

DEPARTMENT OF BUSINESS ADMINISTRATION (HUMAN RESOURCE)
THE UNIVERSITY OF BURDWAN
GOLAPBAG, BURDWAN



Information Brochure

Mission:

“Achieving excellence in human resource management education and research and satisfying the needs of the industry and the academia, by nurturing and developing talents; all aimed towards the holistic development of the society”

DEPARTMENT OF BUSINESS ADMINISTRATION (HUMAN RESOURCE): A PRELUDE

The Department of Business Administration (Human Resource) is one of the youngest departments of the university. In 1979, a one-year full time Post Graduate Diploma Course in Industrial Relations and Personnel Management was introduced in the Department of Commerce with financial assistance from the University Grants Commission. This one-year P.G. Diploma Course was subsequently upgraded to a 2-year full-time post graduate course in Human Resource Management leading to the MBA (HR) Degree from the year 2000. This course has been approved by the All India Council for Technical Education (AICTE). Since its inception, the MBA (HR) programme was a part of the Department of Commerce of this university. Subsequently, in the year 2009, the Department of Business Administration (Human Resource) was formed. The department has a dedicated group of faculty members having expertise in different areas of human resources and general management.

ABOUT THE MBA (HR) PROGRAMME

The specific-objective of MBA (HR) course is to turn out a cadre of professionals with the requisite insight and expertise to manage human resources of an organization as asset and ensure their best contribution to the achievement of organizational goals. The course curriculum is regularly revised and updated in order to cater to the needs of the society in general and the industry in particular. The course curriculum has been revised and updated in 2014. The latest course structure and programme administration of the MBA (HR) are as follows:

COURSE STRUCTURE

MBA (HR) 1st SEMESTER

Paper Code

HR-101: Management Process & Organisation Theory (MPOT)

HR-102: Individual Behaviour in Organisation (IBO)

HR-103: Managerial Economics (ME)

HR-104: Accounting and Finance (A&F)

HR-105: Business Environment (BE)

HR-106: Human Resource Management (HRM)

HR-107: Managerial Communication and Skill Development (MCSD)

HR-108: Quantitative Techniques in Human Resource Management (QT)

MBA (HR) 2nd SEMESTER

HR-201: Research Methodology (RM)
HR-202: Corporate Social Responsibility and Business Ethics (CSR & BE)
HR-203: Marketing Management (MM)
HR-204: Production and Operations Management (POM)
HR-205: Economics of Human Resources (EHR)
HR-206: Managing Interpersonal and Group Processes (MIGP)
HR-207: Fundamentals of Industrial Relations (FIR)
HR-208: Summer Project

MBA (HR) 3rd SEMESTER

HR-301: Strategic Management (SM)
HR-302: Entrepreneurship Development (ED)
HR-303: Human Resource Information System (HRIS)
HR-304: Human Resource Planning and Development (HRPD)
HR-305: Training and Development (TD)
HR-306: Performance Management and Competency Mapping (PMCM)
HR-307: Compensation and Reward Management (CRM)
HR-308: Labour Laws-I (LL-I)

MBA (HR) 4th SEMESTER

HR-401: Organisational Change and Development (OCD)
HR-402: Strategic Human Resource Management (SHRM)
HR-403: Contemporary Employment Relations (CER)
HR-404: Human Capital Management & HR Audit (HCM&HRA)
HR-405: Labour Laws-II (LL-II)
HR-406: Cross Cultural and International Human Resource Management (CC IHRM)
HR-407: Dissertation/ Industrial Training on Contemporary Issues in Human Resource Management (70 marks) & Field Study (30 marks)
HR-408: Grand Viva

PROGRAMME ADMINISTRATION:

- Each semester will be of six months duration including the semester-wise exam.
- Total marks for the entire programme: 3200 marks
- Each paper carries 100 marks of which 20 % will be reserved for internal assessment for all theoretical papers and the remaining 80 % will be for written examination. Internal Assessment will be made during the semester on the basis of attendance (25%) and assignment/class test/viva (75%).
- Emphasis will be given on case study-based teaching in the relevant papers of the course curriculum.
- For paper HR-208 (Summer Project), students will be required to undergo summer training of 4-6 weeks duration in an industrial, business or service organisation by taking up a project study. Each student will be required to submit

- a project report for the work undertaken during this period. The report has to be submitted within the deadline set by the department.
- For Paper HR-407, dissertation will be based on Contemporary Issues in Human Resource Management. Field Study will be based on Industry visit(s) to be organised by the department. Two separate reports on the Dissertation/ Industrial Training and Field Study will have to be submitted within the deadline set by the department.
 - Issues relating to admission, attendance, examination etc will be governed by the relevant policies, rules and regulations of the university.

Selection Procedure for MBA (HR) programme

Graduates in Arts, Commerce, Science, engineering OR in any other branches in the 10+2+3 mode are eligible to apply for the programme. Candidate are selected on the basis of scores in written test that include MAT/CMAT/CAT/GMAT/XAT conducted by the respective agencies and group discussion & viva-voce conducted by the centre (short listed candidates on the basis of the written test score are called for Group Discussion and Viva-Voce).

Student-support

Apart from equipping the students with the latest tools and techniques in human resource management, the, the faculty members make a concerted effort in encouraging and developing the students in pursuing a successful career in the corporate world. Every effort is taken to instill team sprit among the students. Students are encouraged to take care of the extra-curricular activities and the teachers provide a platform for the students to bring out their talents. The students are involved in conducting seminars, workshops, grooming sessions aimed at the overall professional development. To develop a team spirit and friendly relationship, the student development committee organizes fresher welcome, farewell, departmental picnic, friendly match etc.

Faculty Profile

PARTHA SARKAR

M.Sc. (Econ.), MBA, PhD

Date of Birth: 28th July, 1973.

Designation: Assistant Professor



Areas of Teaching: Strategic Management, Strategic HRM, International HRM, Performance Management, Economics of Human Resource and Managerial Economics

Areas of Research Interest: Human Resource Management in non-profit organisations; Strategic Human Resource Management Practices in Indian companies; Public policy in the area of labour policy, education policy; Political Environment of business etc.

Dr Partha Sarkar has been serving the University of Burdwan since December, 2001 in the field of Human Resource and General Management. Dr Sarkar has carried out his doctoral research work on the nature of relationship between business strategies and human resource management practices. He has contributed a number research papers in various reputed journals and edited volumes in several areas encompassing business strategy, strategic human resource management, and economic development. Dr. Sarkar has actively

participated and presented research papers in various national and international seminars, conferences and workshops. Dr Sarkar has received three fellowships from the International Labour Organization, Geneva in the year 2009, 2011 and 2013. He has presented research papers in different international conferences held at Sydney-Australia, Bali- Indonesia and Geneva-Switzerland. Dr has received several best paper awards in various national and international conferences. These include the Manubhai M. Shah Research Gold Medal on Empirical Researcher in the area of Human Resource and Best Business Academic of the Year (BBAY) Award (silver medal) instituted under the auspices of the All India Commerce Association. Dr. Sarkar takes keen interest on industry trends and practices especially in the field of business strategy and strategic human resource management in different sectors encompassing information technology, outsourcing, power, pharmaceutical etc. He is a member of different professional bodies like International Industrial Relations Association, Indian Accounting Association, Bengal Economic Association, etc.

