



മഹാത്മാഗാന്ധി സർവ്വകലാശാല, കേരളം  
(സംഗ്രഹം)

എം.എച്ച്.ആർ.എം. പ്രോഗ്രാം - അഫിലിയേറ്റഡ് കോളേജുകൾ - സിലബസ് പരിഷ്കരണം 2018 - എക്സ്പേർട്ട് കമ്മിറ്റിയുടെ ശുപാർശകൾ - അംഗീകരിച്ചു - ഉത്തരവാകുന്നു.

**അക്കാദമിക് എിവ വിഭാഗം**

സ.ഉ.നം: 5737/എ IV/2/2018/അക്കാദമിക്

പ്രിയദർശിനി ഹിൽസ്, തീയതി: 25.07.2018

വായിക്കുക:- 18/07/2018-ാം തീയതിയിൽ കൂടിയ എം.എച്ച്.ആർ.എം. കോഴ്സിന്റെ എക്സ്പേർട്ട് കമ്മിറ്റി യോഗത്തിന്റെ മിനിറ്റ്സ്.

**ഉത്തരവ്**

മുകളിൽ പരാമർശിച്ചിട്ടുള്ള പേപ്പർ പ്രകാരം കൂടിയ എം.എച്ച്.ആർ.എം. കോഴ്സിന്റെ എക്സ്പേർട്ട് കമ്മിറ്റി യോഗത്തിന്റെ ശുപാർശകൾ താഴെപ്പറയും പ്രകാരമാണ്.

1. മഹാത്മാഗാന്ധി സർവ്വകലാശാലയുടെ കീഴിലുള്ള അഫിലിയേറ്റഡ് കോളേജുകളിൽ നടത്തുന്ന എം.എച്ച്.ആർ.എം. കോഴ്സിന്റെ പാഠ്യപദ്ധതി, സ്കീം, സിലബസ് എന്നിവ പരിശോധിക്കുകയും ചർച്ചചെയ്യുകയും ചെയ്തു. എം.എച്ച്.ആർ.എം. കോഴ്സിന്റെ റഗുലേഷൻ അവലോകനം ചെയ്യുകയും, ചില ഭേദഗതികൾ ശുപാർശ ചെയ്യുകയും ചെയ്തു.
2. എം.എച്ച്.ആർ.എം. കോഴ്സിന്റെ സിലബസിലേക്കുള്ള കോഴ്സുകളുടെ പട്ടികകൾ ചർച്ച ചെയ്യുകയും, അന്തിമരൂപം നൽകുകയും ചെയ്തു.
3. എം.എച്ച്.ആർ.എം. കോഴ്സിന്റെ ഇനിയുള്ള സിലബസ് പരിഷ്കരണത്തിനും അപ്ഡേഷനുകൾക്കുമായി ബോർഡ് ഓഫ് സ്റ്റഡീസ് രൂപീകരിക്കുന്നതിന് കമ്മിറ്റി ശുപാർശ ചെയ്തു.
4. മഹാത്മാഗാന്ധി സർവ്വകലാശാലയുടെ കീഴിലുള്ള അഫിലിയേറ്റഡ് കോളേജുകളിൽ നടത്തുന്ന എം.എച്ച്.ആർ.എം. കോഴ്സിന് 2018 അഡ്മിഷൻ മുതൽ റഗുലേഷൻ, സ്കീം, സിലബസ് എന്നിവ ആവശ്യമായ പരിഷ്കരണങ്ങളോടുകൂടി നടപ്പിൽ വരുത്തുവാൻ കമ്മിറ്റി ശുപാർശ ചെയ്തു.

ഇക്കാര്യം വിശദമായി പരിശോധിച്ച വൈസ് ചാൻസിലർ 1985-ലെ മഹാത്മാഗാന്ധി സർവ്വകലാശാല നിയമം അധ്യായം III വകുപ്പ് 10(17) പ്രകാരം തന്നിൽ നിക്ഷിപ്തമായ അധികാരം ഉപയോഗിച്ച് ടി ശുപാർശകളും, അതോടൊപ്പം സമർപ്പിച്ച മാതൃകാ സിലബസും അംഗീകരിച്ചു.

തദനുസരണം ഉത്തരവ് പുറപ്പെടുവിക്കുന്നു.

(ഒപ്പ്)  
രമേഷ് നാരായൺ  
അസിസ്റ്റന്റ് രജിസ്ട്രാർ II (അക്കാദമിക്)  
രജിസ്ട്രാർക്കുവേണ്ടി

പകർപ്പ്:-

1. വൈസ് ചാൻസിലറുടെ/പ്രൊ വൈസ് ചാൻസിലറുടെ പി.എസ്.മാർ
2. രജിസ്ട്രാറുടെ/പരീക്ഷാ കൺട്രോളറുടെ പി.എ.മാർ
3. ചെയർമാൻ/മെമ്പേഴ്സ് എക്സ്പേർട്ട് കമ്മിറ്റി
4. എ.ആർ/ഡി.ആർ/ജെ.ആർ (അക്കാദമിക്/പരീക്ഷ വിഭാഗം)
5. ഇ.ഐ VII/XXXV/ഇ.ബി. സെക്ഷനുകൾ
6. കണ്ടന്റ് മാനേജ്മെന്റ് സെക്ഷൻ
7. റെക്കോർഡ് സെക്ഷൻ/ഫയൽ കോപ്പി/സ്റ്റോക്ക് ഫയൽ

ഉത്തരവിൻ പ്രകാരം

സെക്ഷൻ ഓഫീസർ



Mahatma Gandhi University, Kerala  
മഹാത്മാഗാന്ധി സർവ്വകലാശാല, കേരളം  
महात्मा गांधी विश्वविद्यालय, केरल

# **MASTER OF HUMAN RESOURCE MANAGEMENT - MHRM (FULL TIME)**

## **REGULATIONS**

**2018 Admissions onwards**

**Faculty of Management Sciences**

## **Preface**

This document was developed with an intention to provide the students, teachers and other stakeholders with essential information on MHRM full-time course curriculum, academic and other regulations, which students are bound to follow during their study in any of the affiliated colleges under the jurisdiction of Mahatma Gandhi University, Kottayam. All students who pursue full-time MHRM course under this University are required to read this document with utmost dedication.

<b>CONTENTS</b>		
<b>No.</b>	<b>Sections</b>	<b>Page No.</b>
<b>1.</b>	<b>Introduction</b>	4
<b>1.1</b>	MHRM Programme	4
<b>1.2</b>	Objectives	4
<b>1.3</b>	Eligibility	4
<b>1.4</b>	Admission Procedure	4
<b>1.5</b>	Course Duration & Academic Calendar	4
<b>2.</b>	<b>MHRM Programme Scheme</b>	4
<b>2.1</b>	Core Courses	5
<b>2.2</b>	Elective Courses	5
<b>2.3</b>	Internship	5
<b>2.4</b>	Summer Project	5
<b>2.5</b>	Viva voce	5
<b>3.</b>	<b>Teaching Evaluation &amp; Assessment</b>	5
<b>3.1</b>	Teaching Methods	5
<b>3.2</b>	Student Evaluation	5
<b>3.2.1</b>	Continual Evaluation	6
<b>3.2.2</b>	Comprehensive Evaluation	6
<b>3.2.3</b>	Semester Promotion	6
<b>3.2.4</b>	Maximum Duration of Course	7
<b>4.</b>	<b>Academic Administration in Affiliated Colleges</b>	7
<b>4.1</b>	Registration and Attendance Norms	7
<b>5.</b>	<b>Syllabus</b>	8 - 45

## **1. INTRODUCTION**

### **1.1 MHRM full time Programme**

In today's highly competitive business environment, the roles and responsibilities of human resource professionals have become increasingly critical to corporate success. Human Resource Management (HRM) professionals must understand human resource issues and management trends in a competitive global economy as well as a broad spectrum of state and federal employment legislation. The Master of Human Resource Management (MHRM) program is specifically customized to equip students with the tools necessary to effectively meet the challenges of an ever-changing business climate. The 2 year full time MHRM programme of Mahatma Gandhi University is offered under semester system.

### **1.2 Objectives**

Following are the objectives of MHRM programme:

- To inculcate specialized knowledge and skills required by managers who are responsible primarily of managing human resources and improving industrial relations.
- To develop a sound theoretical base in the domain of Human Resource Management.
- To develop communication, interpersonal skills and leadership qualities to work in and with teams in organisations.

### **1.3 Eligibility**

A pass in any Bachelor's Degree Examination of Mahatma Gandhi University or an equivalent degree of any other Universities duly recognized by Mahatma Gandhi University with not less than 55% marks in Science & Technology subjects and 50% marks in other subjects in the aggregate for all parts of examination or a Master's Degree examination with 55% marks in aggregate. The Reservation Rules are applicable as per the Government norms.

### **1.4 Admission Procedure**

#### ***2018 Admission***

The admissions to the MHRM full time programme shall be strictly on the basis of merit list prepared and published by the institution. All affiliated colleges are bound to follow the guidelines and time schedule provided by Mahatma Gandhi University. The Reservation Rules are applicable as per the Government norms.

#### ***2019 Admission onwards***

The rank list for admission shall be prepared on the basis of Entrance examination, Group Discussion and Personal Interview. The weightage shall be 70% for Entrance examination, 15% for Group Discussion and 15% for Personal Interview. The Reservation Rules are applicable as per the Government norms.

### **1.5 Course Duration & Academic Calendar**

The MHRM course shall be completed within two years time. The date of commencement of the course will be notified by the University. The academic calendar published by the University shall be strictly followed by all affiliated colleges in order to ensure timely completion of the course, conduct of examinations, project work and declaration of results.

## **2. MHRM PROGRAMME SCHEME**

The MHRM Programme of Mahatma Gandhi University enables the candidates to acquire conceptual, technical and human skills to meet the requirements of industry, business and society. It prepares the candidates with knowledge, skills, and strategic perspectives essential for business leadership. The MHRM Programme consists of 29 subject courses, 1 internship, 1 project work and 1 viva voce . All

theory courses carries 100 marks each, out of which 40 marks for continual evaluation and 60 marks for comprehensive evaluation by University. The total marks for the MHRM Programme is 3200, 800 marks for each semester. All semesters are of 20 weeks duration out of which a minimum of 40 instructional hours during a semester shall be completed for each course.

### **2.1 Core Courses**

There are 28 core courses for the MHRM Programme which comprises of 25 core subjects, 1 Internship, 1 Project Work and 1 Viva voce. The first and second semesters have 16 core subjects including one internship with internal viva voce in second semester. The third semester has 8 core subjects. The final semester has 2 core subjects, Main project and comprehensive viva voce. All core courses are compulsory and carry 100 marks each.

### **2.2 Elective Courses**

The students are required to select 4 elective courses.

### **2.3 Internship – Second Semester**

A student has to spend 4 weeks in a reputed business organization for Internship. A faculty guide shall be appointed by the respective department to guide students. Any topic related to human resources can be taken. The intern will learn how to apply skills she or he may have acquired from the course, in a professional setting. A report shall be submitted to the University. The marks shall be awarded based on presentations by students followed by viva-voce. 40% of the mark shall be given based on presentations and viva-voce and 60% based on evaluation of report.

### **2.4 Main Project**

During the fourth semester, the students are required to do a Project Work in HR domain, addressing a HR related issue in the organization and a Report of the same is to be submitted. The total duration of this project study is 8 weeks and total marks for the project report is 100. Project work shall be done in a reputed Business Organisation.

### **2.5 Viva Voce**

A comprehensive Viva voce shall be conducted by a Board of examiners, consisting of at least one external examiner, duly appointed by the University.

## **3. TEACHING, EVALUATION & ASSESSMENT**

### **3.1 Teaching Methods**

The teaching methods to be used for MHRM course shall be carefully designed at the Institution level. The teaching methods in MHRM programme ideally include the following components:

- Class room lectures
- Case Studies
- Practical Illustrations & Simulations Role Plays
- Quizzing
- Class seminars & presentations

The above components are not comprehensive and Faculty Members are free to develop the teaching methods with more elements.

### **3.2 Student Evaluation**

The evaluation of students comprises of continuous evaluation at the Institution level and comprehensive evaluation by University.

### 3.2.1 Continuous Evaluation

Internal assessment, based on continuous evaluation shall be conducted throughout the semester. It shall be based on internal examinations and various types of assignments as decided by the Faculty Member who is handling the course. Assignments include homework, problem solving, group discussions, quiz, term projects, spot tests, role play, software exercises etc. Details of assignments in every semester shall be submitted by the Faculty Members in an assignment book to the Principal / Head of the Department. This is to facilitate uniformity in the internal evaluation process. The distribution of continuous evaluation shall be as follows:

#### Components of Continual Evaluation

Sl. No.	Component of Continual Evaluation	Marks	Percentage
i.	Test Papers (Subject to a Minimum of 2 tests for each course)	24	60%
ii.	Assignments – Minimum of 2	8	20%
iii.	Seminar & Projects	8	20%

The internal assessment marks shall be awarded by the concerned Faculty Member in charge of the course based on the guidelines mentioned in Table given above. A systematic record for the award of Internal marks shall be maintained in the Department duly signed by the concerned Faculty Members and counter signed by the Head of the Department. It shall be placed in the notice board before the commencement of University Examinations.

In case a candidate fails to secure the required minimum of 50% marks in Internal marks based on continuous evaluation, he / she may secure it by repeating the course altogether in a regular class or by taking the course with a Faculty Member assigned by the Head of the Department in a subsequent semester provided that the candidate has failed to obtain the 50% marks in the first instance, but such improvement in continuous evaluation in the same paper cannot be attended more than once.

### 3.2.2 Comprehensive Evaluation

- The comprehensive evaluation will be done by the University through end-semester examinations which is of 3 hour duration for all subject courses.
- In order to pass a course, a student has to acquire a minimum of 40% marks in University examination and an aggregate of 50% marks (marks obtained for internal assessment and university examination put together)
- Candidates who have secured not less than 60% marks in the aggregate of total marks for all papers in four semesters (both continual and comprehensive evaluation together) in the examination shall be declared to have passed the MHRM Degree Examination in First Class.
- Candidates who obtain not less than 75% of the total marks shall be declared to have passed the MHRM Degree Examination with Distinction.
- Candidates shall be allowed to improve the result of any course /subject along with the examinations of their immediate junior batch.

### 3.2.3 Semester Promotion

Candidates for the MHRM Degree shall be eligible to undergo the courses of study in the next semester and appear for the examination of that semester, irrespective of the results of the examinations of the previous semester provided they have completed all the formalities of attendance, payment of all fees due to the University and registration for the examinations in the earlier semesters.

### **3.2.4 Maximum Duration of Course**

The candidates should complete the two year MHRM Programme within a period of 5 years from the date of admission.

## **4. Academic Administration in Affiliated Colleges**

### **4.1 Registration & Attendance Norms**

Every candidate should register for all subjects of the end semester examinations of each semester. A candidate who does not register will not be permitted to attend the end semester examinations. He / she shall not be permitted to attend the next semester.

No student shall be allowed to appear for the University examinations (written and viva-voce), if he/she has not secured 75 % attendance for each course.



## 5. Syllabus

The detailed syllabus of MHRM Programme is given below:

### **SYLLABUS** **MASTER OF HUMAN RESOURCE MANAGEMENT** **LIST OF COURSES (With Effect from Academic Year 2018-19)**

#### **Semester I Core Courses**

Course Code	Course Title	Continual Evaluation (Marks)	University Evaluation (Marks)
CC01	Principles and Practices of Management	40	60
CC02	Indian Ethos in management	40	60
CC03	Organizational Behavior	40	60
CC04	Introduction to HRM	40	60
CC05	Applications of Quantitative techniques in business	40	60
CC06	Accounting for managers	40	60
CC07	Business Laws	40	60
CC08	Business Communication	40	60
<b>Total Marks</b>		<b>320</b>	<b>480</b>

#### **Semester II Core Courses**

Course Code	Course Title	Continual Evaluation (Marks)	University Evaluation (Marks)
CC09	Environmental management and sustainable development	40	60
CC10	Managerial Economics and Global Business	40	60
CC11	Financial Management	40	60
CC12	Marketing Management	40	60
CC13	Operations Management	40	60
CC14	Innovation and Change Management	40	60
CC15	MIS and Cyber security	40	60
CC16	Internship	40	60
<b>Total Marks</b>		<b>320</b>	<b>480</b>

#### **Semester III Core Courses**

Course Code	Course Title	Continual Evaluation (Marks)	University Evaluation (Marks)
CC17	Research Methodology	40	60
CC18	Knowledge & Talent Management	40	60
CC19	Industrial Relations	40	60
CC20	Training and Development	40	60
CC21	Leadership Development	40	60
CC22	Compensation and Reward management	40	60
CC23	Enterprise Resource Planning	40	60
CC24	Labour Laws	40	60
<b>Total Marks</b>		<b>320</b>	<b>480</b>

### Semester IV Core Courses & Elective Courses

Course Code	Course Title	Continual Evaluation (Marks)	University Evaluation (Marks)
CC25	Strategic Human Resource Management	40	60
CC26	Entrepreneurial Development	40	60
EC01	Elective 1	40	60
EC02	Elective 2	40	60
EC03	Elective 3	40	60
EC04	Elective 4	40	60
CC27	Problem Centered Project work	-	100
CC28	Comprehensive Viva	-	100
<b>Total Marks</b>		<b>240</b>	<b>560</b>

### Course Framework Summary

Total Courses	Total Marks
<b>TOTAL NUMBER OF COURSES 32</b> (28 Core Courses including Project Works and Viva Voce & 04 Elective Courses)	<b>3200</b>

Note: CC stands for Compulsory Course and EC for Elective Course

### ELECTIVE COURSES

#### List of Electives

Sl. No.	Elective Course
1	HRM in Service Sector
2	Conflict and negotiation management
3	Project Management for HR Managers
4	Manpower Sourcing
5	Counseling Skills for Managers
6	HR Accounting and Auditing
7	Diversity Management at Work Place
8	HR Analytics

**Semester I  
Core Courses**

Course Code	Course Title	Continual Evaluation (Marks)	University Evaluation (Marks)
CC01	Principles and Practices of Management	40	60
CC02	Indian Ethos in management	40	60
CC03	Organizational Behavior	40	60
CC04	Introduction to HRM	40	60
CC05	Applications of Quantitative techniques in business	40	60
CC06	Accounting for managers	40	60
CC07	Business Laws	40	60
CC08	Business Communication	40	60
<b>Total Marks</b>		<b>320</b>	<b>480</b>

**CC01 PRINCIPLES & PRACTICES OF MANAGEMENT**

**Course Objectives**

- To introduce Profession of Management and help the students gain understanding of the functions and responsibilities of the manager
- To provide participants tools and techniques to be used in the performance of the managerial job, and enable them to analyze and understand the environment of the organisation.

