computing on individuals, organizations, and society Recognize the need for and an ability to engage in continuing professional development
- Be able to use current techniques, skills, and tools necessary for computing practice
- Be able to use and apply current technical concepts and practices in the core information technologies
- Be able to identify and analyze user needs and take them into account in the selection, creation, evaluation and administration of computer-based systems
- Be able to effectively integrate IT-based solutions into the user environment
- Understand best practices and standards and their application

SEMESTER III

PGHRM3C001T Strategic Management

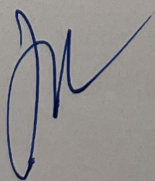
Course Objectives:

The course is designed specifically not only to introduce students with key strategy concepts but also aims to help students to integrate and apply their prior learning to various business situations. The course aims to develop solid grounding in ethics, globalization and cross-functional issues.

Learning Outcomes:

On completion of this course, students will be able to:

1. Understand the strategic decisions that organisations make and have an ability to engage in strategic planning.
2. Explain the basic concepts, principles and practices associated with strategy formulation and implementation.
3. Integrate and apply knowledge gained in basic courses to the formulation and implementation of strategy from holistic and multi-functional perspectives.
4. Analyze and evaluate critically real life company situations and develop creative solutions, using a strategic management perspective.
5. Conduct and present a credible business analysis in a team setting.
6. Understand the crucially important role that the HRM function plays in the setting and implementation of an organisation's strategy



PGHRM3C003T Organisational Development

Course Objectives:

This Course focuses on organisation development (OD) and provides with a core body of knowledge necessary to understand and practice organisation development within contemporary organisations. The students shall be introduced to the underpinning theories and tools that are associated with state of the art practice of OD.

Learning Outcomes:

- analyse activity data from organisational systems in order to frame effective OD interventions;
- formulate an approach and business case for organisation development in response to appropriate organisational diagnosis, business imperatives and internal and external contextual forces.
- interpret a range of organisation data to gain insights into organisational effectiveness;
- collect and evaluate data to judge the effectiveness of OD interventions;
- understand how human process issues can be used by the OD consultant to diagnose organisation effectiveness;
- evaluate the implementation of OD interventions and judge their usefulness against other change tools and techniques;
- identify the key roles and responsibilities of an OD consultant needed to develop and sustain long term OD interventions.

**Syllabus MBA (Human Resource Management)-III Semester
For the academic year 2016-17, 2017-18, 2018-19**

Course No: PGHRM3C003T

Course Title: Organizational Development

Duration of Exam: 2hrs

Contact Hrs/week: 3hrs

Credits: 02

Maximum Marks: 50

Course Objective:

The course shall enable the students to:

- Understand the concept of organizational change in consonance with organizational culture and human behavior.
- Develop the ability to use multiple methods for collecting diagnostic data in organization design
- Enhance their ability to critically analyze the need of organizational interventions and select the appropriate interventions for administering these interventions as per the organizational needs

Unit I

Organisational Change: Concept and Resistance to Organisational Change, Organisational culture and change
Organisational Development: An overview: Concept and Assumptions; Historical Development of OD; Issues in Consultant- Client Relationship
Process of Organizational Development: Diagnosing organizations, Action Research, Implementation of Planned Change.

Unit II

Designing, evaluating and institutionalizing OD interventions: Designing OD interventions
Human Process Intervention: Training Intervention, Process consultation, Third party intervention, Team Building,
Organization confrontation Meetings, Intergroup relations interventions.

Unit III

Techno-structural Intervention: Restructuring organisations, Total quality management.
Human Resource Management Interventions: Performance appraisal, Reward systems, Career planning and development interventions, Workforce diversity interventions, Employee stress and wellness interventions
Future of OD and New Perspectives: Success and Failure of OD, Trends within Organization Development, implication of OD's future

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 Mc Graw Hill, New Delhi.
- S. Ramanarayan, T.V. Rao and Kuldeep Singh: Organisational Development.
- Nilkanth .V, Ramanarayana,s, "Managing Change", Sage Publications 1st Edition

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Syllabus MBA (Human Resource Management)-III Semester
For the academic year 2016-17, 2017-18, 2018-19

Course No: PGHRM3C001T

Course Title: Strategic Management

Duration of Exam: 3hrs

Contact Hrs/Week: 4Hrs

Credits: 04

Maximum Marks: 100

Course 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 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 Matrix, 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 demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested Readings

- Pearce, Robinson & Mittal, Strategic Management: Formulation, Implementation and Control, TATA McGraw Hill Special Indian Edition, 10th Edition.
- Kazmi Azhar, Strategic Management & Business Policy, TATA McGrawHill, 3rd Edition, 2008.
- Fred David, Strategic Management: Concepts and Cases, Prentice Hall India, 12th Edition.
- Hill & Jones, Strategic Management: an Integrated Approach, Publisher Biztantara or Cengage, Sixth Edition.