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AMIR JAFAR

M.Com, MBA (HR), PhD

Date of Birth: 19th November, 1975

Designation: Assistant Professor

Areas of Teaching: Organisational Behaviour and Human Resource Management, Industrial Relations and Labour Law

Areas of Research Interest: Human Capital Management, Corporate Social Responsibility, Entrepreneurship and Small Business Development, Labour Law and Employment relations

Dr. Jafar has been serving the University of Burdwan since April 2004 as Assistant Professor in Human Resource Management. He has completed his research work in the field of Human Resource Accounting. Dr. Jafar has successfully completed a research project sponsored by University Grants Commission, New Delhi and presently working on a projects sponsored by All India Council for Technical Education, International Labour Organisation, Geneva, Indian Council of Social Science Research and University Grants Commission. He has contributed research papers in various journals and edited volumes. He has actively participated and presented research papers in various national and international seminars and conferences. Dr. Jafar has received fellowships from the University of Nebraska, Omaha, Labour Law Research Network (University of Pompeu Fabra, Barcelona, Spain)

and International Labour Organisation, Geneva. He is member of professional bodies like International Labour and Employment Relations Association (ILERA), Indian Business Studies Academia (IBSA) and Indian Tourism Congress (ITC). Dr. Jafar has completed a research work on Entrepreneurship and Small Business Development from the Nebraska Business Development Center, College of Business Administration, University of Nebraska, Omaha, USA. He has worked as a visiting faculty at the College of Business Administration, University of Nebraska at Omaha, Omaha, USA.

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DETAILS OF SPONSORED PROJECTS/RESEARCH WORKS:

	Title of project/research work	Agency	Principal Investigator, Co-principal Investigator and researcher
1	Influence of Human Resource Accounting Information on Managerial Decision Making: An Empirical Study	Minor Project-University Grants Commission	Dr Amir Jafar
2	In Search of an Empirical Framework for Evaluation of Corporate Social Responsibility	All India Council for Technical Education	Dr Amir Jafar
3	An Empirical Investigation of the HRM Practices of the Indian Healthcare Industry in the face of Globalization	Indian Council for Cultural Relations	Dr Amir Jafar
4	An Empirical Investigation of the HRM Practices of the Indian Healthcare Industry in the face of Globalization	Major Project-University Grants Commission	Dr Amir Jafar
5	Employee voice and participation in the SME sector	International Labour Organisation, Geneva#	Dr Partha Sarkar and Dr Amir Jafar
6	Enhancing quality of service and producing to obtain competitive advantage through employee empowerment	University Grants Commission	Dr Ajit Kumar Ghosh and Dr Partha Sarkar
<i># As part of a research team formed by ILO with Dr Ratna Sen as the Lead Coordinator</i>			

SEMINARS/WORKSHOPS

1	National Conference on HR Challenges in the New Millennium*	18th and 19th April 2003
2	National Seminar on Strategic Human Resource Management: Emerging Issues and Challenges*	3-4th February, 2007
3	Workshop On Developing the Course Curriculum of The MBA (HR) programme	12th November, 2008
4	International Conference on Achieving Excellence in Business Organizations: Issues and Challenges **	January 29 – 31, 2009
5	National Conference on Corporate Social Responsibility**	March 27-28, 2010
6	Education System: Retrospect and Prospect **	April 29-30, 2010

* Organized by the Department of Commerce where the MBA(HR) programme was previously a part of the department

** Organized by the Centre for Management Studies encompassing three depts. including the Dept. of Business Adm. (HR)

OTHER MAJOR ACHIEVEMENT(S) OF THE DEPARTMENT:

- Establishing strong industry interface
- Course curriculum developed on the basis of industry's opinion
- Impressive placement record of students.
 - Some of the companies that have recruited the students include *West Bengal State Electricity Distribution Company Ltd, West Bengal Power Development Corporation, Haldia Petrochemicals, Bank of Baroda,*

MBA (HR) PROGRAMME DESIGN UNDER CHOICE BASED CREDIT SYSTEM
DEPARTMENT OF BUSINESS ADMINISTRATION (HUMAN RESOURCE)
THE UNIVERSITY OF BURDWAN

THE PROGRAMME

The Master of Business Administration (Human Resource) i.e. MBA (HR) programme is a full-time programme offered by the Department of Business Administration (Human Resource), The University of Burdwan. The programme is designed to enable students to comprehend the wide range of contemporary concepts, techniques and practices in the field of human resource management and understand the imperatives that influence the field.

PROGRAMME OBJECTIVE

To turn out a cadre of executives thoroughly conversant with the general principles of management along with the tools and techniques pertinent thereto and have specialized in-depth knowledge and expertise in development and management of human resources of an organization.

PROGRAMME STRUCTURE

The courses for the MBA (HR) programme are offered in the following areas:

1. *General Management*
2. *Organisational Behaviour*
3. *Economics*
4. *Strategic Management*
5. *Human Resource Management*
6. *Accounting & Finance*
7. *Marketing Management*
8. *Systems, Operations & Decision Sciences*

The list of courses corresponding to the areas is as follows:

AREA	CORE COURSES		ELECTIVES	
	COURSE CODE	CORE COURSE	COURSE CODE	ELECTIVE COURSE
1. General Management	MBAHR101	Management Process & Organisation Theory (MPOT)	MBAHRE104	Business Environment (BE)
	MBAHR102	Managerial Communication and Skill Development (MCSD)	MBAHRE105	Corporate Social Responsibility (CSR)
	MBAHR103	Research Methodology (RM)	MBAHRE106	Corporate Governance (CG)
			MBAHRE107	Knowledge Management and Business Excellence (KMBE)
			MBAHRE108	Business Laws (BL)
			MBAHRE109	Business Ethics (BETH)
			MBAHRE110	Innovation Management (IM)
			MBAHRE111	Sports Management (SPTM)

2. Human Resource Management	MBAHR201	Fundamentals of Human Resource Management (FHRM)	MBAHRE210	International Human Resource Management (IHRM)
	MBAHR202	Human Resource Planning and Development (HRPD)	MBAHRE211	Human Capital Management & HR Audit (HCMA)
	MBAHR203	Performance Management and Competency Mapping (PMCM)	MBAHRE212	Contemporary Employment Relations (CER)
	MBAHR204	Compensation and Reward Management (CRM)	MBAHRE213	Training and Development (TD)
	MBAHR205	Fundamentals of Industrial Relations (FIR)	MBAHRE214	Cross Cultural and Diversity Management (CCDM)
	MBAHR206	Labour Laws-I (LL-I)	MBAHRE215	Human Resource Management in Service Sector (HRMSS)
	MBAHR207	Labour Laws-II (LL-II)	MBAHRE216	Managerial Counselling and Negotiation Skills (MCNS)
	MBAHR208	Summer Project (SP)	MBAHRE217	Measuring Human Resources(MHR)
	MBAHR209	Dissertation and Reports (DR)	MBAHRE218	Trade Unionism and Collective Bargaining (TUCB)
			MBAHRE219	Stress Management and Employee Well-being (SMEW)
		MBAHRE220	Strategic Human Resource Management (SHRM)	
		MBAHRE221	Employee Empowerment and Engagement (EEE)	
3. Organisational Behaviour	MBAHR301	Individual Behaviour in Organisation (IBO)	MBAHRE303	Organisational Change and Development (OCD)
	MBAHR302	Managing Interpersonal and Group Processes (MIGP)	MBAHRE304	Ergonomics (ERG)
			MBAHRE305	Corporate Success Behaviour (CSB)
		MBAHRE306	Employee Non-Cognitive Behaviour (ENCB)	
4. Economics	MBAHR401	Managerial Economics (ME)	MBAHRE402	Economics of Human Resources (EHR)
			MBAHRE403	International Business (IB)
			MBAHRE404	Development Economics (DE)
			MBAHRE405	Social Entrepreneurship (SE)
			MBAHRE406	Entrepreneurship Development (ED)
			MBAHRE407	Indian Economic Environment (IEE)
			MBAHRE408	Project Management (PM)
5. Strategic Management	MBAHR501	Introductory Strategic Management (ISM)	MBAHRE502	Corporate Creativity and Strategic Innovation (CCSI)
			MBAHRE503	Industrial Organisation and Competitive Strategies (IOCS)
			MBAHRE504	Strategic Management of Non-Profit Organisations (SMNPO)
6. Marketing	MBAHR601	Fundamentals of Marketing Management (FMM)	MBAHRE602	Employer Branding (EB)