**Course Structure**

**Module 1 Introduction**

Management - Meaning, Definition and Nature; Evolution of Management – Management Thoughts - Early - Modern - Post modern; Contributions of F.W. Taylor - Henry Fayol – Hawthorne Studies- Behavioral School of Management Approach. Levels of Management, Skills required for a manager, Managerial roles.

**Module 2 Planning**

Functions of Management: POSDCORB; Characteristics of Management.

**Planning:** -Meaning – nature – importance -Levels of planning. Objectives – setting objectives – Policies – Planning premises, Types of plans - Process of planning - Decision Making; MBO; Principles in Planning

**Module 3 Organizing & Staffing**

**Organising:** - Nature-Purpose-Principles-Organisational Structure and types - Departmentation - Centralization vs. Decentralization - Span of control- Delegation of Authority – Principles in Organising – Line Vs Staff Authority – Networking and Virtual Organizations

**Staffing:** - Meaning, Principles in Staffing, Staffing Functions

**Module 4 Leadership & Modern Trends**

**Directing:** - Leadership – Leadership Traits – Leadership Styles – Principles in Directing –Emerging Trends in Management; Management of Creativity & Innovation – Creative Process – Managing E-Business World – Challenges – Management in Globalized Era – Organizational Social Responsibility

### **Module 5 Management Control**

**Control:-** System and process of Controlling - Requirements for effective control - The Budget as Control Technique - Information Technology in Controlling – Control Techniques- Control and planning- Types of Control– Reporting - Co-ordination; Principles in Control and Co ordination

#### **Recommended Books:**

1. Harold Koontz & Heinz Weihrich, “Essentials of Management”, Tata McGraw-Hill, 10<sup>th</sup> Edition 2015
2. JAF Stomer, Freeman R. E and Daniel R Gilbert, “Management”, Pearson Education, Sixth Edition, 2004.
3. Stephen P. Robbins and Mary Coulter, “Management”, Prentice Hall of India, 12th revised edition, 2013.
4. Tripathy PC and Reddy PN, “Principles of Management”, Tata McGraw-Hill, 6<sup>th</sup> edition, 2017
5. K.Aswathapa, “ Essential of Buiness Environment”, Himalaya Publishing House, 14<sup>th</sup> Edition,2018
6. Y.K. Bhusan, “Fundamentals of Business Organisation & Management”; Sultan Chand & Co., New Delhi.

## **CC02 INDIAN ETHOS IN MANAGEMENT**

### **Course Objectives**

- The objective is to sensitize participants of the programme to Indian culture and value systems and the impact of this on management thinking and action

### **Course Structure**

#### **Module 1**

Business Ethics and Management, Business ethics and Moral Obligations; Indian Ethos: Values and Ethics; what constitutes Indian Ethos, sustainable business, managing ethics in work place, culture and work force diversity

#### **Module 2**

Basic principles of Indian Ethos for Management- need, relevance of Indian Ethos Secular versus Spiritual Values in Management, Understanding the management concepts from Indian ethos perspective. Integrated business model, Holistic management model.

#### **Module 3**

Relevance of Values in Management- social audit, Gandhian Approach in Management and Trusteeship; Indianizing Total Quality Management , Intellectual Property- meaning, types-copyright, patent, trademarks, moral rights. Right against unfair competition.

#### **Module 4**

Karma Yoga, Work ethics, Quality of Work Life and Work Ethic, Stress at Workplace. Application of ethics in work place. Requisites for Ethics Globally. CSR- importance, corporate sustainability, Human Values – Indian Insights, Value-Oriented Holistic Management: Indian Perspective

#### **Module 5**

Ethics in human resource, marketing, finance, production. Environmental Ethics

#### **Recommended Books:**

1. G.D.Sharma, Management and the Indian Ethos, Rupa And Co, 2002
2. G.R.Krishna ,Indian Ethos for Modern Management, UBS publishers distributors,1999

3. Rajen. K.Gupta ,Towards the optimal organizations (Indian Culture and Management) Excel Books, 2004
4. Deepak Chopra, The seven spiritual Laws of Success, Excel Books, 2007
5. India's contribution to Management: Pravir Malik (Sri Aurobinds Institute of Research in Social Sciences, Pondicherry)
6. N.M.Khandelwar, Management Concepts from the Mahabarata, New Century Publications, New Delhi
7. Krishna Saigal, Vedic management, Gyan Publishing House, New Delhi
8. CSR for HR. A necessary partnership for advancing responsible business practices 2010.

## **CC03 ORGANIZATIONAL BEHAVIOR**

### **Course Objectives**

After taking this course, the students will be able to answer the following questions:

- Why do people behave as they do at work?
- What can managers do to motivate employees toward greater productivity?
- What responsibility do managers have for ensuring employee satisfaction?
- What can be learned from theory and research to become effective future managers?
- How can individuals, groups and whole organizations work together more effectively within the increasing pace of corporate change, dramatic restructuring and downsizing and advanced global competition?

### **Course Structure**

#### **Module 1 Introduction to Organizational Behavior**

Organization Behavior: Concept, Nature, Scope –Evolution of Organizational Behavior Challenges of Organization Behavior; Applications of OB; Managing Diversity

#### **Module 2 Individual Behavior and Decision Making**

Personality: Factors; Personality Theories, Personality Test;; Perception; Values and Attitudes; Intelligence: Emotional Intelligence (EQ), Intelligence Quotient(IQ)

#### **Module 3 Leadership and Motivation**

Leadership: Leadership Styles, Leadership Theories-Trait Theory-Contingency Theory- Behavioral Theory, Motivation: Motivation Process, Types of Motivation-intrinsic and extrinsic, Motivation Theories- Maslow – hierarchy of needs-Alderfer – ERG theory-McClelland – Need for achievement, affiliation and power-Herzberg – Two factor theory.

#### **Module 4 Group Dynamics and Learning**

Groups: Group Formation, Types, Decision Making; Decision Making Techniques ; Conflict: Process Types; Conflict Management; Learning: Learning Theories, Methods, Kolb's Learning Cycle; Learning Curve; Transactional Analysis ; Johari Window

#### **Module 5 Organizational Culture and Stress Management**

Organization Culture: Concept, Determinants, OCTAPACE Culture – Organizational Change – Resistance to Change – Change Management - Stress: Sources and Consequences, Stress Management.

### **Recommended Books:**

1. Robbins, Stephen P. "Organizational Behavior." New Delhi: Prentice Hall of India (Pvt.) Ltd.
2. Aquinas, P G. "Organizational Behavior." New Delhi: Excel Books

3. Fincham, Robin, and Peter Rhodes. "principles of Organizational Behavior." New Delhi: Oxford University Press
4. Pareek, Udai. "Understanding Organizational Behaviour." New Delhi: Oxford University Press.

## **CC04 INTRODUCTION TO HUMAN RESOURCE MANAGEMENT**

### **Course Objective**

- To provide participants a synthesized framework of Human Resources theory & practice
- To impart fundamentals of HR Practices in Organizations
- Learn to align HR systems with the strategic business objectives of a firm.

### **Course Structure**

#### **Module 1 Introduction to Human Resource Management**

HRM- definition, features, scope, objectives, importance of HRM, Evolution of the concept of HRM, HRM functions- Managerial Function, Operating function.

#### **Module 2 Human Resource Planning**

HRP- definition, importance, objectives, purpose. Process of Human Resource Planning. Job Analysis- definition, uses, process of job analysis, methods of collecting job analysis data, Job Description, Job Specification, Job Design

#### **Module 3 Recruitment & Selection**

Recruitment- meaning, definition, challenges and constraints of recruitment to organization, Recruitment Process, Sources of recruitment- internal and external sources. Selection – meaning, definition, process . Placement , Induction. Employee socialization

#### **Module 4 Development Function**

Training- definition, need and importance of training, training vs development, methods of training- on the job and off the jobs. Managerial development, Career Development. Performance Appraisal- definition, process.

#### **Module 5 Motivation and Maintenance Function**

Job Evaluation- meaning, importance. Compensation – wage and salary administration, incentives, bonus, fringe benefits. Employee welfare- meaning, importance, objectives. Types- intramural and extramural, statutory and non statutory . Recent trends in HRM.

### **Recommended Books:**

1. Chabhra T.N, Human Resource Management, (Dhanpat Rai & Co.)
2. Gupta C.B, HumanResource Management
3. Subbarao, Human Resource Management
4. Sharma A.M , Employee Welfare

## CC05 APPLICATION OF QUANTITATIVE TECHNIQUES FOR MANAGEMENT

### Course Objectives

The course is design to meet the following objectives:

- To acquaint the students to formulate problems, solving them using Statistical analysis of data and interpreting the results.
- To familiarize students with operations research tools to build concepts and ability to formulate and solve optimizing models relating to practical decision making situations in business and management.
- To provide an knowledge about the basic (Optimization) programming techniques models commonly used in business decision-making.
- To inculcate in the students 'situation oriented –application thinking' approach towards a number of areas of Operations Research covering applications, methods, and interpretations to various business and management related situations.

### Course Structure

#### Module 1

Matrices Presentation of data – Graphs and charts- frequency distribution – scales of measurements – nominal, ordinal, interval and ratio. Descriptive statistics: measures of central tendency – measures of dispersion

#### Module 2

Basic Probability concepts- Baye's Theorem. Random variables: Discrete, continuous probability distributions- Binomial – normal, Poisson- exponential – sampling techniques- t, f, chi-square

#### Module 3

Inference – Estimation, Inference –Hypothesis testing – tests (Z test & T test), two population means (Independent sample and independent samples). Chi – square test- ANOVA. Correlation & regression analysis – coefficient of correlation – rank correlation – simple regression analysis – least square method – coefficient of determination

#### Module 4

Introduction to OR - application of OR techniques in modern managerial decision-making - linear programming - formulation of LP - graphical method - simplex method ; Queuing Theory: basic elements of a queuing model - (M/M/I Model)

#### Module 5

Network Models:- CPM: Applications and importance - network construction - determination of critical path, Application of LP: transportation models: northwest corner rule. minimum cost method of getting first feasible solution MODI method, min. Vogel's approximation method,- assignment model - Hungarian method.

### Recommended Books:

1. Vohra,N.D.(2006) - Quantitative Techniques in Management (Tata McGraw-Hill, 2<sup>nd</sup> edition),
2. Kothari, C.R (2004) - Quantitative Techniques (Vikas , 3<sup>rd</sup> Edition).
3. Taha Hamdy (2012)- Operations Research - An Introduction (Prentice-Hall, 7<sup>th</sup> edition)

4. Sharma J K(2012) - Operations Research (Pearson, 3 rd Edition)
5. Kapoor V.K.(2012) - Operations Research (S. Chand, 4 th Edition)
6. Greenberg, H.J' Murphy,F.H., Shaw, S.H ( 1998) Advanced Techniques in the Practice of Operations Research, North Holland
7. Bierman,H., Bonini, C.P ., .Houseman,W.H and Richard D ( 2008). Quantitative Analysis for Business Decision Irwin Inc.
8. Derek L. W.(2008), "Statistics for Business", Routledge, Taylor and Francis.
9. Black ,K.( 2009), Business Statistics foe Contemporary Decision Making. John Wiley
10. Bharadwaj R.K, Anuradha R Chetiya, Kakali Majumdar, Qunitative Techniques for Business Managers, Himalaya Publishing House, 2018
11. Dr J K Thukra, Quantitative Techniques and Operations Research in Management,maximax Publishing House, 2017

## **CC06 ACCOUNTING FOR MANAGEMENT**

### **Course Objective**

- To familiarize the students with financial statements, principles of accounting and develop their skills in reading annual reports.
- To provide foundations for developing the skills in interpreting financial statements for managerial decisions.
- To acquaint the students with the intricacies of Financial Accounting and Management Accounting

### **Course Structure**

#### **Module 1 Introduction**

Book keeping and Record Maintenance. The concept of Double Entry. Accounting equations and Type of accounts - Rule of recording business transactions - Preparation of basic accounts - Journal, Ledger, Trial Balance - Cash book , Bank reconciliation statement - Final Accounts: Trading and Profit & Loss Account and Balance Sheet- problems with simple adjustments.

#### **Module 2 Insight to Accounting**

Generally Accepted Accounting Principles (GAAP)-Accounting Concepts and Conventions – International Accounting Standards – IFRS – Responsibility accounting.

#### **Module 3 Financial accounting and Management Accounting (Theory Only)**

Objectives, Functions, Advantages and Limitations of Financial Accounting. Nature, Meaning, Functions, Scope, Objectives, Tools and Techniques of Management Accounting - Management Accounting Benefits and Limitations - Management Accounting Vs Financial Accounting

#### **Module 4 Financial Statement Analysis (Theory + Simple Problems)**

Financial Statements – meaning, importance and techniques of financial statements. Ratio Analysis-classification of ratios. Fund Flow analysis. Preparation of Fund flow statements. Cash Flow statement analysis. Difference between fund flow and cash flow.

#### **Module 5 Budget Forecasting (Theory Only)**

Cost Accounting- meaning, importance, Budget Forecasting- meaning , importance. Types, Preparation and characteristics of Functional Budgets, production, sales, purchase, cash and flexible budgets.



### **Recommended Books:**

1. Arora M.N, Accounting for Management, Himalaya Publishing House, New Delhi.
2. Gupta R.L, Advanced Accounting, Sultan Chand & Sons . Maheswari S.N and Maheswari S.K, Advanced Accounting, Vikas Publishing House, New

## **CC07 BUSINESS LAWS**

### **Course Objective**

- To provide a basic understanding to the students about the relevant provisions of various laws influencing business.
- To familiarise the students various laws, which are to be observed in performing the day-to-day business. Here the emphasis will be on the different latest provisions of the law and on how these can be used in the best interest of the organization without violating them rather than cases.

### **Course Structure**

#### **Module 1**

Introduction –Sources of law and interpretation of law - classification of law - principles of natural justice –Indian judicial infrastructure.

#### **Module 2**

Law of contract - essential elements of valid contract – offer- acceptance-consideration – different types of contract - performance of contract- discharge of contract- breach of contract - remedies for breach of contract-quasi contract.

#### **Module 3**

Companies Act 2013– nature and types of companies- incorporation of a company – Memorandum of and articles of association – prospectus- shares and membership – Company meeting – Board of directors-Winding up

#### **Module 4**

Negotiable instrument act 1881 – cheque – Bills of exchange - promissory note – definition and characteristics of negotiable instruments - dishonor and discharge of negotiable instruments – latest laws relating to negotiable instruments – Partnership – registration of partnership firm – Dissolution of a partnership firm.

#### **Module 5**

Consumer Protection Act - consumer grievance redressal mechanisms. Foreign exchange management Act - objective and features. Cyber law in India, IPR , Patent Act, Trade mark.

### **Recommended Books:**

1. Keith-Davis & William Frederick: BUSINESS AND SOCIETY, (McGraw-Hill, Tokyo).
2. Dr. Avathar Sing, Company law, Eastern nook company, New Delhi.
3. A.K. manjudar and Dr. G.K. Kapoor, Company law and practice, Sultan Chand and Sons, New Delhi.
4. Rudder Dutt & Sundaram: INDIAN ECONOMY; New Delhi[Vikas]
5. Kapoor, N.D.: ELEMENTS OF MERCANTILE LAW, Sultan Chand and Sons, New Delhi.
6. Maheswari & Maheswari: MERCANTILE LAW.