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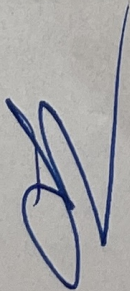
PGHRM4C1T

Team Building & Leadership

Course Objectives:

The course aims to provide students with the necessary knowledge to develop their individual skills in:

- Applying theories and concepts of leadership and teamwork
- Applying theories and concepts to improve their leadership skills



Appreciating the importance of teamwork

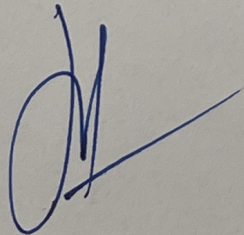
PGHRM4C002T Cross Culture Management

Course Objectives:

The course provides with an understanding of the contextual knowledge, cross cultural skills and multiple perspectives required to manage and work across borders and cultures in a changing global business environment. It offers conceptual frameworks for systematically understanding the notion of culture, cultural synergies and differences, and the convergence and divergence in cultural norms and values. It incorporates topics that highlight the impact of culture in the international business environment, explores research relating to the dimensions of culture and considers the implications for management.

Learning Outcomes:

1. Understand differences in cross cultural leadership styles and adaptability to cultural contexts. Identify leadership characteristics required to manage culture-based challenges in international business (political, social, economic, legal and technological).
2. Demonstrate confidence in oral communication and discussion of issues relating to culture and management, present ideas in a succinct and clear manner, and engage in culturally sensitive communication.



**Syllabus MBA (Human Resource Management)-IV Semester
For the academic year 2016-17, 2017-18, 2018-19**

Course No.: PGHRM4C002T

Course Title: Cross Cultural Management

Duration of Exam: 2 Hrs

Contact Hrs/Week: 3 Hrs

Credits: 02

Maximum Marks: 50

Course Objective:

To acquaint the students with global aspect of human asset management, various challenges and opportunities in cross cultural organization. The purpose of this course is to provide understanding of impact of different cultures on management practices. It will equip the students with the relevant knowledge for analysing strategies in managing international teams and projects.

Unit I

Determinants of Culture, Facets of culture, Levels of Culture, National Cultural dimensions in the business context, The influence of National Culture on business culture. Business Cultures: East and West

Unit II

Hofstede's Five Dimensional Model, Cultural styles and social dimensions, Orientation to time and space, Leadership Effectiveness, Global Leadership, Building Multicultural Teams, Managing Multicultural teams, Global Coaching, Cultural Synergy Model

Unit III

Negotiations across culture, Resolving conflicts in Global Teams, Cross cultural negotiation skills and strategies, Synergistic skills for global management, Expatriate selection, Training and Development Management, Motivation, Repatriation of expatriates.

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

- Global Business Today - Charles W.L.Hill, Mc. Grawhill publication, 9th Edition, 2015
- Nancy J.Adler, International Dimensions of Organizational Behavior, the 4th edition, 2007
- Davis C. Thomas and Kerr Inkson, Cultural Intelligence: People Skills for Global Business, 2004

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Syllabus MBA (Human Resource Management)-IV Semester
For the academic year 2016-17, 2017-18, 2018-19

Course No.: PGHRM4C001T
Course Title: Team Building and Leadership
Duration of Exam: 2 Hrs

Contact Hours/Week: 3 Hrs
Credits: 02
Maximum Marks: 50

Course Objective:

To discuss various aspects of leadership and team building that would help in working as team members'. The course would also help in enhancing students' self-awareness and enabling them to understand others and to work effectively in Teams

Unit I

Introduction to leadership, Leadership for building effective teams, Corporate Leadership. Compare and Contrast Management & 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, Team Leadership , Leadership development for effective teams .

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

- Luthans Fred, Organizational Behavior ,McGraw Hill, 11th edition, 2001
- Peter G. Northouse, Leadership: Theory and Practice, 6th Edition, Sage Publication, 2012
- Covey ,S,Seven Habits of Highly Effective people, Free Press, 1989
- Myers , Salma ,G Team Building for diverse work groups , Wheeler Publishing, 1998

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