7. Accounting & Finance	MBAHR701	Basic Accounting & Finance (BAF)	MBAHRE702	Corporate Finance (CF)
			MBAHRE703	Financial Institutions and Markets (FIM)
			MBAHRE704	Business Valuation (BV)
			MBAHRE705	Financial Statement Analysis (FSA)
			MBAHRE706	Taxation (TAX)
8. Systems, Operations & Decision Sciences	MBAHR801	Fundamentals of Production and Operations Management (FPOM)	MBAHRE802	Quantitative Techniques for Human Resource Management (QT)
			MBAHRE803	Human Resource Information System (HRIS)
			MBAHRE804	Management Information System (MIS)
			MBAHRE805	Total Quality Management (TQM)

PROGRAMME ADMINISTRATION

In order to complete the MBA (HR) programme, a student is required to obtain 100 credits from the above areas along with two compulsory special courses viz. Summer Project and Dissertation & Report. Each of the courses in the identified areas carries 3 credits. Summer Project and Dissertation & Report carry 5 credits each. The credit distribution for the programme is as follows:

1. **57 credits** from 19 core courses.
2. **24 credits** from 8 elective courses in the Human Resource Management Area.
3. **9 credits** from 3 elective courses from the areas excluding Human Resource Management.

In lieu of these three elective courses, a student can opt for courses offered by allied departments as non-departmental electives and can earn a maximum of 9 credits.

4. **10 credits** from Summer Project (5 credits) and Dissertation & Report (5 credits)

The other details relating to the programme based on Choice Based Credit system are as follows:

- A candidate can opt for a maximum of 30 credits per semester.
- Those students who register for a minimum of 24 credits per semester and successfully complete 100 credits in four consecutive semesters shall be eligible for university ranks and medals.
- A theoretical course of 3 credits involves 30 lecture hours including tutorials.
- Each course carries 100 marks of which 20 % will be reserved for internal assessment for all theoretical courses and the remaining 80 % will be for written examination. Internal Assessment

will be made during the semester on the basis of attendance (25%) and assignment/class test/viva (75%).

- Emphasis will be give on case study-based teaching in the relevant courses of the programme.
- Project Work and Dissertation & Report are considered as special courses entailing the application of knowledge in solving and analyzing a practical situation and hence entail greater credit.
- For the MBAHR208 Summer Project, students will be required to undergo summer training of 4-6 weeks duration in an industrial, business or service organisation by taking up a project study. Each student will be required to submit a project report for the work undertaken during this period. The report has to be submitted within the deadline set by the department.
- Course MBAHR209 Dissertation & Reports, will be segregated into three components: Dissertation–(50% weightage), Field Study (25% weightage) and Social Outreach activities (25% weightage). Dissertation will be based on Contemporary Issues in Human Resource Management. Field Study will be based on Industry visit(s) to be organised by the department during the programme. Social outreach activities will be based on components like visit to villages and identification of socio-economic issues on rural livelihood, serving the interests of informal workers, career counseling for the students of the excluded group, participation in literacy camps and other types activities as specified and approved by the department. A single report comprising three separate sections on Dissertation, Field Study and Social Outreach Activities will have to be submitted within the deadline set by the department.
- The list of electives to be offered in a particular semester would be decided by the departmental committee.
- Students from other departments can opt for the elective papers from the different areas by obtaining necessary permission from their concerned departments.
- Issues relating to admission, attendance, examination etc will be governed by the relevant policies, rules and regulations of the university.

1. GENERAL MANAGEMENT

Core Courses

MBAHR101 MANAGEMENT PROCESS AND ORGANISATION THEORY (MPOT) [3 credits]

Unit I: Understanding an Organisation—Organisational Adaptation, Survival and Growth—Nature, Purpose and Importance of Management in Organisations- The Management Process—Kinds of Managers-Basic Managerial Skills and Roles, Changing Nature of Managerial Work—Management: Science or Art—Management as a Profession. Evolution of Management Thought: Classical Management Approaches, Behavioural Management Approaches, Quantitative Management Approaches, Modern Management Approaches, Contemporary Management Issues and Challenges—Global Dimensions of Management.

Unit II: Planning & Decision Making: Planning—Concept, Importance, Types or Elements of Plan, Levels of Planning, Steps in Planning, Benefits and Limitations of Planning—Making Planning Effective— Management by Objectives. Decision Making—Types of decisions, Nature of decision making, Rational Perspectives and Behavioural Aspects of decision making

Unit III: Organising: Concept, Nature, Importance and Process of Organising—Organisation Structure and Design—Departmentation—Span of Management—Concepts of Authority, Responsibility and Accountability—Delegation of Authority—Steps—Centralisation and Decentralisation of Authority—Factors determining the degree of Decentralisation of authority—Concept of Line, Staff and Functional authority—Conflict between Line and Staff—Overcoming the Line – Staff Conflict.

Unit IV: Controlling: Concept, Nature and Importance of Controlling—Critical Control points and standards—Types of Control—Requirements of an Effective Control System—Behavioural Implications of Control—Some Techniques of Managerial control.

Unit V: Organisation Theory: Organisations as systems— Strategic Systems Approach— Brief history of OT— Contemporary perspective— Organisational goals and effectiveness— Structure and design— Nature of Structure and Design, Differentiation & Integration, Patterns of strategic organisational design, evolving designs— Organisational Culture— Organisational size and life cycle— Organisational Decline and Downsizing— Organisational size and control strategies.

Suggested Readings:

1. Heinz Wehrich, Management- A Global Perspective, Tata McGraw Hill.
2. John R. Schermerhorn, Management, Wiley-India
3. Robbins and Coulter, Management, Tata McGraw Hill.
4. D. R. Hampton, Management, Tata McGraw Hill.
5. Herbert A. Simon: Administrative Behaviour, Collier Macmillan Publishers, London
6. Jackson and Morgan, Organisation Theory, Prentice Hall, Inc., Englewood Cliffs, New Jersey
7. Katz and Rosenzweig, Organisations and Management, McGraw-Hill Book Company
8. March and Simon, Organisations, John Wiley and Sons.

MBAHR102 MANAGERIAL COMMUNICATION AND SKILL DEVELOPMENT (MCSD) [3 credits]

Unit-I: Managerial communication-nature and scope of communication, functions of communication; roles of a manager, communication process; communication network; Informal Communication—Corporate Communication and the role of HR—Managing People, Relationship and Politics.

Unit-II: Road blocks to managerial communication; Removing roadblocks; Gateways to communication, strategies for improving organizational communication; cross cultural communication and communication between genders; Effective Listening-Poor listening habits, types of listening; strategies for effective listening; Persuasive communication and Role of Mentoring—Interviewing Skills.

Unit-III: Business presentations & public speaking-Introduction to a presentation, main body and conclusion, controlling nervousness & stage fright; business presentation; sample outlines; Conversations- Essentials . Non- verbal communication-introduction; Elements of non-verbal communication-Kinesics, Proxemics, Chronemics, Paralinguistic, Haptics etc; Interpreting non-verbal messages

Unit-IV: Business writing-Introduction, written business communication; Business letters, Common components of Business Letters; writing effective memos; Business reports & Proposals; format for proposals; proposal layout and design; Secretarial Practices in Business Organizations.