## CC08 BUSINESS COMMUNICATION

### Course Objective

- The course aimed at equipping the students with the necessary skills and techniques of communication to inform and inspire others and enlist their activity and willing cooperation in the performance of their jobs.
- The course seeks to encourage an all round development of students by focusing on soft skills. It aims to make student aware about the importance, the role and the content of soft skills through instruction, knowledge acquisition, and practice.
- The course has the objective to develop and nurture the soft skills that help develop student as a team member, leader, and all round professional. Students are encouraged to follow these skills as self study and self driven process.

### Course Structure

#### Module 1

Communication-meaning-importance-objectives-Components and process of communication-Principles of communication -types of communication-verbal: oral and written, non-verbal communication-Barriers to effective communication. channels of communication-inward and outward

#### Module 2

Listening, meaning, nature, types, Barriers of listening, importance of listening. Listening process. Difference between listening and hearing. Principles of effective listening. Feedback –meaning and nature of feedback, developing effective feedback skills.

#### Module 3

Internal Business communication, introduction, written communication, principles of writing, barriers of writing, report writing, brochures, memos, circulars, notices , Meetings, types of meeting guidelines of meetings, before and after meeting, minutes of meeting, , intranet, E-Mail, communication with share holder.

#### Module 4

External business communications, writing business letters-introduction, types of business letters,principles and format for business letter .Report- types of business report , steps in business reports, oral presentation skills, Public speaking, managing time, time management techniques, barriers to time management, exposure to work environment and culture in today's workplace

#### Module 5

Employment communication, Resume, structure and format of resume and job application letter, cover letters ,interview skills, types of interviews, Group discussion, employment skills, negotiation, decision making , people skills, teamwork and leadership qualities.

### Recommended Books:

1. Business Communication, Building Critical Skills: Kitty Locker & Kaczmarek, McGraw-Hill/Irwin\
2. Dr. R. L. Bhatia : Managing time for competitive Edge Lorayne Lucas, “Memory Book”
3. Robert Heller : Effective leadership, Essential Manager series D K, Publishing Newstrom
4. Keith Davis : Organizational Behavior Tata McGraw-Hill
5. McGrath, EH, Basic Managerial Skills for All, Prentice Hall, New Delhi, 2007
6. Alex K, Soft skill Development for business and management students, Oxford University Press, New Delhi, 2010.

7. John Collin : Perfect Presentation, Video Arts Marshal
8. Jenny Rogers : Effective Interviews, Video Arts Marshal
9. Raman Sharma : Technical Communications, Oxford
10. Sharon Gerson, Steven Gerson :Technical Writing Process And Product, Pearson, Education Asia, LPE
11. R.Sharma,K.Mohan,,: Business Correspondence& Report Writing, TAG McGraw Hill
12. Video For Technical Education Catalog: National Education and Information Films Ltd., Mumbai.
13. Management Training & Development Catalog: National Education & Information Films Ltd. Mumbai.
14. Business Communication Today, 9<sup>th</sup> Edition, Courtland, john V Thrill, Pearson publications

## Semester II Core Courses

Course Code	Course Title	Continual Evaluation (Marks)	University Evaluation (Marks)
CC09	Environmental management and sustainable development	40	60
CC10	Financial Management	40	60
CC11	Marketing Management	40	60
CC12	Operations Management	40	60
CC13	Human Resource Management	40	60
CC14	Global Business Environment and HRM	40	60
CC15	MIS and cyber security	40	60
CC16	Internship	100	-
<b>Total Marks</b>		<b>380</b>	<b>420</b>

### CC09 ENVIRONMENTAL MANAGEMENT AND SUSTAINABLE DEVELOPMENT

#### Course Objective

- The course acquaints the students with the environmental issues surrounding business and helps them to develop a perspective for effectively managing these issues.

#### Course Structure

##### Module 1

Environment: Components of environment: Lithosphere, hydrosphere, Atmosphere, Biosphere, Ecology, Ecosystem: components- Biotic and abiotic components, Biodiversity: Definition, principles, Biodiversity in India.

##### Module 2

Natural resources and energy management: Depletion of natural resources, Fossil fuels, Energy sources: Conventional sources, Renewable sources, Energy Management: Definition, Energy management techniques, Energy Audit, Population growth, global warming, climate change.

##### Module 3

Impact of industrial and business activities on the environment: Environmental degradation, Industrial pollution – Types and impacts, Managing industrial pollution, Waste management, Developing recycling technologies.

##### Module 4

Sustainable Development: Definition, elements, indicators, principles, Guidelines for sustainable development, Concern for environment: Eco-friendly manufacturing, packaging, Green marketing, Green funding, Institutional support for establishing and maintaining environment friendly business.

##### Module 5

Environment impact assessment: Environment impact studies and assessment, Environment management system, ISO 14000, Environmental legislations, Governmental institution for environmental Management, International initiatives for environment management.

**Recommended Books:**

1. N K Uberoi, Environmental Management, Excel Books, 2004.
2. Pandey G.N, Environmental Management, Vikas publishing house, 2009.
3. Alasdair Blair, David Hitchcock, Environment and Business, Routledge, 2001.
4. Bruce. W.Piasecki, Kevin. A. Fletcher, Frank. J. Mendelson, Environmental Management and Business strategy, John Wiley & Sons, 1999.
5. Michael V. Russo, Environmental Management: Readings and Cases, Sage Publications, 2008.
6. Kiran. B. Chhokar, Mamta Pandya, Meena Raghunathan, Understanding Environment, Sage Publications, 2008.
7. Aloka Debi, Environmental Science & Engineering, Universities Press, 2008.
8. Bala Krishnamurthy, Environmental Management: Text and Cases, PHI, 2008
9. Arindita Basak, Environmental Studies, Pearson Education, 2009
10. Kaushik, Anubha, Environmental Studies, New Age International, 2010

**CC10 MANAGERIAL ECONOMICS AND GLOBAL BUSINESS****Course Objective**

- To familiarize the concepts and techniques of economics and global business environment
- To sensitise the participants how economic and business environment affects organisation

**Course Structure****Module 1 Introduction to Managerial Economics**

Managerial Economics- definition, nature, scope, fundamental concepts in managerial economics for decision making. Micro and Macro economics/ an overview of fiscal and monetary policies in India. Balance of Payments. Inflation in India – Causes & Remedies.

**Module 2 Demand Analysis and Forecasting**

Meaning of Demand – Types of Demand – Law of Demand & its Exceptions, Elasticity of Demand – Price Elasticity, Income Elasticity, Cross Elasticity, Promotion Elasticity, Applications of the concepts of Elasticity, Demand Forecasting – Process – Statistical & Non-Statistical Techniques. Supply forecasting.

**Module 3 Market Structure**

Market – Meaning & Elements, Classification of Markets – Markets based on Competition, Theory of Firm – Profit Maximization Rules, Price Determination under Perfect Competition, Price Determination under Monopoly – Monopoly Price Discrimination, Price Determination under Monopolistic Competition, Price Determination under Oligopoly.

**Module 4 International Business**

International Business- overview, types of international business, external environment- political, legal, social, economic, technological, demographic, cultural environment, Finance and International Trade: Introduction, Financing Techniques, Export Promotion Schemes, Export and Import Finance.

**Module 5 Foreign Investment**

Foreign Investments- Types and Motives: Foreign investments, types of foreign investments, motives, Regional integration: Introduction, Overview of Regional Integration, Types of Integration, Regional Trading Arrangements, India and Trade Agreements , World trade organization (WTO), International Labour Organisation (ILO)

### **Recommended Books**

1. Allen, D., and M.E. Raynor. "Preparing for a New Global Business Environment: Divided and Disorderly or Integrated and Harmonious?" *Journal of Business Strategy* 25, no. 5 (September 2004): 16–25.
2. Buckley, P.J., ed. *What is International Business?* Basingstoke, Hampshire; New York, NY: Palgrave Macmillan, 2005.
3. Daniels, J.D., and L.H. Radebaugh. *International Business: Environments and Operations*. Reading, MA: Addison-Wesley, 1997.
4. "Exploiting Opportunity." *Business Mexico* 15, no. 2 (February 2005): 54–57.
5. Hofstede, G. *Culture's Consequences: Individual Differences in Work Related Values*. Beverly Hills, CA: Sage Publications, 1980.
6. Dwivedi D.N, *Managerial Economics*, Vikas Publications (ISBN 8125910042)
7. P.L. Mehta, *Managerial Economics Analysis, Problems and Cases – Sultan Chand & Sons* (ISBN 81-7014-386-1)
8. K.K. Dewett, *Modern Economic Theory: Micro & Macro Analysis – Orient Book Distributors*, New Delhi.
9. V.L. Mote, *Managerial Economics – Tata McGraw Hill*, New Delhi
10. Gaurav Dutt & Aswani Mahajan, *Dutt & Sundaram's Indian Economy – Sultan Chand & Sons*

## **CC11 FINANCIAL MANAGEMENT**

### **Course Objective**

- To familiarize participants with fundamentals of Financial Management in an Organization
- To provide the participants various techniques in Financial Management
- To give an overview of the emerging financial issues facing an Organization

### **Course Structure**

#### **Module 1**

Financial Management—functions and Objectives—Profit maximization, Wealth maximization—Finance function—Role of finance manager—Time value of money-Risk and Return- Risk diversification.

#### **Module 2 (Theory Only)**

Investment decision—Capital budgeting techniques—Pay back method—Accounting rate of return—NPV—IRR—Discounted pay back method—Capital rationing- types, various approaches to capital rationing —Capital budgeting practices.

#### **Module 3 (Theory Only)**

Financing decisions – Operating, Financial and combined leverage – Capital Structure – Meaning and importance- Theories of capital structure – Net income - Net operating income - MM approach (Hypothesis).

#### **Module 4 (Theory Only)**

Dividend decisions – Dividend policy (Walter Gordon and MM approach) – Types of Dividend- Legal and Procedural aspects of payment of Dividend.

#### **Module 5 (Theory Only)**

Working capital management—concept of working capital, objective of working capital management. Need for working capital management .determinants of working capital—estimation of working capital -

receivables management—cash management- meaning, importance, objectives —techniques of cash management.

**Recommended Books:**

1. Van Horne James, Financial Management Policy, Prentice Hall India
2. Pandey. I.M, Financial Management, Vikas Publishing House
3. Ravi M Kishore, Financial Management, Taxmann
4. Chandra Prasanna, Financial Management- Theory & Practice, Tata McGraw Hill, 2014.
5. Khan M Y& Jain P K, Financial Management, Tata Mc Graw Hill, New Delhi.
6. Lawrence J Gitman, Principles of Managerial Finance, Pearson Education limited. New Delhi.
7. James C Vanhorne, John M Wachowicz Jr, Fundamentals of Financial Management, Pearson Education Limited, New Delhi.

**CC12 MARKETING MANAGEMENT**

**Course Objective**

- The objective of this course is to facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints

**Course Structure**

**Module 1**

Introduction: Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Marketing mix; Strategic marketing planning – an overview. Market Analysis and Selection: Marketing environment – macro and micro components and their impact on marketing decisions; Market segmentation and positioning; Buyer behavior; consumer versus organizational buyers; Consumer decision making process.

**Module 2**

Product Decisions: Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle – strategic implications; New product development and consumer adoption process. Pricing Decisions: Factors affecting price determination; Pricing policies and strategies; Discounts and rebates.

**Module 3**

Distribution Channels and Physical Distribution Decisions: Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling. Promotion Decisions: Communication Process; Promotion mix – advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Media selection; Advertising effectiveness; Sales promotion – tools and techniques.

**Module 4**

Marketing Research: Meaning and scope of marketing research; Marketing research process. Marketing Organisation and Control: Organising and controlling marketing operations. Issues and Developments in Marketing: Social, ethical and legal aspects of marketing; Marketing of services; International marketing; Green marketing; Cyber marketing; Relationship marketing and other developments of marketing.

**Module 5**

Service Marketing-Classification of Services-Service Marketing Management-Consumers in Service Industry- Service Marketing Mix- Service Product- Pricing in Services-Service Promotion- Place in

Service-People in Service-Service Process- Organising for Service Marketing- Marketing Strategy in Services-Managing Service Quality- Managing Service Competition-Globalisation of Service

**Recommended Books:**

1. Kotler, Philip, Marketing Management, Prentice Hall, New Delhi.
2. Stanton, Etzel, Walker, Fundamentals of Marketing, Tata-McGraw Hill, New Delhi.
3. Saxena, Rajan, Marketing Management, Tata-McGraw Hill, New Delhi.
4. McCarthy, E.J., Basic Marketing: A managerial approach, Irwin, New York.
5. Vasanthi Venugopal and Raghu V N, Service Marketing, Himalaya Publishing House, 2018

**CC13 OPERATIONS MANAGEMENT**

**Course Objective**

- To provide basic understanding of the Production / Operations Management function in Organizations.
- To sensitize the participants about efficiency & effectiveness in Operations function

**Course Structure**

**Module 1 Introduction to Production & Operations Function**

Introduction to Production and Operations Functions – Scope of Production and Operations Management – Interaction of Operations Management with other functional areas of Management – Manufacturing and Non Manufacturing operations and their Classifications – Operations Strategy: Elements of Operations Strategy – 5Ps of Operations.

**Module 2 Production & Operations Planning, Manufacturing System, Layout**

Production & Operations Planning and Control, Role of Production Planning & Control in Operations Management – Plant Location & Layout: Steps in location selection – Factors influencing Layout – Principles of Layout - Layouts by Products and Process – Hybrid Layout – Design of Operations Systems: Aggregate planning and Master Scheduling, MRP, CRP. Line Balancing & Sequencing – Capacity Planning

**Module 3 Materials Management & Vendor Management**

Material Handling: Material Handling Principles – Types – Selection & Design of Material Handling System. Materials Management – Functions – Material planning and Budgeting – Value Analysis – Purchase functions and Procedure - Inventory control – Types of Inventory – Safety stock – Inventory Control Systems – Economic Order Quantity (EOQ) – Perpetual – Periodic – Just In Time (JIT) – Managing Vendors; Vendor Analysis, Rating and Selection – Procedure and Criteria.

**Module 4 Work Study & Maintenance**

Work study, Time and Method study: Definition – Importance – Aims and Procedures – Implications on Productivity – Work measurement – Work sampling – Work environment – Industrial safety – Value analysis. Basics of Maintenance Management – Maintenance Decisions

**Module 5 Supply Chain Management & Lean Systems**

Supply Chain Management – Concept of Supply chain, Stages and flows in Supply chain, Terminology in Supply chain management – Supply chain disruption- Bull Whip effect. Lean Systems – Basic understanding about Lean concepts- Pull and Push systems, Jidoka, Poke-Yoke, 5S, Total Preventive Maintenance (TPM), Toyota Production System, Kanban System.



**Recommended Books:**

1. Lee J. Krajewski et al, Operations Management, Process and Supply chains. 11<sup>th</sup> Edition Pearson India Education Services Ltd. India
2. Russel& Taylor, Wiley, Management, Quality and Competitiveness in a Global Environment, Fifth Edition, India Edition
3. BuffaSarin, Wiley, Modern Production and Operations Management, India Edition
4. KanishkaBedi, Production and Operations Management, Oxford University Press.
5. Aswathappa K and ShridharaBhat K, Production and Operations Management, Himalaya Publishing House, Revised Second Edition, 2008.
6. Pannervelam R, Production and Operations Management, Prentice Hall India, Second Edition, 2008.
7. Mahadevan B, Operations Management Theory and Practice, Pearson Education, 2007.

**CC14 INNOVATION AND CHANGE MANAGEMENT****Course Objective**

- This course defines process, role and dynamics to organizational change. It further highlights ways of dealing with it. It focuses on need, phases and conditions for successful organizational development. Different leadership models are also incorporated

**Course Structure****Module 1 Innovation Management**

Innovation – concept, definition, dimensions of innovations- product, process, position, paradigm. Types of innovation. Peter F Drucker's 7 sources of innovation

**Module 2 Application of Innovation**

Application of Innovation, Organizational aspects of innovation- features, elements of organizational innovation. Soft Methods of innovation management- features, advantages, methods- knowledge management tool, knowledge audit, knowledge mapping, IPR management, technology watch, patent analysis, business intelligence system, groupware, industrial clustering

**Module 3 Introduction to Change Management**

Change: Concept, Forces of Change; Change Management: Nature, Scope, types, organizational change; Change Management Process; Resistance to Change; Managing Change; approaches to managing change, Kurt Lewin's Change Management Model

**Module 4 Organizational Development**

OD Concepts, characteristics; Evolution of OD; OD Process; OD Interventions: Individual Intervention, Group/Organizational Intervention; OD in India.

Organizational Transformation, concepts of Transformation and Transitions, Strategies of Transformation, Transformation theories.

**Module 5 Trends in Change Management**

Emerging OD approaches and techniques - simplistic approach of Kirkpatrick - Peter Senge's Learning Organization, Schein's dialogue approach - Japanese management - Tom Peters ; Role of OD Practitioners; Role focused interventions; Person focused interventions; Human Resource Audit; Human Resource Accounting; Human Resource Pooling

**Recommended Books:**

1. Adhikary, M. Emerging HRD. 1st Edition. New Delhi: Deep&Deep Publications Pvt.Ltd., 2008.
2. Deb, Tapomoy. Human Resource Development. 1st Edition . New Delhi: Ane Books India, 2006.
3. Mohanty, Kalyani, and Padmalita Routray. Human Resource Development and Organizational Effectiveness. 1st Edition. New Delhi: Excel Books, 2009.

**CC15 MIS AND CYBER SECURITY****Course Objective:**

- To understand the importance of Information System in business
- To make the participants familiarize with the technologies and methods used for effective decision making in an organization.
- To learn to use Information Technology to gain competitive advantage in business.

**Course Structure****Module 1 Foundation to Information System**

Basics - Data, Information, Information Technology- basic functions, Information System, Roles of information systems, System concept and Organization as a system – Components of Information Systems and IS activities, Emergence of Digital Firm, Types of IS

**Module 2 Information System in Business**

Business Information systems – Marketing Information System, Financial Information System, Manufacturing Information System, Human resource Information System, Transaction Processing System, Office automation system, KWS and GIS, ERP

**Module 3 Management & Decision Support System**

Decision Support Systems – Types – Web based DSS – GDSS, Management Information Systems –MIS Implementation. Expert systems – Knowledge based expert systems and Executive Information Systems – Artificial Intelligence Technologies –Data Mining and Data Warehousing

**Module 4 Strategic Role of Information System**

Strategic Uses of Information Technology –IT in the value chain –Business change models- Business Process Re-engineering (BPR) – BPR versus continuous improvement – Seeking and gaining competitive advantage –Drivers of IT investments-Measuring the value of IT Investments-Justifying IT investments – Challenges of Strategic Information System – Enterprise wide systems E- Business Applications and E-governance

**Module 5 Cyber Security**

Securing Information Systems – System vulnerability and abuse – Wireless security challenges – malicious software –hackers and cyber vandalism – computer crime and cyber terrorism. Business values and ethics of security and control – Firewalls – Intrusion – Detection systems – Anti-virus software. Securing wireless networks – Encryption and public key infrastructure – ensuring system availability. Security issues for cloud computing and the mobile digital platform.

**Recommended Books**

1. James A O'Brien, George M Marakas and Ramesh Behl, Management Information Systems, Ninth edition, Tata McGraw Hill Education Private Ltd, 2012
2. Kenneth C. Laudon and Jane Price Laudon, Management Information Systems – Managing the digital firm, PHI Learning / Pearson Education, PHI, Asia, 2012.

3. Robert Schultheis and Mary Summer, Management Information Systems – The Managers View, Tata McGraw Hill, 2008.
4. Rahul de, MIS in Business, Government and Society, Wiley India Pvt Ltd, 2012
5. Gordon Davis, Management Information System: Conceptual Foundations, Structure and Development, Tata McGraw Hill, 21st Reprint 2008.
6. Haag, Cummings and McCubbrey, Management Information Systems for the Information Age, McGraw Hill, 2005. 9th edition, 2013.

### CC16 INTERNSHIP

#### Objectives

- To apply and update the knowledge gained from theories into practice.
- To understand how core HR functions are being carried out in an organization.
- To help interns appreciate the importance of the human factor in the success and growth of businesses
- To put trainees in the dynamic world of business organization and there by maximize human productivity in manifold sectors.

#### Marks Distribution

Total	:	100 (External:60, Internal: 40)
External Evaluation (Report)	:	60
Internal Evaluation	:	40 (Report: 30, Viva:10 )

#### Internship Procedure

The trainees need to spend 4 weeks in a nationally /internationally reputed organization. A faculty guide should be appointed by the respective department to guide students. Any topic related to human resources can be taken. The intern will learn how to take skills she or he may have acquired in school related to his or her particular areas of interest, and apply them in a professional setting. Draft a report by going through the function in detail which should have introductory chapters, research methodology, interventions, findings and suggestions which should be submitted to the University. The internal marks should be awarded by having presentations followed by viva-voce.

### Semester III Core Courses

Course Code	Course Title	Continual Evaluation (Marks)	University Evaluation (Marks)
CC17	Research Methodology	40	60
CC18	Talent Management	40	60
CC19	Industrial Relations	40	60
CC20	Training and Development	40	60
CC21	Leadership Development	40	60
CC22	Compensation and Reward management	40	60
CC23	Enterprise Resource Planning	40	60
CC24	Labour Laws	40	60
<b>Total Marks</b>		<b>320</b>	<b>480</b>

## CC17 RESEARCH METHODOLOGY

### Course Objective

- To familiarize the participants with concepts and process of research
- To make the participants understand the application of research in business decision making
- To expose the participants to the tools and techniques in business research

### Course Structure

#### Module 1 Introduction to Research

Research – Meaning - Definitions – Characteristics – Nature & Scope of Research – Types of research – Research Approaches: Quantitative Vs Qualitative – Research Process – Problem Formulation - Application of Research in Business: An overview – Ethics in Business Research

#### Module 2 Research Design

Definition – Features of a good Research design – Contents of Research Design –Types of Research Designs.

#### Module 3 Sampling & Data Collection

Statistical Population – Sample – Sampling Frame – Characteristics of good sample design – Determination of Sample Size – Probability Vs Non-Probability Sampling Techniques – Sampling Error. Data Collection: Primary & Secondary Sources – Primary data collection methods: Observation Method – Types of Observation. Interview Method – Types of Interview. Qualitative Data Collection Methods: Case Study Method & Content Analysis – Reliability and Content Validity of Research instruments.

#### Module 4 Measurement Scales & Data Analysis

Measurement Scales: Basic measurement scales – Nominal, Ordinal, Interval, & Ratio Scales – Attitude measurement. Preparation of data – Editing, coding, classification, tabulation, validation of data. Formulation of Hypotheses – Parametric & Non-Parametric Tests (Theory) – Basics of Multivariate Analysis – Factor Analysis & Discriminant Analysis (Theory) – Use of Statistical Software in Business Research.

#### Module 5 Research Report Writing

Research reports - Different types of reports – Different formats of research reports – Use of information technology in research – Research Citation – Citation styles –Oral presentations of reports.

### Recommended Books:

1. Kothari C.R, Research Methodology: Methods and Techniques, New Age International Publishers
2. Cooper and Schindler, Business Research Methods, 12<sup>th</sup> Ed. Tata McGraw Hill
3. Krishnakumar K.N., SivakumarAppaIyer, Mathirajan M., Management Research Methodology, – Pearson Education
4. PaneerSelvam, Research Methodology, Prentice Hall India
5. Naresh K Malhotra – *Marketing Research: An Applied Orientation*, PearsonEducation, New Delhi.

## CC 18 KNOWLEDGE & TALENT MANAGEMENT

### Course Objectives

- Define talent management and discuss the process of linking talent management to organizational strategy and other HR practices.
- Examine the process for identifying high potential talent and developing a pipeline of talent to serve organizational present and future needs.
- Examine the processes for talent development and succession planning

### Module 1

Knowledge management Introduction, definition, need, knowledge culture, model of strategic knowledge management 5P's of strategic knowledge management, Evaluation, value of knowledge.

### Module 2

Talent Management: Concept and approaches; Framework of talent management; Talent identification, integration, and retention. Retention Strategy, Planning, DE-Hiring For right sizing, Factors affecting Retention, Talent Drain, Bad Recruitment-Cost, Issues, of Employability, Labour Wastage, Absenteeism and Labour Turnover, Causes and Cost of Labour Turnover, Causes of Redundancy

### Module 3

Talent management –Definition –Importance –Impact -360 feedback process and systems -Managing conflict -Managing stress -Criteria for Effective talent management.

### Module 4

Talent Management Practices and Process: Building the talent pipeline; Managing employee engagement; Key factors and different aspects of talent management; using talent management processes to drive culture of excellence; Talent management in India; Future directions in talent management practice and research

### Module 5

Managing career –Meaning –Importance -Individual vs organizational perspective -Career development vs employee development-Career development value for the organization

### Reference Books:

1. ASTD, Talent management: Strategies for success from six leading companies, Cengage Learning, Department of Commerce, University of Delhi
2. Rao, T.V., Huronomics for talent management: Making the HRD missionary business-driven, Pearson Education.
3. Berger, L. A. and Berger, D. R., The talent management handbook, McGraw Hill Education India.
4. Shukla, R., Talent management: Process of developing and integrating skilled worker, Global India Publications, New Delhi.
5. Silzer, R. and Dowell, B.E. (eds.), Strategy drive talent management: A leadership imperative, Publication of the Society for Industrial and Organizational Psychology.
6. Hasan, M., Singh, A. K., Dhamija, S. (eds.), Talent management in India: Challenges and opportunities, Atlantic Publishers & Distributor
7. Knowledge management-shelda Debowski, John wiley and sons, ustralia ltd.
8. Knowledge management-sudhir warier-vikas publishing house.
9. The essential guide to knowledge management-amit tiwana-pearson education.

## CC19 INDUSTRIAL RELATIONS

### Course Objective

- The purpose of this course is to sensitize the students to the tasks of industrial relations and to familiarize them with the current IR practices.

### Course Structure

#### Module 1

Industrial relations – An Overview, Overview of Industrial Relations (IR), Meaning, and Scope of IR, Perspectives/Approaches to IR, Major stake holders of IR, Evolution of IR in India, Changing Dimensions of IR in India, Impact of globalization on IR, ILO

#### Module 2

Trade Unionism, Concepts, Functions, Objectives, Structure, Kinds of Trade Unions, Problems of Trade Unions, Trade union movement in India, Trade Union Act, 1926, Applicability, Registration, Recognition of Trade unions. Industrial democracy. Participative management – Objectives, Importance, Forms, Workers participation management in India

#### Module 3

Collective Bargaining – Objectives, Importance, conditions for successful collective bargaining, Process of collective bargaining, Types of collective bargaining, Collective bargaining in India.

#### Module 4

Dispute resolution, Causes of Industrial Disputes, Grievance, Procedure, Grievance redressal, Participative Management, The Industrial Disputes Act, 1947, Concept of Industry and workman, Dispute Resolution Methods & Machinery, Conciliation, Arbitration, Adjudication, Layoff, Closure, Retrenchment, Strike.

#### Module 5

Discipline, Nature and concepts, Statutory and non-statutory measures of discipline. Standing order, service rules, code of discipline, Domestic enquiry, misconduct, disciplinary procedure, punishment, remedial counseling

### Recommended Books:

1. Owen, W.V. & Finston, H.V : Industrial Relations, Appleton-Century-Crofts
2. Prabhakar Rao, DVSR Management of discipline,
3. I.I.P.M. : Personnel Management in India
4. Heckman, I.L. & Hunyager, S.C : Management of Personnel Function, London: Business Publication Ltd
5. Mehrotra, S.N. : Labour Problems in India.
6. Sen, Ratna : Industrial Relations in India, Macmillan Publishers India
7. Memoria, C.B. : Industrial Relations, Himalaya Publication
8. Chhabara, T.N. and R.K. Suri :Industrial Relations- Concepts and Issues, Dhanpatria & Co
9. 8.Any book concerned with Labour Acts and Industrial Law
9. V S P Rao :Human resource Management, Excel Books,New Delhi
10. K Ashwathappa :Text & Cases in Human Resources Management, Tata McGraw Hill
11. Arun Monappa : Managing Human resources, McMillan
12. Kesho Prasad : Strategic Human Resource Management, Prentice Hall India

## CC20 TRAINING AND DEVELOPMENT

### Course Objective

- To make students learn how to design a training environment to maximize learning at workplace
- To enable students to be aware of the field of learning and development and its role in optimizing performance.
- To make students understand how assessment, relationships, courses, and job experiences can be used for development.

### Course Structure

#### Module 1

Training-definition, need, importance, areas of training, principles of training, steps-identify the training needs-preparing the trainer and trainee-conducting the training-follow up and evaluation

#### Module 2

Training Needs Assessment and Analysis:, Organizational Support for need assessment , operational analysis / Organizational analysis, requirement analysis, individual analysis. Role of Trainers, Qualities of a Good Trainers, Roles, responsibilities and challenges of training mangers, trainers profile, trainer as a change agent.

#### Module 3

Training methods: on the job methods-Job Instruction Training, Coaching, Mentoring, Job Rotation, Apprenticeship training. Off-the-Job methods-vestibule training, role playing, lecture method, conference, programmed instruction

#### Module 4

Executive Development-concept, training Vs Development, importance, factors affecting MDP, steps in the organisation of a Management Development Programme, methods/Techniques of MDP Programmes: In-basket, Business games, Case study, Role play, Sensitivity Training, Behaviour Modelling, coaching, understudy, job rotation, committee assignments, special projects.

#### Module 5

Training Evaluation: Meaning, Reasons for Evaluating Training and significance of training evaluation, models and frameworks-Donald Kirkpatrick's Evaluation Model-Galvin Model, Return on investment in Training, Types of Evaluation Designs, Considerations in Choosing an Evaluation Design, data collection for training evaluation.

### Recommended Books:

1. Rao VSP, Human Resource Management,Excel Books New Delhi,2005
2. Effective Training, P Nick and Blanchard, 2nd Edition, Pearson Education/PHI, 2005
3. Dr. B. Janakiraman ,Training & Development, Biztantra/Wiley Dreamtech, 2005
4. Employee Training & Development, Noe A Raymond, 2nd edition, McGraw Hill Publication, 2011, ISBN: 0072436611, 9780072436617
5. Management Training and Development, Gupta B.L, 1st Edition, Vrinda Publications, 2011.
6. Training and Development Methods, Dr. Rishipal, 1st Edition, S. Chand, 2011.
7. Personal Growth and Training & Development, Ruchi Srivastava, 1st Edition, Vrinda Publications, 2011.
8. Training for development– Rolf Lynton & Udai Pareek, Sage Publications, 2011.
9. Effective HR Training Development Strategy – Ratan Reddy, HPH, 2005.

## CC21 LEADERSHIP AND CHANGE MANAGEMENT

### Course Objective

- This course defines process, role and dynamics to organizational change. It further highlights ways of dealing with it. It focuses on need, phases and conditions for successful organizational development. Different leadership models are also incorporated

### Course Structure

#### Module 1 Leadership

Leadership: Definition, concept Leadership Styles, Power; Transformational and Transactional Leaders; Women Leaders; Leader Vs Manager

#### Module 2 Leadership Theories

Trait Theory; Behavioral Theories: Ohio state studies, University of Michigan Studies, Managerial grid; Contingency Theory; VDL Theory, Fiedler's Leadership contingency model, Vroom - Yetton contingency Model - Hersey Blanchard Tri-dimensional leader effectiveness model - Reddin's 3-D management

#### Module 3 Introduction to Change Management

Change: Concept, Forces of Change; Change Management: Nature, Scope, types, organizational change; Change Management Process; Resistance to Change; Managing Change; approached to managing change, Kurt Lewin's Change Management Model

#### Module 4 Organizational Development

OD Concepts, characteristics; Evolution of OD; OD Process; OD Interventions: Individual Intervention, Group/Organizational Intervention; OD in India. Organizational Transformation, concepts of Transformation and Transitions, Strategies of Transformation, Transformation theories.

#### Module 5 Trends in Change Management

Emerging OD approaches and techniques - simplistic approach of Kirk Patrick - Peter Senge's Learning Organization, Schein's dialogue approach - Japanese management - Tom Peters ; Role of OD Practitioners; Role focused interventions; Person focused interventions; Human Resource Audit; Human Resource Accounting; Human Resource Pooling

#### Recommended Books:

- Adhikary, M. Emerging HRD. 1st Edition. New Delhi: Deep&Deep Publications Pvt.Ltd., 2008.
- Deb, Tapomoy. Human Resource Development. 1st Edition . New Delhi: Ane Books India, 2006.
- Mohanty, Kalyani, and Padmalita Routray. Human Resource Development and Organizational Effectiveness. 1st Edition. New Delhi: Excel Books, 2009.



## CC22 COMPENSATION MANAGEMENT AND REWARD SYSTEM

### Course Objectives

- To study about compensation in industry
- To promote understanding of issues related to the compensation or rewarding Human Resources in the Corporate Sector, Public services and other forms of organizations and to impart skills in designing, analyzing and restructuring compensation packages related systems, policies and strategies.

### Course Structure

#### Module 1

Compensation: Nature, Objectives, components of pay structure in India, Wage and Salary Administration:- Objectives, Principles, Elements. Factors influencing compensation levels. Choices in Designing a compensation system

#### Module 2

Wage policy in India: Minimum wage, Fair wage , Living wage. Statutory regulations of wage: Minimum wages act 1948, Payment of Wages Act 1936, Payment of Bonus act 1965, Machineries for wage fixation : Adjudication, Wage boards, Pay commission

#### Module 3

Incentives: Concept, Methods of wage payment: Time, Piece Rate System. Incentive plans: Individual, Group. Organisation wide incentive plan: Profit sharing, Gain sharing, ESOP. Incentive schemes for Indirect workers. Fringe Benefits: Need, Objectives, Types.