Unit-V: HR Manager as Coach, Mentor and Negotiator –Background to Counselling– Development of Counselling Skill— Phases of Counselling and Role of HR Managers—Skills and Requirements of Negotiation and Counselling: Assertiveness and Interpersonal Skills, Active Listening, Respect, Genuineness—Social Skills at Workplace—Role Conflict in Counselling—Counselling services—Current trends, issues and practices in Negotiation and Counselling in Indian Industries.

Suggested Readings:

1. Meenakshi Raman and Parkash Singh, Business Communications, Oxford.
2. McGrath, E.H., Basic Managerial skills For All, PHI, New Delhi.
3. Lesikar, R and Pettit, J, Business Communication, All-India Traveller Bookseller
4. Monnipally, M.M., Business Communication Strategies, TMH, New Delhi.
5. Michael Reddy, The Managers' Guide to Counselling at Work, Universities Press
6. Eric Parsloe, The Manager as Coach and Mentor, Universities Press
7. David Fontanna, Social Skills at Work, Universities Press

MBAHR103 RESEARCH METHODOLOGY (RM) [3 credits]

Group – A (Qualitative Research Methods)

Unit-I: Qualitative and quantitative research approaches, what qualitative research does in a market place, application of qualitative methods for marketing; Issues and concerns in qualitative research, steps to qualitative research study design.

Unit-II: Different Qualitative Research Models: History, Living Biography and Self-Narrative; Case study method, Phenomenology and Grounded theory; and Ethnographic Approach in qualitative research study.

Unit-III: Qualitative Data Collection: Techniques and Tools; Observation and fieldwork; field interviews, structural interviews; projective techniques, WAT. Qualitative Text Analysis and Reporting: Analysis of visual and material text; analysis of verbal data, writing field stories and narrative reports

Group – B (Quantitative Research Methods)

Unit-IV: Business Statistics and sampling Theory: An overview of Business Statistics – Introduction, Important definitions, Measures of Central Tendency, Homogeneous Population, Estimates, Power of a Test, Testing of Hypothesis. An overview of Sampling Theory: Introduction, Basic Principles, Sampling Plan, Sample Design, Sampling Techniques, Types of Sampling Schemes.

Unit-V: Data Analysis and Statistical Techniques: Analysis of Data – Preparing data for Analysis, Examining Relationships and Trends using Statistics, Selecting an Appropriate Statistical Technique, Tabulation of Data, Analysis of Data – Use of SPSS and other Statistical Software Packages. Advanced Techniques for Data Analysis: ANOVA, Discriminant Analysis, Factor Analysis, Conjoint Analysis, Cluster Analysis, and Multi- dimensional Scaling Techniques.

Suggested Readings:

1. Daymon, Christine and Holloway, Immy; Qualitative Research Methods in Public Relation and Marketing Communications; Routledge
2. Craig; C. Samuel and Douglas, Susan P.; International Marketing Research; John Wiley
3. Gummesson, Evert; Qualitative Methods in Management Research, Second Edition, Sage
4. Bim, Robin. J; The Effect Use Market Research: A Guide for Management to Grow the Business, Kogan Page,

Elective Courses

MBAHRE104 BUSINESS ENVIRONMENT (BE) [3 credits]

Unit-I: Overview and Framework of Business Environment-Economic Environment: Economic Development and Human Development; Different elements of economic environment; Role of Govt. of India; Industrial Policy; Fiscal Policy; Monetary policy; Economic reforms; Liberalization; Privatization and Globalization; Structural Adjustment Programme; Current trends in economic environment affecting business

Unit-II: Social Environment: Changing objects of business; change in organizational culture; Consumers rights & protection; Ecological issues; Adoption of cross-cultural issues by multinational and transnational Companies: International experience NGOs and their operation

Unit-III: International environment: Foreign Collaboration and cross border M& As; Multinational corporations and Globalisation; Foreign Capital and Foreign Investment; WTO & GATT.

Unit-IV: Business Legislations: Elements of Contract Act, Sale of Goods Act, Company law, Cyber law, Information Technology Act, 2000, Competition Laws, Right to Information Act, Legal issues relating to consumer protection, environment protection & reporting etc.

Unit-V: Techno-legal Environment of Business: Technology policy in India; Policy on R&D; Intellectual Property Rights; Patent, Trade mark and copy rights-Infringement of IPR; Technology Transfer & related issues.

Suggested Readings:

1. K. Aswathappa, Business Environment for Strategic Management, Himalaya Publishing
2. Mishra & Puri, Economic Environment, Himalaya Publishing.
3. M. Adhikari, Economic Environment of Business, Sultan Chand & Sons.
4. Narayanan, Intellectual Property Rights, Eastern Law Book House, Kolkata.
5. A.C. Fernando, Business Environment, Pearson Education

MBAHRE105 CORPORATE SOCIAL RESPONSIBILITY (CSR) [3 credits]

Unit-I: Corporate social responsibility-Fundamentals, Evolution, Optimizing CSR, Why and when to apply CSR, Managing, Monitoring and Reporting- Role of corporation as part of community-basic human rights, constitutional obligations, social practice—Social Accounts Matrix—Social Indicators (SA 8000, GRI)

Unit-II: Strategic CSR-Competing Strategy Perspectives, The Resource perspective, The Industry perspective, The Stakeholder perspective-The strategic context of CSR-The integration of CSR into strategy and culture-The CSR Filter-Implementing CSR-CSR Threshold-CSR Issues and Case studies

Unit-III: Concept of Corporate Governance- Shareholders, Directors, Management- Models of Corporate Governance- Perspectives and Practices –CSR, Good Corporate Governance and Reputation Risk-CSR and Corporate Sustainability

Unit-IV: UN global compact-global corporate citizenship, national and international guidelines.

Unit-V: Legislations and CSR- Companies Act, 2013. Present CSR Practices in India, Case studies

Suggested Readings:

1. H.H. Johnson, Business in contemporary society-framework & issues, Wadsworth Publishing Co Ltd
2. J. Wempe and M. Kaptain, The balanced company: A theory of corporate integrity, Oxford University
3. Philip Kolter and Nancy Lee, Corporate Social Responsibility: Doing the Most Good for Your Company and Your Cause, Wiley India
4. William B Werther and David Chandler, Strategic Corporate Social Responsibility, Sage

MBAHRE106 CORPORATE GOVERNANCE (CG) [3 credits]

Unit I: Understanding a Corporation and its facets– Corporation as a Complex Adaptive System– Governance types– Governance and Management–Governance theories–Separation of Ownership and Control–Instances of good and bad governance practices.

Unit II: Directors vis-à-vis monitoring a corporation– Directors in historical perspective– Types of Directors–Board Duties: The Legal Framework–Board: Structure, Size–Director Effectiveness–Board Committee Types.

Unit III: Management-Performance Relationship–Issues relating to Executive compensation–Stock Options– Recent Shareholder Concerns–Best Governance practices–Corporate Fraud: significant cases.

Unit IV: Important Corporate Governance codes and Principles in India–International Corporate Governance: Corporate governance practices in USA, UK and other countries.