#### Module 4

Reward: Concept, components or elements of reward, structure of rewards. Types: Financial and Non-Financial Rewards, Economic theories relating to pay, psychological and motivational theories affecting reward. Principles of pay determination

#### Module 5

Salary: Determining salary structure, designing and implementing salary structures; . Employee separation - Policies, procedures, benefits, exit interviews - exit policies - VRS - HR Retention

### Recommended Books:

1. VSP Rao, Human Resource Management, Excel Books, New Delhi 2005
2. Armstrong, Michael, Employee Reward; University Press (India), Hyderabad
3. Sarma A.M., Understanding Wages Systems; Himalaya Publishing; Mumbai
4. Rao, T.V and Pareek (ED) Redesigning Performance Appraisal System, Tata McGraw Hill Publications Co. Ltd., New Delhi.
5. Neale, France, Handbook of Performance Management Handbook, Jaico Publishing House, New Delhi.

## CC23 ENTERPRISE RESOURCE PLANNING

### Course Objective

At the completion of the course, students will be able to

- To understand the business process of an enterprise.
- To grasp the activities of ERP project management cycle.
- To understand the emerging trends in ERP developments.

### Course Structure

#### Module 1

Introduction: Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology - Issues to be consider in planning, design and implementation of cross functional integrated ERP systems.

#### Module 2

ERP Solutions and Functional Modules: Information Systems – Overview of ERP software solutions , Small, medium and large enterprise vendor solutions - ERP Functional modules, BPR and best business practices - Business process Management.

#### Module 3

ERP Implementation: Planning, Evaluation and selection of ERP systems - Implementation life cycle, ERP implementation - Methodology and Frame work - Training - Data Migration. People Organization in implementation-Consultants, Vendors and Employees.

#### Module 4

Post Implementation: Maintenance of ERP - Organizational and Industrial impact; Success and Failure factors of ERP Implementation.

#### Module 5

Emerging Trends on ERP: Extended ERP systems and ERP add-ons -CRM, SCM. Business analytics - Future trends in ERP systems-web enabled - Wireless technologies, cloud computing.

### Recommended Books:

1. Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2008.
2. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008
3. MahadeoJaiswal and Ganesh Vanapalli, ERP, Macmillan India, 2009
4. Mary Sumner, ERP, Pearson Education, 2008
5. Rajesh Ray , Enterprise Resource Planning, Tata McGraw-Hill, 2011
6. 6.Sinha P. Magal and Jeffery Word, Essentials of Business Process and Information System, Wiley India, 2012
7. Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, Prentice Hall of India, 2006

## EC 24 LABOUR LAW

### Course Objective

- The students are to be acquainted with Social Security Frame-work prevailing in our Country. It is necessary to know the concept of social security, its importance and also constitutional basis for the same in India. The importance of ensuring the health, safety and welfare of the workmen and social assistance and social Insurance Schemes under various legislations are to be emphasized.

### Course Structure

#### Module I

Introduction Labour Laws – Origin and Development – Nature and Need – Objectives and Principles of Labour Laws – Development of Labour Laws in India – Pre and Post-Independence Period, Indian Constitution and Labour Laws - Social Justice (Principles of natural justice) - Fundamental Rights – Directive Principles of state policy, –Judicial Activism and Labour Welfare in India - Impact of Liberalization and Globalization – Labour Policy of India

#### Module 2

Minimum Wages act 1948 (Kerala Rules 1958), Definitions object and Scope of the Act, employee's provident fund-applicability, Schemes, Authorities. Their powers and Functions, contribution of the Fund, Recovery of Money due, penalties and offences by companies, exemptions. Trade union act-1926 and Kerala rules there under.

#### Module 3

Plantation labour act-1951, - Factories act of 1948 , -- Obligation of Employers, Registration/License and Notice by occupier, Notice of change of Manager, Employers liability-General responsibilities to Health, safety and Welfare of Workers, General duties as regarding, Rights of Employers, Rights of Employees- Working time, Leave and Holidays, offences and penalties. , Indian Boilers act 1923,

#### Module 4

Kerala Shops and Establishment Act, 1961. Scope and objects of the Act, Hours of Work, Holidays and leave, Employment of women and children, employment and penalties. Standing orders act -1946, Child labour (Prohibition and regulation act- 1986)

#### Module 5

Payment of wages act (A brief study).Contract workers (Regulation and abolition act 1970, Social security legislations-ESI -1948, The Employee's provident funds and miscellaneous provisions Act-1952, ,Payment of gratuity act of 1972, Employee's compensation act-(The Workmen's Compensation Act-1923). Maternity benefit act-1961, Bonus act 1965,

### Recommended Books:

1. BD Singh, Labour Law for Managers, Excel Books, New Delhi, 2007
2. G M Kothari, A Study of Industrial Law, 5 thEdn.- 2000, Wahdwa Publications, Nagpur,
3. SC Srivastava, Industrial Relations and Labour Laws, 5 thEdn.-2007, Vikas Publishing House, New Delhi,
4. Dr. G V Goswami, Labour Industrial Laws, 8th Edn. – 2004, Central Law Agency, Allahabad,
5. S N Mishra, Labour and Industrial Laws, 25th Edn. - 2009, Central Law Publications, Allahabad,
6. K M Pillai, Labour and Industrial Law, 10th Edn- 2005, Allahabad Law Agency, Allahabad,
7. Factory Act, 1948
8. Employees Providing Fund Act,
9. Employment of Children Act,

**Semester IV Core Courses & Elective Courses**

Course Code	Course Title	Continual Evaluation (Marks)	University Evaluation (Marks)
CC25	Strategic Human Resource Management	40	60
CC26	Entrepreneurship Development	40	60
EC01	Elective 1	40	60
EC02	Elective 2	40	60
EC03	Elective 3	40	60
EC04	Elective 4	40	60
EC05	Elective 5	40	60
EC06	Elective 6	40	60
EC07	Elective 7	40	60
EC08	Elective 8	40	60
CC27	Problem Centered Project work	-	100
CC28	Comprehensive Viva	-	100
<b>Total Marks</b>		<b>240</b>	<b>560</b>

**CC25 STRATEGIC HUMAN RESOURCE MANAGEMENT**

**Course Objective**

- To impart to the students the basic concepts of strategic management process.
- To focus on how firms formulate, implement and evaluate corporate business strategies
- To promote skills of evaluating and implementing strategies to sustain a firms competitive advantage

**Course Structure**

**Module 1**

Conceptual Framework of strategic HRM, models of strategic HRM, development & delivery of HR strategies, challenges in strategic human resource management, impact of strategic HRM, SHRM for competitive advantage. Implementation of strategic HRM : Staffing, training & development, performance management & feedback, compensation, employee separation.

**Module 2**

Components of strategic HRM – organizational HR strategies, functional HR strategies, strategic HRM in action, improving business performance through strategic HRM SWOT, Portfolio Models, Porter's Model, Generic strategies, Environment forecasting, analysing the company profiles, formulating long-term Objectives and Grand strategies. Strategy Analysis and choice. Evaluating Multinational Environments

**Module 3**

Components of strategic HRM – organizational HR strategies, functional HR strategies, strategic HRM in action, improving business performance through strategic HRM . Strategic Knowledge Management-

building knowledge management into strategy framework, knowledge sharing as a core competency, HR dimension to knowledge management. Strategic approach to industrial relations, outsourcing & its HR implications, Human Side of Mergers and Acquisitions three- stage model of M&A

#### **Module 4**

Human Resource Strategy: Concept, Approaches, Change management strategies, training and Development Strategies; Performance Management; Industrial and work place relations, culture, organizational performance, International Human Resource Strategy; Role of Human Resource in Strategy Formulation

#### **Module 5**

Global Environment of HR-Change & Diversity-Difference between Global HRM and Domestic HRM-Cross Cultural context-Strategic HR Issues in Global Assignments-Competencies of HR Professional in a SHRM Scenario. Other Strategic Issues-managing technology and innovation-strategic issues in non-profit organisations

#### **Recommended Books:**

1. Glueck, W F and Lavch, L. R Business policy and Strategic Management, Mc graw Hill, New Delhi.
2. Porter, E, Michael Competitive Advantage – Creating and sustaining Superior Performance. Free press London.
3. Shrivastava, R.M.(1999) Management Policy and Strategic Management Himalaya Publishing House, Mumbai.
4. A.C.Hax and NS, Strategic Management: An Integrative Perspective, Prentice Hall, India
5. Richard Greer, Strategic Human Resource Management, Pearson.
6. Gregory G.Dess and Alex Miller, Strategic Management, McGraw Hill. India

### **CC 26 ENTREPRENEURSHIP DEVELOPMENT**

#### **Course Objective**

- To familiarize the participants with the concept and overview of entrepreneurship with a view to enhance entrepreneurial talent.
- To impart knowledge on the basics of entrepreneurial skills and competencies to provide the participants with necessary inputs for creation of new ventures.
- To explore new vistas of entrepreneurship in 21st century environment to generate innovative business ideas.

#### **Course Structure**

##### **Module 1**

Concepts and Overview of Entrepreneurship, Evolution and Growth of Entrepreneurship in India, Role of Entrepreneurship in Economic Development, Entrepreneurship Theories, Models of Entrepreneurship, Emerging Models of Corporate Entrepreneurship.

##### **Module 2**

Entrepreneurial Culture , Entrepreneurial Society , Women Entrepreneurship , Rural Entrepreneurship, Emerging Trends in Entrepreneurship Development , Entrepreneurial Potential and Potential Entrepreneur , Evaluation of Social Entrepreneurship in India.

##### **Module 3**

Development of Entrepreneurial Skills- Entrepreneurship and Indian Social System, Entrepreneurial Characteristics and Skills, Entrepreneurial Motivation and Need for Achievement, Building New Identity,

Goal Setting, Entrepreneurs Skills and Competencies. Decision making and Problem Solving (steps indecision making)

#### **Module 4**

Creativity - Creativity and entrepreneurship, Steps in Creativity, Innovation and inventions, using left brain skills to harvest right brain ideas, Legal Protection of innovation, Floating of small business: Features of small business; Advantages of small business; Setting up small scale industrial unit; Government regulatory framework for small business.

#### **Module 5**

New generations of entrepreneurship -viz. social entrepreneurship, Edupreneurship, Health entrepreneurship, Tourism entrepreneurship, Women entrepreneurship etc. Barriers to entrepreneurship, Meaning and Objectives of a Business Plan, Advantages and cost of preparing a Business Plan, Elements, Critical Assessment.

#### **Recommended Books**

1. R. Gopal, Pradip Manjrekar -Entrepreneurship & Innovation Management – Abe Books
2. Desai, Vasant – Entrepreneurship Management: Passion, Works, Wonders, Himalaya Publishing House
3. Tendon, C: Environment and Entrepreneur; Cliugh Publications, Allahabad.
4. Siner a David: Entrepreneurial Megabuks; John Wiley and Sons, New York.
5. Srivastava S. B: A Practical Guide to Industrial Entrepreneurs; Sultan Chand and Sons, New Delhi.
6. Prasanna Chandra: Protect Preparation, Appraisal, Implementation; Tata McGraw Hill. New Delhi.
7. Paudey I.M: Venture Capital - The Indian Experience; Prentice Hall of India. New Delhi 6. Holt: Entrepreneurship-New Venture Creation; Prentice Hall of India. New Delhi

## ELECTIVE COURSES

### List of Electives

Sl. No.	Elective Course
1	HRM in Service Sector
2	Conflict and negotiation management
3	Project Management for HR Managers
4	Manpower Sourcing
5	Counseling Skills for Managers
6	HR accounting and Auditing
7	Diversity Management at Work Place
8	HR Analytics

### EC 01 HRM in Service Sector

#### Course Objectives

- To give a theoretical framework for budding HR professionals.
- To understand the importance of territory sector in developing human resources.
- To equip future HR professionals industry ready with the required skill sets.

#### Module 1

Sectors of Economy: Primary; Secondary,: Territory; Service Sector Introduction, Classification of Services Difference between Services and manufacturing; Contribution of Service Sector to GDP, Reasons for Growth in Service Sector Employability in Service Sector; Importance of Human resource management in service sector.

#### Module 2

Recruitment in Service Sector; Talent Acquisition - Recruitment and Selection Tool; Induction and Orientation; Performance Appraisal; Competency Development; Personality Tests; Employment offers and references, Agile Work Force; HR Analytics.

#### Module 3

Team Building; Competencies-Training and Development; Competency Building and Development; Compensating Employees in Service Sector; Motivating Employees for Services; Empowerment of Service Workers

#### Module 4

Relationships in work, Lookism, indiscipline, chronic absenteeism, labor turnover, alcoholism and drug addiction, Family Work Life Balance; Sexual harassment; Counselling Interventions in Organizations; Managing cultural diversity

#### Module 5

Software used in Services Sector; Applications of HRIS in organizations; Integrated Workforce Management system; Networking, Internet, Intranet, and Technology Implications; Best Practices of HR

in Services Industry; Use of Social Networking for Organizational Branding; Emerging Trends in HRIS- Chat bots ,Machine Learning, Artificial Intelligence, Intelligent learning platforms

### **References**

1. C. Bhattacharjee: Service Sector Management, An Indian Perspective, Jaico Publishing House
2. Christopher Lovelock: Services Marketing, People, Technology, Strategy, Pearson Education Asia
3. James A. Fitzsimmons, Mona J, Fitzsimmons: Service Management , Operations, Strategy,Information Technology, Tata McGraw – Hill
4. Zeithmal, Bitner, Gremler, Pandit: Services Marketing, Tata McGraw – Hill

## **EC 02 CONFLICT AND NEGOTIATION MANAGEMENT**

### **Course Objectives**

- To understand the nature of various dimensions of conflict
- To learn various strategies and techniques to manage conflicts
- To understand the importance and role of negotiation in conflict resolution
- To understand the importance of cross-cultural and gender dimensions of negotiation

### **Course Structure**

#### **Module 1**

Introduction: Understanding conflict, components, Nature, Process ,types of conflict, models of conflict – Process and Structural Models, functional & dysfunctional conflict, relationship between conflict and performance in team, levels and Sources of conflict – intrapersonal, interpersonal, group & organizational conflicts

#### **Module 2**

Managing Conflict: Managing interpersonal conflict: Thomas conflict resolution approach, behavioral style and conflict handling, collaboration & conflict resolution, dealing with difficult subordinates, boss & colleagues, 1 to 1 dispute resolution. Techniques to resolve team conflict, strategies to resolve organizational conflict, negotiation as a tool for conflict resolution.

#### **Module 3**

Conflict resolution and Cost: Conflict resolution models, framework model, classical ideas, new developments in conflict resolution. Environmental conflict resolution, gender and conflict resolution. Assessing the cost of workplace conflict.

#### **Module 4**

Negotiations-Types of Negotiations, negotiation process, factors for successful negotiations, essential skills for negotiation, tricks used in negotiation process, psychological advantage of negotiations, Techniques of negotiation, issues in negotiations. Negotiation strategies

#### **Module 5**

Managing difficult negotiations: Third party approaches: Third party interventions, formal intervention methods – Arbitration, Mediation and Process Consultation, Informal intervention methods, best practices in negotiation.



**Recommended Books:**

1. Corporate Conflict Management - Concepts and Skills, Eirene Leela Rout, Nelson
2. Omiko, Prentice India, 2007.
3. Negotiations, Roy J. Lewicki, David M. Saunders, Bruce Barry, 5/e, Mc Graw Hill, 2005, ISBN: 9780072973075.
4. Contemporary Conflict Resolution, Oliver Ramsbotham, Hugh Miall, Tom Woodhouse, 3rd edition, Polity publishers, ISBN 0745649734, 9780745649733, 2011.
5. Handling Conflict and Negotiation, Manchester Open Learning, illustrated edition,
6. Kogan Page, 1993, ISBN 0749411406, 9780749411404
7. B.D. Singh, Managing conflict and negotiation, 1st edition, Excel books, 2008.
8. Barbara A ,Conflict Management: Practical guide to develop negotiation strategies, Pearson Prentice Hall, 2006
9. M. Afzalur Rahim, Managing Conflict in Organizations, 4th Edition, Transaction Publishers, 2011,

**EC 03 PROJECT MANAGEMENT FOR HR****Course Objective**

- To improve the skill set of HR Learners with respect to project management knowledge relevant for business.
- Enhancing students insight to project management which stimulate entrepreneurial desires of learners

**Module 1**

Project -Definition –Scope –Significance–Project Proposal -Project management –Functions organization – Project Life Cycle- human aspects and pre-requisites

**Module 2**

Generation and screening of project idea-- Project formulation- market demand and situation analysis-- technical analysis; financial analysis- analysis of project risk, firm risk and Market risk, cost benefit analysis, social cost benefit analysis—Environmental appraisal of projects

**Module 3**

Project planning-- Developing project teams – Setting goals and getting commitment—Project Scheduling – Resource Management – Project Implementation-- Micro soft project for project management- Factory Location, Design and Layout

**Module 4**

Project Implementation- Project Management Organization  
Project Monitoring and Control – parameters for monitoring and control- process of monitoring- Post Evaluation approach- Computer based Project Management.

**Module 5**

Project Report Preparation- Contents– Project Auditing- Need and Importance- Project Evaluation – Types and Methodology –Appraisal Report

**References**

1. Bruce T. Barkley, Project Management in New Product Development, Tata McGraw Hill, 2008.
2. Prasanna Chandra: Projects – Planning, Analysis, Selection, Financing, Implementation and Review – CFM-MHE Professional Series in Finance, 8th Edition

3. Bhavesh M Patel : Project Management, Vikas Publications
4. Desai Vasant, Project Management, Himalaya Publications 2013-14
5. Meredith Jack et al, Project Management A Managerial Approach, Wiley India 2008

## **EC 04 MANPOWER SOURCING**

### **Course Objective**

- To help students understand the Human Resource Planning, its important and techniques to identify the optimum number of human resource for efficient human resource function related decisions.

### **Course Structure**

#### **Module 1**

Human Resource Planning: Concept and Objectives; HRP at Micro and Macro levels, HRP and Business plans. Different Approaches; Human Resource Planning Process; Demand and Supply Forecasting; The Labour Market, analysis Sources of demand and supply of manpower; Different tools and techniques; Labour wastage - Absenteeism and labour turnover

#### **Module 2**

Job Analysis: Job Descriptions; job Specifications; job designing' Human Resource Inventory; Career Management; Career Planning, Career Paths, Career Anchors, Career Development

#### **Module 3**

Recruitment: Recruitment Policy, Approaches, Sources of Recruitment, Advertisements, Web Recruitment, The Employment Exchange (Compulsory Notification of Vacancies) Act, 1959. Selection: Concept and Process of selection; application Blank, Weighted Application blank, Resume, Resume Scanning Psychological Tests - Definition, Purpose, Characteristics and developing Psychological tests, Different types of test, interpreting test results, Reliability and validity.

#### **Module 4**

Employment Interview/Selection Interviewing: Purpose; Types of Interviews; interview techniques; interviewing skills, advantages and limitations of interviews; DO's and Don'ts of selection interviewing. medical checkups, Reference and back ground check, Choice of selection methods, Assessment Centres, Reliability and validity of selection tools.

#### **Module 5**

Employment offers; service conditions, contract of employment, Psychological contract. Standing Orders, Industrial Employment (Standing Orders) Act, 1946. Induction: Importance, Socializing the new employee, Different types of socialization. Placement, Differential Placement. Probation and Confirmation. Apprenticeship training, The Apprentices Act 1961. Promotion and Transfer; policies and procedures.

### **Recommended Books:**

1. Bell D J: Planning Corporate Manpower
2. Bennis M.& J Casson : The Manpower Planning Handbook, McGraw Hill.
3. Pettman B.O. & G Tavemeir : Manpower Planning Workbook, Gower
4. Walker J W: Human Resource Planning, MGH

## **EC 05 COUNSELING SKILLS FOR MANAGERS**

### **Course Objectives**

- To aid the students in having a clear understanding about the concepts, methods, techniques and issues involved in counselling and comprehensive learning of various strategies and skills in counselling to deal with employees.

### **Course Structure**

#### **Module 1**

Introduction: Meaning, Functions and Type of Counselling, Goals of Counselling Emergence and Growth of Counselling Services; Approaches to counselling; Counselling Skills, Verbal & Non- Verbal communication, Listening Skills , Barriers to listening , Counsellor Qualities.

#### **Module 2**

Counselling Process: Beginning, Developing and terminating a counselling relationship and follow up; Counselling Procedures, The Counselling Environment, Referral procedures; Guidelines for effective counselling, Barriers in Counselling

#### **Module 3**

Counselor's Attitude and Skills: Counsellors Skills; social, learning, communication, empathy, problem exploration , counsellor - Client Relationship, Understanding Client's Behaviour, Assessing Clients problems, Counselling Therapies; Insight Oriented and action oriented Therapy.

#### **Module 4**

Selecting Counselling Strategies and Interventions: Adaptive Strategies; Changing Behaviour through Counselling; Cognitive, affective, behavioural

#### **Module 5**

Counselling applications in organisation: Special problems in counselling; Performance, career, stress, Counselling for Narcotics and Alcohol abusers; Special Areas in Counselling- Retirement and VRS, Handling Situations of Strikes, Disputes through Counselling.

### **Recommended Books:**

1. Kavita Singh, Counselling skill for managers, Pears Education,2007
2. Robert S Feldman, Understanding psychology. McGrew Hill, 2007
3. Narayan Rao S., Counselling & Guidance, Tata McGrew Hill, 1997.
4. Jeffrey Kotter A., Counselling theories and practices, Cengage Learning, 2011
5. Robert Carson C., Abnormal psychology, Tata McGrew Hill, 2007.

## EC06 HUMAN RESOURCE ACCOUNTING AND AUDITING

### Course Objectives

- To understand the values of Human Resources in Organisations
- To familiarise the process and approaches of Human Resources Accounting and auditing

### Course Structure

#### Module 1

Human Resource Planning - Meaning and definition, importance, Natural Resources and Human resources, Investment in Human Resources, Efficient use of Human Resource, Enumerating the assets, Calculating the market value of assets, Human Capital as an illiquid and non-marketable assets. Human Capital, Investment in Human Capital, Education, Training and Development, Expenditure and Productivity.

#### Module 2

Human Resource Accounting - Concept, Objectives, Converting Human data into money value, Limitations of Human Resource Accounting. Approaches to Human Resource Accounting - Investment approach, Investment in human resources, Recruiting and Training Costs, Depreciation, Rates of Return, Measuring return on human assets, Prevention of Human Resource Wastage.

#### Module 3

Organizational Climate Approach - Improvement and determination of organizational climate, Determination of changes in Human Resources Variables - increased costs, cost reduction and future performance

#### Module 4

Responsibility accounting and Management control - Management Control structure and process, classification of cost in responsibility accounting, Behavioural aspects of Management control. Human Resources as social capital, Mentoring and development of social capital, Social control, HR accounting and bench-marking

#### Module 5

Personnel costs, Auditing and accounting, Audit Techniques, HR Audit, HRD Audit, Balance Score Card, HRD Score Card - Accounting and Financial Statements.

### Recommended Books:

1. Eric g. Flamholtz ,human resource accounting, springer
2. Jac fitz-enz, how to measure human resource management, mcgraw hill
3. Rakesh chandra katiyar ,accounting for human resources , uk publishing
4. M. Saeed, d.k. kulsheshtha , human resource accounting, anmol publications.
5. D. Prbakara rao, human resource accounting , inter india publications.
6. Angela baron & michael armstrong, human capital management- achieving added value through people, kogan page
7. Eric g. Flamholtz, human resource accounting-advances in concepts, methods, and applications, kluwer academic publishers
8. Jac fitz-enz, the roi of human capital-measuring the economic value of employee performance, amacom
9. M k kolay, human resource accounting, icwai
10. John mcconnell, auditing your human resources department
11. V Rao, HRD Audit

## EC07 DIVERSITY MANAGEMENT AT WORKPLACE

### Course Objectives

- Discuss diversity and explain its importance in the emerging economy.
- Understand what internal factors contribute to conflict in diverse environments.
- Identify how to thrive in a diverse environment.

### Course Structure

#### Module 1

Defining Diversity in Global Context: Work force diversity defined, Stereotype and Prejudice, Dehumanization and oppression, Employment related discrimination

#### Module 2

Interpersonal relationships: Cultural styles and relational mental models, Diversity in interpersonal relationships, interpersonal relationships and cross cultural communication

#### Module 3

Organizational Strategies for Managing Workforce Diversity: Workplace inclusion strategies through corporate leadership, diversity training, mentoring, employee resource groups, supplier diversity programs, corporate social responsibility initiatives Flexible work programs

#### Module 4

Social cognition fundamentals: Social identity Theory, Status characteristics theory, Diversity Management: Characteristics and Limitations of Diversity Management organizational leadership and diversity management

#### Module 5

Socioeconomic Transitions: The new realities of global work force, Worker migration, Occupational diversity, Migrations of employers, Implication of diversity of gender, disability, sexual orientation

### Reference:

1. Alison M Konrad, Pushkala Prasad , Judith Pringle. (2006). *Handbook of Workplace Diversity*. London: SAGE Publications.
2. Barak, M. E. (2014). *Managing Diversity: Toward a Globally Inclusive Workplace*. California: SAGE Publications.
3. Bell, M. P. (2012). *Diversity in Organizations*. South western cengage learning.
4. Cox, T., Jr. (2001). *Creating the multicultural organization*. San Francisco: Jossey-Bass
5. Johnson, A. (2006). *Privilege, power, and difference*. 2nd ed. New York, NY: The McGraw-Hill Companies.

## EC0 8 HUMAN RESOURCE ANALYTICS

### Course Objectives

- To introduce HR Analytics as a tool for HR Decision Making.
- To provide basic insights into application of HR Analytics to HR Management.

### Course Structure

#### Module 1: Introduction to Business Analytics:

Business Analytics – Meaning & Evolution – Definitions – Characteristics – Types of Analytics – Concept of Big Data – Characteristics of Big data – Applications of Big data in management, HR Analytics: Definition, Advantages and Drawbacks of HR Analytics. HR Analytics through Social Media

**Module 2: Types of Data, Data Sources, Data Analysis:**

Structured, Unstructured and Semi-Structured Data, Primary and Secondary sources for data collection, Data Collection and its difficulties, Measures of Central Tendency – Measures of Dispersion – Karl Pearson & Spearman’s Correlation –Regression Analysis.

**Module 3: HR Planning Analytics:**

Definition, Financial Benefits, Key Components, Supply and Demand Gap Analysis, Turnover Analysis, Hard to Fill Position Analysis, Supply Forecasting, Action Plan, Communicating the Strategy, Tracking the Outcome .

**Module 4: Talent Sourcing, Acquisition and Engagement Analytics:**

Definition, Channels of Talent Sourcing, Big Data Analytics on Job Postings, Resume Search and Resume Analytics, Social Media Sourcing, Talent Acquisition Phases: Application, Pre-selection, Interview and Selection. Employee Onboarding Stages, Employee Engagement: Importance, Surveys, Making Employee Engagement Surveys Predictive, Measurement of Surveys.

**Module 5: Analytical Performance Management:**

Introduction, Linking Individual Objectives to Company Objectives, Defining Performance Measures, Incentives and Promotion, Insight to Senior Management, Benefits of Analytical Performance Management, Best Practices, Predictive Analytics for Career Pathways and Employee Promotion

**Reference Books:**

1. Jean Paul Isson and Jesse S. Harriot , People Analytics in the Era of Big Data Wiley Publications
2. James R. Evans, Business Analytics: Methods, Models & Decisions, first edition, Prentice Hall
3. Dipak Kumar Bhattacharyya: HR Analytics, Understanding Theories and Applications: Sage Publications
4. Ramesh Sundararajan: Winning on HR Analytics: Leveraging Data for Competitive Advantage: Sage Publications
5. Sahil Raj, Business Analytics: Cengage Learning
6. L.R Potti: Research Methodology, Yamuna Publications

# MHRM SYLLABUS

## I semester

### 1. Management Process And Organisational Behaviour

Sl No	Module	Description
1	Module I	Elements of an organization- Management process in organisations- Planning- Organising- Staffing- Directing- Controlling –evolution of management thought- Scientific Management science and quantitative approach- systems perspective- contingency approach
2	Module II	Individual behaviour: basic psychological process: attention, perception, learning and motivation- concepts and theories- application in management. Personality: individual differences and personality- approaches and theories of personality. Inter personal behaviour: collaborative relationship- management of conflict-T.A for understanding interpersonal relations.
3	Module III	Group: group dynamics- intra group phenomenon- group formation and functioning- group morale- group decision making. Leadership- concepts and theories- leadership effectiveness-leadership styles.
4	Module IV	role of top, middle and junior level managers in organisation- determinants of managerial effectiveness- behavioural issues in organisations- organisational behaviour
5	Module V	organisational structure and organizational behaviour-organisational change and development- organisation growth and change process. Organisational development(OD) process-need for OD, steps in OD, sensitivity training

## 2. PUBLIC POLICY AND MANAGERIAL ECONOMICS

Sl No	Module	Description
1	Module I	introduction-functioning of economy under different economic system-economic aggregates and concepts-GNP and GDP-gross domestic saving- gross domestic capital formation- aggregate demand and supply- inflation-employment
2	Module II	balance of payment-money supply- concepts and measurement –monetary policy and fiscal policy- external factors affecting money supply- exchange rate policy- global integration of economies
3	Module III	Indian financial system: structure –introduction to Indian money and capital market- function of commercial banks-role and functions of RBI. Public finance - government budget- principles of taxation- deficit financing- trends in budgets of central and state government.
4	Module IV	nature of business -decision making –marginal analysis – optimization. Theory of demand-demand functions - income and substitution effect- elasticity of demand- demand forecasts .Market structure - completion-monopoly-oligopoly-non-price competition.
5	Module V	Theory of firm- total production function- sales maximization-profit maximization. Production and cost- economies of scale- cost curves- break even analysis.



### 3.Accounting for management

SI No	Module	Description
1	Module I	nature, importance and scope of accounting in business- accounting concepts and principles- business transactions-financial books-journal –ledger- journalizing and posting business transactions – balancing of accounts- meaning of account balances and preparation of trial balance
2	Module II	measurement of business income-concepts of income statement and balance sheet-objective and uses- closing of accounts-recording of economic events- preparation of final accounts-computerised accounting system.
3	Module III	financial statement analysis: ratio analysis- liquidity, leverage, activity and profitability ratios- statement of changes in financial position- cash flow statement.
4	Module IV	-management accounting- importance of cost accounting- costing techniques – job order costing batch costing- process costing- activity based costing- absorption and managerial costing- standard costing – cost volume profit analysis- breakeven point- cash breakeven point-variance analysis
5	Module V	budget and budgetary control- nature, importance and scope-functional and master budgets – methods of preparation of budgets-conventional budgeting – performance budgeting-zero based budgeting-performance control in budgeting

#### 4.LEGAL ENVIRONMENT OF BUSINESS

<b>Sl No</b>	<b>Module</b>	<b>Description</b>
<b>1</b>	<b>Module I</b>	classification of law – principles of natural justice- judicial infrastructure – constitution of India- fundamental right and duties.
<b>2</b>	<b>Module II</b>	contract law- general principles-essential elements of valid contract, consideration- competence of parties- free consent-void and voidable contracts- performance of contract- discharge of contracts- breach of contracts-remedies for breach of contract-quasi contract. Law of agency.
<b>3</b>	<b>Module III</b>	Negotiable instrument act: cheques bill of exchange and promissory notes – definition and characteristics- dishonour and discharge of negotiable instruments. Partnership - registration of partnership firms - rights and liabilities of partners - dissolution of partnership.
<b>4</b>	<b>Module IV</b>	company law- nature and types of a companies- incorporation of company- memorandum and articles of association – share capital- prospectus and allocation of shares- membership- borrowing powers- company meeting and resolution- board of directors-accounts and audit- compromise arrangement and reconstruction- winding up
<b>5</b>	<b>Module V</b>	consumer protection act- consumer redressal mechanisms. Foreign exchange management act - objective and features. Cyber law in India. Patent act. WTO provisions.

## 5. INFORMATION PROCESSING USING COMPUTERS

<b>Sl No</b>	<b>Module</b>	<b>Description</b>
<b>1</b>	<b>Module I</b>	Introduction to computers- overview computer architecture- input, output and storage devices- data storage and retrieval- operating systems-WINDOWS.
<b>2</b>	<b>Module II</b>	Text processing using WORD- introduction to the concept of spreadsheet- creation of spreadsheet- range, formula, functions and database functions. Creating graphs using spreadsheets- creating macros and menus- importing of data.
<b>3</b>	<b>Module III</b>	Database concepts with specific reference to relational database- database creation- type of fields- querying.
<b>4</b>	<b>Module IV</b>	Sorting, indexing and report generation- joining database and programming using database software- SQL and menu processing.
<b>5</b>	<b>Module V</b>	Data communication and computer network- LANs and WANs- network topologies- World Wide Web and business community- communication through computer network- E-commerce, EFT and e-mail.