Unit V: HR perspective of Corporate Governance: Personal and Interpersonal governance–Integration of Employees, Owners and directors–Employees: Compensation and Ownership–Future directions of Corporate Governance

Suggested Readings:

1. R. Monks and N. Minow, Corporate Governance, Blackwell Publishing
2. E. Yocam and A. Choi, Corporate Governance: A Board Director's Pocket Guide: Leadership, diligence and Wisdom, iUniverse.
3. A. C. Fernando, Corporate Governance: Principles, Policies and Practices, Pearson Education India.
4. Lynn McGregor, The Human Face of Corporate Governance, Palgrave Macmillan
5. B Tricker, R I Tricker, Corporate Governance: Principles, Policies and Practices, Oxford University Press.

MBAHRE107 KNOWLEDGE MANAGEMENT AND BUSINESS EXCELLENCE (KMBE) [3 credits]

Unit I: Knowledge Management (KM) and Business Excellence (BE): Introduction – Post-industrial Society and Knowledge Society – The Objectivist and Practice-based Perspectives on Knowledge –Transfer of Knowledge

Unit II: ICT and Knowledge Management (KM) – Organisational Culture and KM – Learning and KM

Unit III: Innovation Dynamics and Knowledge Processes – Knowledge-Intensive Firms and Knowledge Workers

Unit IV: Business Excellence in Various Functional Areas – Benchmarking Business Performance – Performance Measurement and Metrics in Business Management – Methodologies and Tools for Business Excellence: Six Sigma, QFD, Taguchi Methods, Balanced Scorecard

Unit V: Information Technology and Business Excellence – Leadership for Excellence in Business – Training and Relationship Development for Business Excellence – Creative Thinking and Innovative Process Redesign – Total Organisational Excellence.

Suggested Readings:

1. Allee, V. The Knowledge Evolution: Expanding Organizational Intelligence. Oxford University Press.
2. Baumard, P. Tacit Knowledge in Organizations. London, Sage.
3. Hislop, D. knowledge management in organizations. Oxford University Press.
4. Carter, C. Investigating Knowledge Management. London, CIPD.
5. Porter, L.J. and Tanner, S.J. Assessing Business Excellence. Elsevier
6. Robinson, P. Business Excellence, Delos.
7. Bhattacharya, S.K. Achieving Managerial Excellence: Insights from Indian Organisations. Macmillan
8. Jha, P.N. Changing Perspectives of Business Excellence. Macmillan Publishers India Ltd.

MBAHRE108 BUSINESS LAWS [3 credits]

Unit I: The Indian Contract Act, 1872 -Agreement vis-à-vis contract, void agreement & voidable contract- Consideration – essential elements- Capacity to contract- Free consent – Legality of object – Contingent contracts-Consequences of breach of contract– Quasi contract-Indemnity and guarantee– Agency–types of agency, agents duty.

Unit II: The Companies Act- definitions- Lifting the corporate veil-Registration and incorporation-Memorandum of Association– Doctrine of Ultravires–Articles of Association–Doctrine of Indoor Management-Prospectus- Shares, kinds of share capital- Debentures- Directors- Position, Appointment, Removal, Power & Duties- Meetings-Winding up-other important provisions of the Companies Act 2013

Unit III: The Partnership Act, 1932: Nature of Partnership- Relation of partners-Incoming and outgoing partners- Dissolution of Firm-Registration of Firms-effect of non-registration. Sale of goods Act

Unit IV: The Negotiable Instruments (Amendment and Miscellaneous Provisions) Act, 2002: Notes, Bills and Cheques- Promissory notes, Bills of exchange and cheques (Demand drafts, payment orders etc.)-Drawer, Drawee, Acceptor, Holder- Endorsement—Negotiation - Cross Cheques-Offences by companies

Unit V: Competition Act, 2002 – Right to Information Act, 2005 – Consumer Protection Act – Cyber Laws - Information Technology Act, 2000

Suggested Readings:

1. Kapoor, N.D. Company Law. Sultan Chand.
2. Shah, S.M. Lectures on Company Law. N M Tripathy, Bombay.
3. Ahmed, Farooq. Cyber Law in India. New Era Law Publications.
4. Mallin, C.A. Corporate Governance. Oxford.
5. Rai, P. Manual of Right to Information Act, Pentagon Press.
6. Handbook of Right to Information Act, National Institute of Social Defence.

MBAHRE109 BUSINESS ETHICS (BETH) [3 credits]

Unit I: Business Ethics-Concept-Why Study-Development-Ethical Issues in Business- Benefits-Framing Business Ethics- Evaluating Business Ethics-Business Ethics and Stakeholders

Unit II: Emerging Business Ethics Issues- Recognizing an Ethical Issue-Ethical Issues and Dilemmas in Business-Challenge of determining an Ethical Issue in Business. Institutionalization of Business Ethics Importance--Managing Ethical Risk through mandated and voluntary programmes-Mandated requirements for Legal Compliance

Unit III: Ethical Decision Making-Framework for Ethical decision making in business-Role of Ethical Leadership- Leadership styles and ethical decision making-Habits of strong ethical leaders-understanding ethical decision making and the role of leadership-Individual Factors-Moral development-Organisational Factors-Corporate Culture

Unit IV: Implementation of Effective Ethics Programme-Developing Ethics programme-Codes of Conduct-Ethics Officer-Ethics Training and Communication-Ethical Standards. Managing and Controlling Ethics Programmes-Ethics Audit, Benefits, Process.

Unit V: Ethics in the Functional Areas of Business- Ethics of Marketing & advertising- Ethics of Finance & Accounting- Ethics of IT / ICT — Ethics of HR / and related aspects- Business response to environmental problems –Environmental ethics- Production related ethical issues-Case studies

Suggested Readings:

1. Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization by Andrew Crane and Dirk Matten, Oxford University Press
2. Business Ethics : Ethical Decision Making and Cases by O C Ferrell and John Fraedrich, Cengage Learning
3. Business Ethics: A Managerial Approach by Andrew C. Wicks and R. Edward Freeman, Pearson Education
4. Business Ethics: Concepts and Cases by Manuel G. Velasquez, Pearson
5. Business Ethics: A Textbook with Cases by William H. Shaw; Cengage Advantage Books

MBAHRE110 INNOVATION MANAGEMENT [3 credits]

Unit I: Innovation-Fundamentals, Innovation Taxonomy, Models of Innovation, Sources and Transfer of Innovation-Strategizing-Implementation-Different aspects of Innovation-Creativity and Innovation-Basic Innovation Principles-Radical vs Routine Innovation

Unit II: Innovation as a core business process--Evolving models of the process-Managing Innovation-Measuring innovation success

Unit III: Strategizing-Financing-Implementation-Protection of Innovation-

Unit IV: Human Resource Management Practices and Innovation

Unit V: Globalization for Innovations-Innovating for Emerging Economies, Role of Government in Innovation

Suggested Readings:

1. Innovation Management: Strategies, Concepts and Tools for Growth and Profit by Shlomo Maital, Response
2. Innovation Management: Strategies, Implementation, and Profits by Allan Afuah, Oxford University Press
3. Innovation and Entrepreneurship by Peter F Drucker
4. Managing Innovation: Integrating Technological, Market and Organizational Change by Joe Tidd and John Bessant , Wiley
5. Innovation Management Framework by Marco Cigaina
6. Growth Through Innovation: Managing the Technology-Driven Enterprise (Management for Professionals) by Roman Boutellier and Mareike Heinzen
7. Harvard Business Review on Innovation by Harvard Business School Press

MBAHRE111 SPORTS MANAGEMENT (SPTM) [3 credits]

Unit I: Sports Management-History of sport management-Management Principles applied to Sports Management-Functional Areas-Sports Industry, support segments-Sports Business-Ownership Structure-