## 6. BUSINESS COMMUNICATION

Sl No	Module	Description
1	Module I	Communication- communication process- functions of communication- types of communication- channels of communication- barriers of communication- effective communication- physical and psychological barriers.
2	Module II	Development of oral communication- inter personal communication- interviews- conversational skill- public speaking- nature, structure and styles of speeches- public meeting- board meeting- business presentations- role of audio visual aids and computers in oral presentations.
3	Module III	Development of written communication skills- letter writing- report writing- types of report, self report, interview report, evaluation report, problem solution report, research report and issues report. Analysis and interpretation of reports- preparation of resume and job applications- memorandum.
4	Module IV	business communication: structure and formats of various official documents like memo, note, quotation, inter office and intra office communications, correspondence with external organisations. Managing business communications, role of computer networks in business communication.
5	Module V	art of listening- listening vs. hearing – barriers to effective listening- non verbal communication- body language- NLP

## 7. BUSINESS AND ETHICAL VALUES

<b>Sl No</b>	<b>Module</b>	<b>Description</b>
<b>1</b>	<b>Module I</b>	introduction to ethical principles of society- universal moral principles- general moral issues engulfing modern society- corruption- ecological concerns- discrimination- law and ethics.
<b>2</b>	<b>Module II</b>	Ethical issues in capitalism and market- socially responsible business behaviour- role of ethics in business success- ethical business practices in different countries.
<b>3</b>	<b>Module III</b>	ethical dilemma in marketing- production development- finance- human resources management- technology management- completion and ethics
<b>4</b>	<b>Module IV</b>	Building and maintaining ethical climate in business- role of ethical leadership- dimensions of ethical leadership- ethical business strategy formulation- resolving moral dilemmas.
<b>5</b>	<b>Module V</b>	Initiatives for maintaining organisational ethics- social audit of business- corporate governance system- legal system- corporate governance initiative in India

## 8. Quantitative Methods for Managers

SI No	Module	Description
1	Module I	Functions – Applications of functions _ progressions – Set theory- permutations and combinations – Matrices – Marchov Theory
2	Module II	Presentation of data – Graphs and charts- frequency distribution – scales of measurements – nominal, ordinal, interval and ratio. Descriptive statistics: measures of central tendency – measures of dispersion – measures of position
3	Module III	Basic Probability concepts- marginal, joint and conditional probability. Baye’s Theorem- decision tree. Probability distributions- Binomial – normal, Poisson- exponential – sampling distributions
4	Module IV	Inference – Estimation, confidence intervals. Hypothesis testing – tests (Z test & T test), two population means (Independent sample and independent samples). Chi – square test- ANOVA.
5	Module V	Correlation & regression analysis – coefficient of correlation – rank correlation – simple regression analysis – least square method – coefficient of determination

## **SEMESTER II**

### **1.Environment Management**

<b>Sl No</b>	<b>Module</b>	<b>Description</b>
<b>1</b>	<b>Module I</b>	Concept of sustainable global development – Issues affecting ecological equilibrium – population growth- depletion of natural resources – Industrial and urban population – global warming.
<b>2</b>	<b>Module II</b>	Impact of industrial and business activities on the environment – role of competition and consumerism – issues in environment management for business – natural resources and energy management – optimal use of fossil fuels – use of non conventional energy resources
<b>3</b>	<b>Module III</b>	Concern for environment: in product development - production process - packaging - distribution - marketing - strategies for ensuring environment friendly business operations - green funding - environmental ethics
<b>4</b>	<b>Module IV</b>	Managing Industrial pollution - developing recycling technology - managing industrial waste - maintaining bio-diversity - government and institutional support for establishing and maintaining environment friendly business.
<b>5</b>	<b>Module V</b>	Environment impact studies and assessment - environment accounting and audit - environment management system - EMS standards - ISO 14000 - international initiatives for environment management - WTO provisions and other international treaties - issues and challenges for environment management in the globalised world.

## 2. Financial management

Sl No	Module	Description
1	Module I	Role of financial functions in management of an enterprise - nature of financial decisions - goals of financial management - concept of value and return - time value of money - risk and return
2	Module II	Cost of capital - meaning - estimation of cost of capital of different components - weighted average cost of capital - capital budgeting - nature of investment decisions - investment evaluation - pay back period, accounting rate of return, NPV, IRR, Profitability index - capital rationing.
3	Module III	Capital structure, meaning and importance - theories on capital structure - factors influencing capital structure - approaches to capital structure decisions - optimum capital structure - financial and operating leverage. Dividend theories - dividend policy - forms of dividend - practical considerations in dividend decision.
4	Module IV	Working Capital - importance in the success of a firm - determinants of working capital - factors affecting working capital requirements - concept of operating cycle - managing receivables - credit policy and standards - inventory management - managing payables - managing cash - cash management models.
5	Module V	Module V Short term and long term sources of finance : commercial papers - factoring - inter corporate deposits - accruals - working capital loans - fixed deposits - shares - debentures - term loans - venture capital - lease financing. Management of financial restructuring - debt equity swaps - asset buy outs - LBOs - overview of mergers, acquisitions and amalgamations



### 3. Marketing Management

Sl No	Module	Description
1	Module I	Nature and scope of marketing - evolution of marketing - the orientation of management towards marketing - concepts of production, product and sales - the marketing concept - the philosophy of customer orientation - societal marketing and relationship marketing - the marketing environment and environment scanning - market oriented strategic planning
2	Module II	Marketing research - scope, importance, process - marketing intelligence system - consumer markets and consumer behaviour - organisational buying behaviour - competitors - balancing customer and competitor orientation - demand forecasting methods - segmentation - mass marketing, customized marketing and target marketing - bases of segmenting - consumer and industrial markets - market targeting - evaluating and selecting segments - products and services - positioning.
3	Module III	Product decisions - product mix - kinds of products and services - consumer products - industrial products - services - product management - product life cycle stages - product life cycle strategies - new product development - stages - adoption - diffusion processes - brand management - brand extension - strategies for branding - packaging decisions
4	Module IV	The role pricing in marketing - pricing policies - pricing strategies - distribution - channels-need, types of VMS; HMS - channel conflicts - channel members - retailers - wholesalers - agent middlemen Vs merchant middlemen - channel logistics
5	Module V	Promotion - role of promotion in marketing - promotion mix - advertisement - publicity - sales promotion - direct selling - comparative advantages and disadvantages - Evaluation and control of marketing activities - globalisation, consumerism, green marketing

#### **4. Research Methodology**

<b>Sl No</b>	<b>Module</b>	<b>Description</b>
<b>1</b>	<b>Module I</b>	Role of research in decision making - need and scope of research in business - steps in scientific research process - problem identification - research objectives - hypothesis formulation.
<b>2</b>	<b>Module II</b>	Research design, exploratory, descriptive, causal. Methods of data collection - primary data and secondary data - observation, interview, questionnaire. Instruments for data collection - questionnaire, interview schedule - reliability and validity
<b>3</b>	<b>Module III</b>	Unit of analysis, population, sample - sampling techniques, probability sampling, simple random sampling, stratified random sampling, systematic random sampling, cluster sampling, non-probability sampling convenient, judgmental, quota, snow-ball sampling. Sampling error and non-sampling error - attitude measurement and scaling
<b>4</b>	<b>Module IV</b>	Non-parametric tests - multivariate statistical techniques - multiple regression - discriminant analysis - factory analysis - cluster analysis
<b>5</b>	<b>Module V</b>	V Qualitative research methods - case study method - content analysis - focus group - projective techniques - in-depth interview - research reports - different types of reports - different formats of research reports - oral presentations of reports - research applications in functional areas of management.

## 5. Operations Research

Sl No	Module	Description
1	Module III	Network Models, PERT/CPM: Applications and importance - network construction - determination of critical path, slacks and floats - crashing - resource allocation - determination of PERT times - inventory management techniques - EOQ.
2	Module IV	Introduction to integer programming, dynamic programming, goal programming - theory of game
3	Module V	Queuing Theory: basic elements of a queuing model - operating characteristics of a queuing system (M/M/I Model) - simulation - basic concepts - monte carlo simulation.
4	Module I	Introduction to OR - application of OR techniques in modern managerial decision-making - linear programming - formulation of LP - graphical method - simplex method - special cases (degeneracy, alternative optima, unbounded solutions and infeasible solutions) - concept of duality and sensitivity analysis.
5	Module II	Application of LP: transportation models: northwest corner rule. MODI method, minimum cost method of getting first feasible solution. Vogel's approximation method, degeneracy - trnasshipment model - assignment model - Hungarian method.

## 6. Operations Management

SI No	Module	Description
1	Module I	Introduction to Production and Operations function, interaction of operation management with other functional areas of management, manufacturing and non-manufacturing operations and their classifications, operations strategy as part of corporate strategy. Historical developments, Balanced Scorecard, BPR, Concurrent Engineering Operations planning and control, Operations forecasting- forecasting methods- quantitative and qualitative
2	Module II	Facility locations- cost competition and hidden factors- steps in location selection. Types of manufacturing systems and layout- facility layouts- layout by products and process- line balancing. Design of operations systems- capacity planning models, estimation of capacity requirements, application of CVP analysis. Materials handling: principle equipments- reduced cost of materials handling.
3	Module III	Work study, time and method study: definition- importance-aims and procedures- implication on productivity-work measurement- work sampling-work environment-industrial safety – value analysis.
4	Module IV	Introduction to Material Management: managing purchases, purchase process. Managing inventory, Stores and warehouse management. Classification of inventory-ABC,VED and FSN analysis Managing vendors- vendor analysis, rating and selection, procedure and criterion Integrated Materials Management-MRP I, MRP II
5	Module V	Maintenance Management function- types of maintenance- preventive and break-down maintenance. Concept of quality, quality planning, quality controls by variables and attributes, Statistical Quality Control Principles of metrology, management of quality in an organization- quality circles-ISO system-ISO certification- procedure and documentation, ISO audits.

## 7. Human Resource Management

SI No	Module	Description
1	Module I	Introduction , Definition and scope of HRM Human resource Planning – Job analysis, job description, job specification. Recruitment, sources of man power supply, Selection, Test, Interview and reference Induction and placement
2	Module II	Performance appraisal, concepts and purpose, Method and techniques Training and development, assessment of training, need and training methodology, evaluation of training schemes, Management development programme, employee counseling, promotion, transfer and career planning
3	Module III	Compensation – wage and salary administration, executive compensation packages, job evaluation, incentive scheme and bonus. Welfare administration, employee welfare and benefit schemes, quality of work life, employee morale and job satisfaction
4	Module IV	Industrial relations – concept and approaches, role of government, employers and trade unions in IR, employee – employer relationship, union management relationship Industrial disputes, causes and effects, IR machinery, collective bargaining, conciliation, arbitration, adjudication, modern trends
5	Module V	Employee grievance handling and redressed, complaint and grievance, grievance handling, machinery and procedure, discipline, standing order, suspension, retrenchment and dismissal, participative management, works committee, joint management council, human resource information system, computerization

## 8. Management Information System

SI No	Module	Description
1	Module I	Management process and information needs- concept of data and information – system approach to problem solving – information systems – system classifications for managerial decision making – information system for competitive advantage
2	Module II	Information system building stages in system analysis – other methodologies for system development – developments in system implementation – business process reengineering
3	Module III	Classification fo information systems – office automation systems, intranet, group ware decision support system – expert system – concept of ERP, CRM, SCM
4	Module IV	Applications of information system in functional areas – HRIS – FIS – Manufacturing Information system – Marketing information system – application of IT banking and financial services.
5	Module V	Introduction to networking – information flows in networked world wide web – enabling technologies – security concerns in information systems regulation for network IS security.

## **SEMESTER III**

### **1 DATABASE MANAGEMENT SYSTEM**

Module I	Introduction: Example Database – The Relationship of Application Programs and DBMS – Definition of a Database – A Short History of Database Processing – Object-oriented DBMS Components of a Database System – The Database – Creating the Database – Components of Applications- Developing Databases.
Module II	Data Modeling: The Entity-Relationship Models – Semantic Objects Model – Types of Objects – Object-oriented Programming and Semantic Objects – Comparing the Semantic Objects and Entity-Relationship Model – Data Normalization – The Relation Model – First Through Fifth Normal Forms – Domain/Key Normal Form – The synthesis of Relations – Design Trade-offs.
Module III	Database Design: Database Design using entity-relationship Model – Transformation from Entity-Relationship Model to Relational Database Design, Trees, Networks, and Bills of Materials – Transformation of Semantic Objects to Relational Database Design – Application Design – Case Application: A Personnel Database – Characteristics of Database Applications – Objects and View Materialization – Form Design – Report Design – Application Program Design.
Module IV	Fundamentals of Relation Implementation: Defining Relational Database – Relational Data Manipulation – Structured Query Language – Creating a relational database – Query a single Table – Queries involving Multiple Tables – Updating tables – Creating User Views.
Module V	Client Server & Related Applications: Multi user Database – processing Alternatives – Resources Sharing – Client Server Systems – Overview of Oracle.

#### **Reference:**

1. Kroenke David M, Database processing Fundamentals, Design and Implementation, Prentice Hall, 1995, 5<sup>th</sup> Edition.
2. Elmasri, Ramez and Navathe, Sharnkant, Benjamin, Fundamentals of Data base Systems, Cummings Publishing Company, Inc, 1994, 4<sup>th</sup> edition.
3. McFadden Fred And Hoffer, Jeffrey, Benjamin, Modern Database Management Systems, Cummings Publishing Company, Inc, 1994, 4<sup>th</sup> Edition.

## 2. Global Business Environment

<b>Sl No</b>	<b>Module</b>	<b>Description</b>
<b>1</b>	<b>Module I</b>	Introduction to international business - globalization of the world economy - World trade and foreign trends - technological changes - types of international business - economic, political and legal systems - the cultural dimensions of international business.
<b>2</b>	<b>Module II</b>	The global trade and investment environment - government influence - trading practices - independence, interdependence and dependence - world financial environment - cross-national cooperation and agreements - tariff and non-tariff barriers - WTO, regional blocks - production and operations management in international trade
<b>3</b>	<b>Module III</b>	Global financial environment - foreign exchange market mechanism - determinants of exchange rates - nature of international capital market - the Euro currency market - off shore financial centers - international banks - non-banking financial institutions
<b>4</b>	<b>Module IV</b>	Global competitiveness: export management - procedures - export and import financing - export assistance - licensing and joint ventures - globalisation of human resource development - research and development in global market
<b>5</b>	<b>Module V</b>	Globalisation with social responsibility - world economic growth and environment - country evaluation and selection - international business diplomacy - negotiation in international business - issues in asset protection - multilateral settlements.



### 3. Social Security and Employee Welfare

Sl No	Module	Description
1	Module I	Concepts of welfare and employee welfare; principles and philosophical approaches to employee welfare, welfare as an HR function. Historical development of employee welfare; Need and scope of employee welfare in India; Role of Government, Management and Trade Unions in welfare; agencies of employee welfare. Welfare as social responsibility of business, welfare audit; impact of welfare on labour productivity
2	Module II	Module II Concept of social security; ILO and social security, social security measures in India; Pertinent legislation - Workmen's Compensation Act 1923, Employees State Insurance Act, 1948, Employees Provident Fund and (Miscellaneous Provisions) Act, 1952; Maternity benefit Act, 1961; Payment of Gratuity Act, 1972.
3	Module III	Welfare Legislations: Factories Act, 1948; Plantations Labour Act, 1951; Contract Labour (Regulation and Abolition) act, 1970; Kerala Shops and Commercial Establishment Act, 1960; Kerala Labour Welfare Fund Act, 1975. Condition of work environment, hours of work, shift system, Housekeeping in industry; Canteen and Creche - benefits, services and administration; Administration of leaves and holidays; Kerala National and Festival Holidays Act, 1958; Worker's Education Scheme, Employees Co-operatives and Credit Societies; Industrial Housing - Need and importance
4	Module IV	Labour Administration - scope and functions; ILO - objectives, organizational setup and functions influence of ILO on Indian Labour Administration, Central Government machinery for labour administration, Ministry of Labour and Employment, Central Labour Institute. State Government machinery - State labour department - administrative set up, functions; Directorate of Factories and Boilers; Kerala Factories (Welfare Officers) Rules, 1957. Labour Statistics and Research - Agencies and areas of research.
5	Module V	Labour policy of the Central and State Governments - Impact of Economic Liberalization on labour policy, Employee Welfare in the present Indian context, Emerging trends in employee welfare; Employee welfare in the IT sector.

#### 4. Management of Change and Organizational- Development

SI No	Module	Description
1	Module I	Change - Nature of change, Planned and Unplanned change, Organizational change - forces for change - aspects of change - resistance to change - approaches to managing organizational change - contribution of Kurt Lewin.
2	Module II	Organizational Transformation, concepts of Transformation and Transitions, Strategies of Transformation, The "New" and "Renew" Strategies, The "Top down" and "Bottom Up" strategies, Transformation theories - Scientific revolution.
3	Module III	Organizational Development - concept and evolution - characteristics of OD - organizational effectiveness and OD - OD process - phases in OD - OD interventions.
4	Module IV	Organizational Development programs and techniques - Grid training - Managerial grid - Blake and Mouton grid - New managerial grid - Rensis Likert's Managerial Systems - System 1 to 4 continuum - Fieldler's Leadership contingency model, Vroom - Yetton contingency Model - Hersey Balnchard Tridimensional leader effectiveness model - Ridden's 3-D management - conference board management - training score - Stamform power matrix - survey guided development/survey feedback - team building.
5	Module V	Emerging OD approaches and techniques - simplistic approach of Kirk Patrick - Peter Senge's Learning Organization, Schein's dialogue approach - Japanese management - tom Peters - OD in the context of Liberalization; Strategies for Organizational growth; Computerization and Organizational Development; Indian experience of OD in Public and Private Enterprises.

## 5. Man Power Sourcing

Sl No	Module	Description
1	Module I	Human Resource Planning: Concept and Objectives; HRP at Micro and Macro levels, HRP and Business plans. Different Approaches; Human Resource Planning Process; Demand and Supply Forecasting; The Labour Market, analysis Sources of demand and supply of manpower; Different tools and techniques; Labour wastage - Absenteeism and labour turnover. Overall plan; Career Management; Career Planning, Career Paths, Career Anchors, Career Development
2	Module II	Job Analysis: Job Descriptions; job Specifications; job designing' Human Resource Inventory; HR Accounting
3	Module III	Recruitment : Recruitment Policy, Approaches, Sources of Recruitment, Advertisements, Web Recruitment, The Employment Exchange (Compulsory Notification of Vacancies) Act, 1959. Selection: Concept and Process of selection; application Blank, Weighted Application blank, Resume, Resume Scanning Psychological Tests - Definition, Purpose, Characteristics and developing Psychological tests, Different types of test, interpreting test results, Reliability and validity.
4	Module IV	Employment Interview/Selection Interviewing: Purpose; Types of Interviews; interview techniques; interviewing skills, advantages and limitations of interviews; DO's and Don'ts of selection interviewing. medical checkups, Reference and back ground check, Choice of selection methods, Assessment Centres, Reliability and validity of selection tools.
5	Module V	Employment offers; service conditons, contract of employment, Psychological contract. Standing Orders, Industrial Employment (Standing Orders) Act, 1946. Induction: Importance, Socializing the new employee, Different types of socialization. Placement, Differential Placement. Probation and Confirmation. Apprenticeship training, The Apprentices Act 1961. Promotion and Transfer; policies and procedures.

## 6. Performance Management and Reward Systems

Sl No	Module	Description
1	Module I	Performance Management: Basis, definition, purpose, principles, concerns, Ethical considerations, scope and background, Performance Management as a Business strategy, Theoretical frame work: Goal settling theory, Expectancy theory; Designing of performance management systems: setting goals, measuring performance, Rewarding performance, process links, Feedback and Amendments
2	Module II	Performance Appraisal: Concept, Need and objectives; Uses and process of Performance appraisal, Characteristics of effective appraisal system; Different Methods of PA: Traditional and modern, 360 degree appraisal, Management by Objectives (MBO); PA for Managers, supervisors and Workers. Developing an Appraisal Program, Choosing the appraiser, Role of HR and Line Managers, Reliability and validity of Appraisal, training for evaluation, Post Appraisal interview, Feedback, potential appraisal, identification of training needs. Post Appraisal Counseling.
3	Module III	Reward Management: Concept and significance, foundation of the reward system, Economic theories relating to pay, psychological and motivational theories affecting reward. Reward philosophy, strategy and policy; Principles of pay determination. Comparable worth and Equal Remuneration, Labour market characteristics and Pay Relatives, Equal Remuneration Act, 1976. Leal framework for pay determination and payment of wage; The Payment of Wages Act, 1936.
4	Module IV	Evaluating and Developing Reward Processes; Determining pay levels and relatives; Internal Equity - Job evaluation, traditional and recent. Computer aided job evaluation; job and competence Analysis. External Equity: Market pay and Pay Policy; compensation surveys. other machinery for wage fixation: Wage Boards, Pay commissions, Collective Bargaining, Statutory wage fixation: Minimum Wages Act, 1948; and Adjudication. Determining salary structure, designing and implementing salary structures; Performance related pay; Skill based pay and competence related pay. Concept of dearness allowance, methods of computing Dearness Allowance, consumer price index and its construction.
5	Module V	Incentive Schemes - individual, group; team rewards; Non-financial rewards Employee benefits and Allowances; Fringe benefits - Monetary and non monetary Welfare - Statutory and non-statutory; linking pay and productivity, Collective Bargaining; Productivity bargaining, annual Bonus, Payment of Bonus Act, 1965; Profit Sharing and Share ownership, ESOP. Tax considerations. Employee separation - Policies, procedures, benefits, exit interviews - exit policies - VRS - HR Retention.

## 7. Industrial Relations

Sl No	Module	Description
1	Module I	Industrial Relations: Philosophy and concept, Origin, and development of IR, Context and environment of IR. Approaches to IR: Human Relations approach, Psychological Approach, Sociological Approach, gandhian Approach, Marxian Approach and Dunlop's Systems Approach.
2	Module II	Trade Unions: Concept and objectives, registration, structure, functions, membership, union leadership, trade union disputes, recognition of trade unions, Indian Trade Unions Act, 1926. Participative management; concept, objectives, evolution, industrial democracy, participative models, approaches, forms of participation, levels of participation, employee empowerment, evaluation of schemes in India.
3	Module III	Collective Bargaining: Concept, origins and development; Pre-requisites for effective collective bargaining, Process of collective bargaining, collective Bargaining Approaches and Techniques, Collective bargaining and Legal Framework: Trends and practice of Collective Bargaining in India
4	Module IV	Discipline - Nature and concept, Approaches to Discipline; Statutory and non statutory measures for Discipline. Standing orders, Service Rules, Code of Discipline; Grievance: Concept, significance, methods of redressal. Domestic enquiry-principles of Natural Justice, Misconducts, Disciplinary procedures, Punishment, Positive Disciplinary intervention, Remedial counselling
5	Module V	Industrial disputes: Causes, Manifestation and Effects, Trends in industrial Disputes in India, Instruments of Economic coercion: Strike, Lock out, Lay-off; Retrenchment and Closure; Unfair Labour practices, Disputes settlement machinery: Industrial Disputes Act, 1947; Collective Bargaining, Conciliation, Voluntary Arbitration, Adjudication. Industrial Relations Audit, Industrial Relations Research.

## 8. Human Resource Development

Sl No	Module	Description
1	Module I	Human Resource Development (HRD): Concept, Origin and Need for HRD; Overview of HRD as a Total System; Approaches to HRD; Systems Approach to HRD, HRD Strategies, HRD styles and culture, HRD structures, HRD competencies.
2	Module II	HRD interventions: Performance Appraisal, Potential Appraisal, Feedback and performance coaching, Training, Career Planning, OD or systems Development, Rewards, Employee Welfare and Quality of Work Life. HRD staffing: Role of Top Management in HRD, Roles of HR Developer; Physical and Financial Resources for HRD; HRD climate, HRD audit; HRD Score Card
3	Module III	Learning and HRD: Models and Curriculum; Factors and Principles of Learning: Group and Individual Learning; concept of learning Organizations; HRD Trends: Behavioral Science, Organization Development Transactional Analysis, Assessment Center, Behavior Modeling and Self directed learning; Evaluating the HRD Effort; Data Gathering; Analysis and Feed back; HRD experience in Indian Organizations, Future of HRD.
4	Module IV	Human Resource Training: Concept and importance; HRD and Training Policy, Assessing Training Needs; Process of Training; Designing and Evaluating Training and Development Programs.
5	Module V	Types and methods of Training; Training within industry (TWI); On the job and off the job; Training Methods: Lecture, incident process, Role Play, Structured and Unstructured Discussions, in Basket Exercise, Simulation, Vestibule Training, Management Games, Case Study, Programmed instruction, Computer Based Training, Team Development, Transactional Analysis and Sensitivity Training. Coaching and Mentoring; Review of Training programs in India.

## **SEMESTER IV**

### **1. Strategic Human Resource Management**

<b>Sl No</b>	<b>Module</b>	<b>Description</b>
<b>1</b>	<b>Module I</b>	Strategic Management: nature and significance of strategic management, dimensions of Strategic Decisions; Formality in Strategic Management, value of Strategic Management. Strategic Management Model and its components, Limitations of Strategic Management.
<b>2</b>	<b>Module II</b>	Strategy Formulation: Formulating a company vision, mission, objectives and goals; analysing the Environment; Forces influencing strategy Formulation: SWOT, Portfolio Models, Porter's Model, Generic strategies, Environment forecasting, analysing the company profiles, formulating long-term Objectives and Grand strategies. Strategy Analysis and choice. Evaluating Multinational Environments
<b>3</b>	<b>Module III</b>	III Strategy implementation: Operationalizing the Strategy, annual objective, Functional strategies and Business Policy, Institutionalizing the strategy: structure, leadership and culture; Guiding and Evaluating the strategy corporate strategy and global strategy
<b>4</b>	<b>Module IV</b>	Human Resource Strategy: Concept, Approaches, HRS and Business Strategy; Role of HRM in formulating Corporate Strategy, HR strategy and Functional Strategy. Change management, Assumption: Intentions, Implementation and interpretation, Change management strategies: training and Development Strategies; Performance Management; Industrial and work place relations, culture, organizational performance and Human Resource Strategy; International Human Resource Strategy; HRM Strategy and difficulties in its implementation
<b>5</b>	<b>Module V</b>	New Economic Policy and HRM strategy; Co-operative Human Resource Strategy; Role of Human Resource in Strategy Formulation; integrating Human Resources in strategic Decisions; Human Resource Sorting, HRS and HRIS; Human Resource Strategy - some key issues; HRM Strategy for Future.

## **2. Employee Counseling**

<b>Sl No</b>	<b>Module</b>	<b>Description</b>
<b>1</b>	<b>Module I</b>	Industry and its impact on the employee: approaches to deal with human problems of workplace, conceptual understanding and tackling problems arising out of work situation - maladjustment, ill-health, occupational diseases, mental health disorders, relationship in work-setting indiscipline, chronic absenteeism, alcoholism, drug addiction, indebtedness, housing and family problems - problems of specific groups such as the backward, the handicapped, the older, younger and women employees - sexual harassment at work place.
<b>2</b>	<b>Module II</b>	Concept, objectives and scope of occupational social work, functions and tasks of social worker; Employee Assistance Programmes; initiating services including educational, recreational, family and community welfare within and outside the workplace, special community projects undertaken by the organization.
<b>3</b>	<b>Module III</b>	Employee Counselling - meaning, need and goals of counselling at workplace; emergency and growth of counselling services; approaches to counselling; Types of counselling - existing, facilitative, preventive and developmental, directive and non-directive.
<b>4</b>	<b>Module IV</b>	Counselling process-beginning, developing and terminating a counselling relationship, and follow up; assessing client's problems, selecting counselling strategies and interventions; changing behaviour through counselling; counsellor's attitude and skills of counselling; counsellor - counselee relationship and counselling environment; special problems in counseling
<b>5</b>	<b>Module V</b>	Application of counselling to organizational situations with a focus on performance - counselling - post appraisal counselling and counselling for career advancement, counselling for retirement and VRS; role of HR executives in employee counselling and development of their counselling skills.



### **3. Human Resource Accounting and Auditing**

<b>Sl No</b>	<b>Module</b>	<b>Description</b>
<b>1</b>	<b>Module I</b>	Human Resource Planning - Meaning and definition, importance, Natural Resources and Human resources, Investment in Human Resources, Efficient use of Human Resource, Modern market investment theory, Market Portfolio, Enumerating the assets, Calculating the market value of assets, Human Capital as an illiquid and non-marketable assets. Human Capital, Investment in Human Capital, Education, Training and Development, Expenditure and Productivity.
<b>2</b>	<b>Module II</b>	Human Resource Accounting - Concept, Objectives, Converting Human data into money value, Limitations of Human Resource Accounting. Approaches to Human Resource Accounting - Investment approach, Investment in human resources, Recruiting and Training Costs, Depreciation, Rates of Return, Measuring return on human assets, Prevention of Human Resource Wastage.
<b>3</b>	<b>Module III</b>	Organizational Climate Approach - Improvement and determination of organizational climate, Determination of changes in Human Resources Variables - increased costs, cost reduction and future performance
<b>4</b>	<b>Module IV</b>	Responsibility accounting and Management control - Management Control structure and process, classification of cost in responsibility accounting, Behavioural aspects of Management control. Human Resources as social capital, Mentoring and development of social capital, Social control, HR accounting and bench-marking
<b>5</b>	<b>Module V</b>	Personnel costs, Auditing and accounting, Audit Techniques, HR Audit, HRD Audit, Balance Score Card, HRD Score Card - Accounting and Financial Statements.

#### **4. Human Resource Information Systems**

<b>SI No</b>	<b>Module</b>	<b>Description</b>
<b>1</b>	<b>Module I</b>	Introduction to Human Resource Information Systems: Role played by HRIS in the operation of human resources management function - Management decision making for HR - Strategic advantage - challenge of business process reengineering and globalization of HR function Business imperative for HR Transformation - HR as business partner - focus on real business value - formulation of success factors for allocation of priorities and resources.
<b>2</b>	<b>Module II</b>	Application Software Development: Deriving technical design specs - user involvement in development process - identifying business needs - translation of business needs into functional requirements for HRIS - role of application systems software - review of HR software for operational & administrative roles of HR function.
<b>3</b>	<b>Module III</b>	Collaborative Systems: Use of intranet and extranets to support communication & collaboration - specific enterprise collaboration system as tools for communication of ideas, sharing resources & co-operative work efforts associated with HR business processes and projects. Consultative Role: basic concepts and components of management information, decision support and executive information systems - application systems software for consultative role of HR.
<b>4</b>	<b>Module IV</b>	Application software for Strategic Role of HR: Fundamental concepts of strategic advantage through information technology Organizing of HRIS implementation/Managing Change - functional and process alignments - core competencies of HRIS team.
<b>5</b>	<b>Module V</b>	BPR of HR function: Process of work-flow analysis Assessing Business Value - Cost justification methodologies

## 5. Software Project Management

SI No	Module	Description
1	Module I	Project Management: Introduction, Project ideas; screening project ideas; project feasibility; market opportunity analysis; technical feasibility, financial feasibility; project scheduling, use of network techniques.
2	Module II	Software Development Overview: Software engineering - impact of software engineering on software development Software Life Cycle - Life cycle models - implementation of life cycle model - application of the cycle models
3	Module III	Planning the software project: Structure of plan components - Technical plan - Resources plan - quality considerations - levels of planning - project plans - State plans - Detailed plans - individual work plans - Execution Plan - planning guidelines
4	Module IV	Project Monitoring and Control: Project initiation - end-stage assessment mid-stage assessment - checkpoints - project closure - project measurement & review - quality review - Technical exceptions - configuration management - quality assurance - quality concepts - quality planning - quality review - quality characteristics.
5	Module V	Productivity guidelines: Software packages - productivity attributes - productivity tools & their selection - establishing a productivity improvement program - motivation factors for software development.

## **6. Global Human Resource Management**

<b>Sl No</b>	<b>Module</b>	<b>Description</b>
<b>1</b>	<b>Module I</b>	International Human Resource Management (IHRM): Concept, Scope and Significance, Multinational Corporations and Cultural Dimension, Strategic Planning in Multinational Corporation, Organizational structure of Multinational Corporations: Theories and Models.
<b>2</b>	<b>Module II</b>	International Human Resource; Selection, Cross National Differences in Personnel and Organization Policies, Sources of Human Resources, Home-country Nationals, Host-Country Nationals, Third-Country nationals; Selection Criteria for International Assignments: Adaptability to Cultural change, Physical and Emotional health, Motivation for a Foreign Assignment, Leadership Ability, Language Training and International Human Resource Selection Procedures
<b>3</b>	<b>Module III</b>	Compensation and Appraisal an International Perspective; Multinational Corporations and Compensation Systems. Common Elements of Compensation Packages: Pay, Bonus, Stock Option, Incentives and Performance Appraisal Systems
<b>4</b>	<b>Module IV</b>	Training and Development of Internal Staff; Objects and Considerations; Areas and Types of Training programmes; Cultural assimilators; The technicalities of training; OD in International Settings; Global Leadership Development
<b>5</b>	<b>Module V</b>	Module V Transnational Industrial Relations; Labour Relations in the Internal Perspective; Conflict Resolution in Multinational Corporations; Common forms of Industrial Democracy to Multinational Corporations; Union Organization and Labour Relations at the enterprise level in MNCs - Future Directions of IHRM.

## 7. Human Resource Planning

Sl No	Module	Description
1	<b>Module I</b>	Human Resource Planning: Concept and Objectives; HRP at Micro and Macro levels, HRP and Business plans. Different Approaches; Human Resource Planning Process; Demand and Supply Forecasting; The Labour Market, analysis Sources of demand and supply of manpower; Different tools and techniques; Labour wastage - Absenteeism and labour turnover. Overall plan; Career Management; Career Planning, Career Paths, Career Anchors, Career Development
2	<b>Module II</b>	Job Analysis: Job Descriptions; job Specifications; job designing' Human Resource Inventory; HR Accounting
3	<b>Module III</b>	Recruitment : Recruitment Policy, Approaches, Sources of Recruitment, Advertisements, Web Recruitment, The Employment Exchange (Compulsory Notification of Vacancies) Act, 1959. Selection: Concept and Process of selection; application Blank, Weighted Application blank, Resume, Resume Scanning Psychological Tests - Definition, Purpose, Characteristics and developing Psychological tests, Different types of test, interpreting test results, Reliability and validity.
4	<b>Module IV</b>	Employment Interview/Selection Interviewing: Purpose; Types of Interviews; interview techniques; interviewing skills, advantages and limitations of interviews; DO's and Don'ts of selection interviewing. medical checkups, Reference and back ground check, Choice of selection methods, Assessment Centres, Reliability and validity of selection tools.
5	<b>Module V</b>	Employment offers; service conditons, contract of employment, Psychological contract. Standing Orders, Industrial Employment (Standing Orders) Act, 1946. Induction: Importance, Socializing the new employee, Different types of socialization. Placement, Differential Placement. Probation and Confirmation. Apprenticeship training, The Apprentices Act 1961. Promotion and Transfer; policies and procedures.