Unit II: Marketing-Sport Customer-Customer Behaviour-Market Segmentation-Sports Product-Managing Sports Brand-Sports Sales-Promotion and Distribution-Sports Sponsorship-Sport Public Relation

Unit III: Human Resource management- paid professional workers, volunteers, and the clients themselves-Career preparation-Strategies for career success

Unit IV: Financial Management in the Sports Industry

Unit V: Ethical Principles-Legal Aspects- Facility Management-Event Management-Sports and Media-Research Methods and Design in Sports Management

Suggested Readings:

1. Principles and Practice of Sport Management by Lisa P. Masteralexis, Carol A Barr, Jones & Barlett Learning
2. Research Methods and Design in Sport Management, by Damon P. S. Andrew Paul M. Pedersen
3. Sport Marketing - by Bernard Mullin, Stephen Hardy, Human Kinetics
4. The Business of Sports by Scott Rosner, Kenneth L. Shropshire

2. HUMAN RESOURCE MANAGEMENT

Core Courses

MBAHR201 FUNDAMENTALS OF HUMAN RESOURCE MANAGEMENT (FHRM) [3 credits]

Unit I: Introduction to HRM- Concept, Importance, History of HRM-Trends Shaping HRM, Important Trends in HRM- Translating HRM Functions into Practice-The Legal and Ethical context of HRM-Manager's Role in HRM- Models of HRM –HR Policies, HR Procedures, HRIS, HRM Skills, HRM Toolkits

Unit II: Recruitment, Selection and Placement: Human Resource Planning, Job Analysis-Recruitment-Goals, Sources, Selection-Process, Employment Tests, Interviews, Placement

Unit III: Training and Development: Employee Orientation- Employee Training-Methods, Employee Development-Methods, Evaluating Training Programmes-Performance management and Appraisal-Coaching, Career Planning-Talent Management –Knowledge Management

Unit IV: Compensation: Compensation Administration, Job Evaluation-Concept, Methods, Job Evaluation and the Pay Structure-Incentive Plans-Employees Benefits and Services

Unit V: Employee Relations-Ethics, Justice and Fair Treatment in HRM-Managing Employee Discipline-Labour Movement- Collective Bargaining-Employee Safety and Health-Managing Global Human Resources-Managing Human Resources in Entrepreneurial Firm-Ethical dimension of HRM

Suggested Readings:

1. Decenzo and Robbins, Human Resource Management-Prentice Hall of India.
2. Garry Dessler and Biju Varkkey, Human Resource Management, Pearson Education, New Delhi.
3. Michael Armstrong: Handbook of Human Resource Management, Kogan Page
4. V.S.P Rao, Human Resource Management, Text and Cases, Excel Books, New Delhi.
5. A. K. Ghosh, Human Resource Management (with cases), Manas Publications, New Delhi
6. T. V. Rao & D. F. Pereira, Recent Experiences in HRD ,Oxford & IBH, New Delhi.

MBAHR202 HUMAN RESOURCE PLANNING AND DEVELOPMENT (HRPD) [3 credits]

Unit I: Evolution of Human Resource Planning (HRP)–Contemporary approach to HRP– Process of HRP–Relation between HRP and other HR Functions– Productivity and Cost Considerations—Impact of Technology on HRP—Methods of Job Analysis, Job Description, Job Specification– Skills Analysis/Skill Inventory.

Unit II: Human Resource Planning: Tools, Methods and Techniques—Application of Quantitative Techniques in Forecasting Requirement and Availability of Human Resource— Quantitative determination of human resource requirements: Work Study— The Human Factors and Issues in the Application of Work Study and Work Measurement – Labour Turnover –Succession Planning—Replacement Charts

Unit III: Action Planning: Matching Requirement and Availability: Retention, Resourcing, Flexibility and Downsizing— Managing Redundancy and Alternatives to Redundancy—Recruitment planning and operations—Current practices in Recruitment: Outsourcing, e-recruitment etc

Unit IV: Employee Selection: Determining the utility of a selection instrument and statistical rationale for selection– Personal history data-Testing in Industry; Interviews and other selection devices-Decision-making for selection-Issues relating to managerial selection.

Unit V: Approaches to Human Resource Development– Integrated HRD Systems-HRD Climate in Organisations- Impact of Technology on HRD– Implication of Technological change on HRD.

Suggested Readings:

1. John Bramham, Human Resource Planning, Universities Press.
2. Paul Turner, HR Forecasting and Planning, CIPD.
3. Edward, Leek, et al.: Manpower Planning, Strategy and Techniques in Organizational Context, Wiley
4. J.W. Walker: Human Resource Planning, Mc Graw Hill.
5. T. V. Rao, Readings in Human Resource Development, Oxford & IBH.

MBAHR203 PERFORMANCE MANAGEMENT AND COMPETENCY MAPPING (PMCM) [3 credits]

Unit I: Concept, Principles and Contribution of Performance Management–Dangers of poorly implemented performance management system— Contributions of Performance Management– Background to Performance Management-Performance Management and Performance Appraisal- Strategic issues in moving from Performance

Appraisal to Performance Management.- Concerns of Performance Management–Ethical considerations– Legal Issues in Performance Management

Unit II: Model and Process of Performance Management–Performance Management Cycle– Role Definition–Personal Development Plan–Performance Agreement– performance Review–Balance Scorecard approach to PMS, Benchmarking process, industry best practice.

Unit III: Performance Appraisal System–Meaning, Features and Objectives of Performance Appraisal– Factors affecting Performance Appraisal– Benefits of Performance Appraisal– Problems with Performance Appraisal– Essentials of a Good Appraisal System– Evaluation of a Performance Appraisal System.

Unit IV: Appraisal Methods on the basis of approaches – Ranking–Forced Distribution–Paired Comparison–Check List–Critical Incident–Graphic Rating Scale– BARS–MBO–Human Resource Accounting. - 360 degree Feedback– Definition & Uses of 360 degree feedback– Rationale for 360 degree feedback–Scope of application in various industries – Advantage and disadvantage of 360 degree feedback- Concept of Potential Appraisal –Requirements for an Effective Potential Appraisal system-Performance Appraisal and Potential Appraisal

Unit V: Competency Mapping: Concept of Competency and Competence- Constituents of competence-Types of Competencies-Competency Management-Significance of competency-based performance management-Competency based performance management strategy-intervention and drivers.

Suggested Readings:

1. Michael Armstrong: Performance Management- Key Strategies and Practical Guide, Kogan Page.
2. Murphy and Cleaveland: Performance Appraisal, Sage Publication
3. Chadha: Performance management, Excel Books
4. Hartle: Transforming Performance Management Process, Kogan page.
5. Srinivas R. Khandula: Performance Management: Strategies, Interventions and Drivers, Prentice Hall of India
6. Herman Aguinis: Performance Management, Pearson Education
7. A. S. Kohli and Tapomoy Deb, Performance Management, Oxford University Press

MBAHR204 COMPENSATION AND REWARD MANAGEMENT (CRM) [3 credits]

Unit-I: Concept of Wages & Salary, Minimum Wage, Fair Wage and Living Wage– Theories of Wages & Salary–Pay and Social Class–Machineries for Wage Fixation– Statutory provisions governing different components of reward systems– .Wage criteria and wage machinery— Wage Components—Salary Benchmarking, designing KRA & KPI

Unit-II: Reward Management: Concept, Aims, Components of Reward system– Role of Reward in organisation– Strategic perspectives of Reward–Reward as a motivational tool– Psychological contract–Reward policies Factors determining the rates of Pay–Strategic and Tactical pay related issues–Establishing Job Values and Relativities: Internal & External Equities–Job evaluation schemes, Internal Pay Structure, Reward survey–Designing Pay Level, Pay Mix and Pay Structures–Grade and Pay structures: Types, Design and Implementation— Group/Individual Incentive, Designing Incentive Scheme

Unit-III: Rewarding and Reviewing Contribution and Performance: Individual Contingent Pay–Team Pay – Paying for Organisational performance–Recognition Process–Performance Management and Reward. Reward for Special groups– Directors, Chief executives, Senior Managers, professionals and knowledge workers, Scientists and Engineers, Sales Staff, contingent workers –Components of Executive Compensation package. Employee Benefits & Services–Rationale for employee benefits–Types of benefits, Choice of benefits, administering employee benefits, Tax considerations– Flexible benefits/Cafeteria Plans–Pension Schemes–ESOP—Computations of taxable income, overtime, etc.

Unit-IV: Managing Reward Processes: Reward Management Roles–Reward Procedures–Controlling reward–Pay reviews–Communicating to employees–Managing the development of reward systems–Future Trends in Reward Management

Unit V: Strategic Reward: Concept, Aims–Strategic Reward and Reward Management–Purpose and Contents of Reward Strategy–Strategic Reward and Performance–Reward strategies in a Knowledge economy–Reward Strategies in a Service-based economy–Developing reward strategy–Communicating reward strategy – Implementing reward strategy.

Suggested Readings:

1. Armstrong & Stephens, Employee Reward Management and Practice, Kogan Page
2. Strategic Reward, Armstrong & Brown, Kogan Page.
3. Henderson, R.O., Compensation Management, Englewood Cliffs, Prentice Hall
4. Armstrong, M and Murlis H, Reward Management, Kogan Page.
5. Cascio, Costing Human Resource, Thomson Learning,, India

6. Martocchio Joseph J., Strategic Compensation-A Human Resource Management Approach, Pearson
7. Richard I Henderson, Compensation Management in a Knowledge-Based World, Pearson Education.

MBAHR205 FUNDAMENTALS OF INDUSTRIAL RELATIONS (FIR) [3 credits]

Unit I: Concept of Industrial Relations – Characteristics, Objectives, Significance & Factors of Industrial Relations— Employment and Indian Labour-Globalisation and Industrial Relations - Indian Industrial Relations System: Labour Policy - Suggestion to improve Industrial Relations in India –IR Institutions in India—Industrial Peace –HRM and IR

Unit II: Industrial Disputes in India: Meaning–Difference between Industrial Disputes and Industrial conflict –Forms of Industrial Disputes– Impact of Industrial Disputes– Difference between Human Relations and Industrial Relations– Prevention and settlement of industrial disputes-IR Machineries-Labour Welfare

Unit III: Worker’s Participation in Management: Concept, Origin & Growth of Worker’s Participation in Management – Forms of Workers’ Participation in India–Effective Workers’ Participation in India–Concept of Quality circle – Organisation structure of Quality circle.

Unit IV: Employee Discipline : Concept of Discipline – Aspects & Objectives of Discipline – Causes of Indiscipline – Types of Discipline-Approaches to deal with Indiscipline activities: Traditional Approach, Judicial Approach, Humanistic Approach, Hot Stove Approach, HRD Approach– Essential of Good Disciplinary System- Arguments against punishment-Principles for maintenance of discipline – Disciplinary Action. Employee Grievance: Evolution of Standing Orders – Objects of Standing orders – Concept and Causes of Grievances – Sources of Grievance– Grievance Redressal Machinery –Grievance Procedure –Views of National Commission on Labour. Regulation of Industrial Relations in India Tripartite Bodies, Code of Discipline: Principles, Features and Objectives–Code of Discipline in industry

Unit V: Trade Unionism, Collective Bargaining and Negotiation: Concept, Functions of Trade Unions– Types of Trade Unions-Problems of Trade Unions in India. Collective Bargaining –Concept, Principles– Forms of Collective Bargaining – Theories of Collective Bargaining—Collective bargaining in practice-Case studies. Negotiation - Effective negotiation, Current trends, issues and practices in Negotiation in Indian Industries.

Suggested Readings:

1. C. B. Mamoria, Satis Mamoria & S. V. Gankar, Dynamics of Industrial Relations.
2. G. A. Armstrong: Industrial Relations-An Introduction ,George G. Harrap & Co. Ltd., London.
3. Ratna Sen, Industrial Relations in India: Shifting Paradigm, Macmillan
4. C. S. Venkataratnam, Industrial Relations, Oxford
5. P. C. Tripathy: Personnel Management and Industrial Relations , Sultan Chand & Sons, New Delhi.
6. N. F. Dufty: Industrial Relations in India, Allied Publishers, Cal
7. S. C. Srivastava: Industrial Relations and Labour Laws, Vikas Publishing House, New Delhi
8. Arun Monappa, Industrial Relations, Tata McGraw-Hill

MBAHR206 LABOUR LAWS-I (LL-I) [3 credits]

Unit I: Labour Legislation Framework :Management and Labour regulatory framework-Need for legislation in general, Scope and Source of Labour Legislation, Industrial Jurisprudence-Guidelines of Constitution of India as the basis of the framework of Labour Legislation—Impact of Labour policies of the government and Labour Legislation on Labour relation, Principles of Labour Legislation, Lacunae in Labour Laws-Approaches to enforcement of law

Unit II: International Institute And International Instruments—Foundation, structure and function of I.L.O. Formulation and adoption of the International standard through convention and recommendation by International Labour Conference, Guidelines of Universal Declaration of Human Rights , International Covenants on Civil and Political Rights, International Covenants on Economic, Social and Cultural Rights concerning to the Labour

Unit III: Laws Relating to Working Condition: In Manufacturing Concern—The Factories Act, 1948: Interpretations on factory, Worker, Manufacturing, Processes, Child, Adult, Adolescent, Young Person, Occupier, Shift and other relevant terms . Object of the Act , Approval Licensing and Registration , Health, Safety and Welfare measures; Working hours, Holidays, Annual leave, with wages, Safeguard on employment of young persons and women, Protective measures on hazardous processes, Special provisions on dangerous operation, Accidents, Disease, Penalties

Unit IV: Laws Relating Working Condition in Special Types Of Concerns— The Mines Act, 1952 : Object, Interpretation, Health, Safety and Welfare measures, Working hours, Leave with wages, Inspecting Staff— The Plantation Labour Act, 1951 : Scope, Object, Registration, Health and Welfare measures, Working hours, Leave with wages, Inspecting Staff— Shop & Establishment Act Generic and comparative discussion only.

Unit V: Laws relating to Wages and Remuneration: The Minimum Wages act, 1948—The Payment of Wages Act, 1936—Equal Remuneration Act, 1976

Suggested Readings:

1. J.N.Pandey, Constitution of India, C.L. Agency
2. Constitution of International Labour Organization, I.L.O. Publications
3. S.N.Mishra, An Introduction to Labour and Industrial Laws, A.L.Agency
4. N.D.Kapoor, Handbook of Industrial Law, Sultan Chand & Sons
5. H.K.Saha Ray, Industrial and Labour Laws
6. Krishna Iyer, Protection of Human Rights, C.L. Agency

MBAHR207 LABOUR LAWS-II (LL-II) [3 credits]

Unit I: Laws Relating to Labour Relations and Collective Bargaining—The Industrial Dispute Act, 1947—The Industrial Employment (Standing Order) Act, 1956— The Trade Unions Act, 1926

Unit II: Laws Relating to Social and Insurance—The Workmen’s Compensation Act, 1923—The Employees State Insurance Act, 1948

Unit III: Law Relating to Social Security: The Employees Provident Fund and Miscellaneous Provision Act, 1952— The Maternity Benefit Act, 1961—Payment of Gratuity Act, 1972

Unit IV: Laws Relating Apprentices: The Apprentices Act, 1961:: Scope, Interpretations, Contract of apprentices, Practical and Basic training and related instructions, Health, Safety and welfare provisions, Hours of work, Settlement of disputes –Law Relating to Payment of Bonus: The Payment of Bonus Act, 1965

Unit V: Laws Relating to Protection of Child Labour, Contract Labour and Women at Workplace—The Child Labour (Prohibition and Regulation) Act ,1986 : Scope, and object, Prohibition and regulation of employment of Child Labour, Hours of work, Holiday, Health and Safety provisions— The Contract Labour (Regulation and Abolition) Act, 1970 :Scope and Object of the Act, Constitution and Functions of the Central and State Advisory Board, Registration and Licensing provisions, Welfare and Health provisions, Appeal- Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 –Labour Law Reforms [Land mark judgments to be discussed in the class]

Suggested Readings:

1. P.L.Malik, Hand Book and Industrial Establishment Law
2. H. L.Kumar, Practical Guidance to Labour Management-Universal
3. S. C. Srivastav, Industrial and Labour Laws ,Vikas Publishing Houses.
4. N D Kapoor, Handbook of Industrial Law, Sultan Chand, New Delhi

MBAHR208 SUMMER PROJECT (SP) [5 credits]

MBAHR209 DISSERTATION AND REPORTS (DR) [5 credits]

Elective Courses

MBAHRE210 INTERNATIONAL HUMAN RESOURCE MANAGEMENT (IHRM) [3 credits]

Unit I: Understanding International Business Operations– Stages of Internationalization and Global Business–Importance of People Management Issues– Evolution, Concept and Characteristics of International Human Resource Management (HRM)– Variables that moderate differences between Domestic & International HRM– Economic Development and the management of human resources–Organisation of work in International context

Unit II: International Recruitment, Selection and Compensation: Executive nationality staffing policies– Global pressures on domestic recruitment–Issues in staff selection–Expatriate Selection–Selection Criteria–Use of selection Tests–Selecting TCNs and HCNs— Objectives of International Compensation–Key Components of a Potential Compensation program–Approaches to International Compensation.

Unit III: Performance Management and Employee Development in IHRM–Criterion used for performance appraisal of International employees–appraisal of HCNs – The International HRM perspectives in Training and Development – expatriate training: Important Issues and Concerns

Unit IV: Global Employment Relations and Employment Laws– Cross-border Communications and Employment Relations– Comparative patterns of employee relations structures–Best practice in employee relations in cross-country perspective– Labour Union and International Employment Relations—Response of labour unions to multinationals.

Unit V: Issues and Challenges in I.H.R.M:– Multinational as a global citizen–International Accord and Corporate Codes of Conduct–Implication for the HR function of the multinational firm– Contemporary issues in managing people in an international context– flexibility–IHRM issues in different strategic options of organizations-Case studies on International Human Resource Management

Suggested Readings:

1. Chris Brewster, Paul Sparrow and Guy Vernon, International Human Resource Management, The Universities Press
2. A.V.Phatak: International Dimensions of Management, Cincinnati, South Western College
3. Peter J. Dowling, Marion Festing, Allen D. Engle, International Human Resource Management, Thomson Learning.
4. M. Tayeb, International Human Resource Management: A Multinational Company Perspective, OUP Oxford
5. Dennis R. Briscoe, Randall S. Schuler, International Human Resource Management: Policy and Practice for the Global Enterprise, Psychology Press

MBAHRE211 HUMAN CAPITAL MANAGEMENT & HR AUDIT (HCMRA) [3 credits]

Unit I: Concept of Human capital-Intellectual capital-Social capital-Organisation capital-Practical Implications of intellectual capital theory. Concept of HCM- Rationale for HCM- HCM and HRM- concept of human capital advantage and resource-based strategy-Process of HCM-HCM Drivers, HCM Journey, Developing HCM—Measuring HR.

Unit II: Practice of HCM: Human Capital Data-Measuring human capital-Measurement Issues, Classification of measures, Developing Measures-Human Capital Measurement Models-Human Resource Accounting, Balanced scorecard, HR Scorecard, Workforce Scorecard, Human Capital Monitor, Organisational Performance Model, Human Capital Index, Engagement Model, People and Performance Model -Human capital reporting-applications of HCM.

Unit III: The link between HCM & business strategy, HCM & strategic HRM, HCM and talent management, learning & development, knowledge management, Performance management and Reward Management. Role of HR in HCM-The business partner concept and HCM-The skills HR specialists need for HCM-Future of HCM

Unit IV: ROI of Human Capital- Measurement of Human capital's contribution to enterprise goals- Human capital value circle, Enterprise-level Metrics, Foundation Trait Metrics, Structural trait Metrics-Leverage of Human capital ROI.

Unit V: Human Resource Accounting-Concept, Development & State of the Art, Role of HR Accounting, HR Accounting Models, Applications & Implementation. HR Audit-Concept, Types, Process, Approaches. Human Resource Audit-Information gathering, evaluation, analysis and action planning.

Suggested Readings:

1. Angela Baron & Michael Armstrong, Human Capital Management- Achieving Added Value Through People, Kogan Page
2. Eric G. Flamholtz, Human Resource Accounting-advances in concepts, Methods, and Applications, Kluwer Academic Publishers
3. Jac Fitz-enz, The ROI of Human Capital-Measuring The economic Value of Employee Performance, Amacom
4. M K Kolay, Human Resource Accounting, ICWAI
5. John McConnell, Auditing your Human Resources Department
6. T V Rao, HRD Audit

MBAHRE212 CONTEMPORARY EMPLOYMENT RELATIONS (CER) [3 credits]

Unit I: Employment Relations: Concept, Alternative conceptions, the industrial relations perspective- as a field of study, the parties, processes, outcomes-Integrating the parties and contexts in employment relations-The changing nature of employment-Employment relations in a global economy- Multinational companies and Union responses- Workplace inequality and employment relations-Workforce diversity.

Unit II: Interpersonal processes in Employment relations- Factors affecting the effective handling of discipline and grievance-Representation at work-Representation Gap- Contemporary developments in pay and working time-Employee Involvement-Redundancy and Insecurity- The intensification of work-The employment relations climate and its implications

Unit III: Organisational Processes in Employment Relations- Employee Voice-Collective bargaining and pay determination, negotiation, conflict and protest in employment relations.

Unit IV: Managing employment relations: Managing with trade unions, HRM and ER, Managing ERs in the non-unionized environment. Regulating the employment relationship-Experiencing and contesting the employment relationship- Future prospects of employment relationship

Unit V: Other contemporary issues- Employee Empowerment-Employee engagement- Talent Management- Knowledge Management- Knowledge Workers and Knowledge Organisations -Psychological Contract-Employee Wellbeing-Recent trends in IR, Trade Unionism and Collective bargaining.

Suggested Readings:

1. William Steve and Derek Adam-Smith, Contemporary Employment Relations, Oxford University Press
2. Derek Rollinson & Tony Dundon, Understanding Employment Relations.
3. Ratna Sen, Industrial Relations in India: Shifting Paradigm, Macmillan
4. C. S. Venkataratnam, Industrial Relations, Oxford

MBAHRE213 TRAINING AND DEVELOPMENT (TD) [3 credits]

Unit I: Training: An Overview–Role of training in organisations–Structure of Training Organisations–Training Process Model–Forces influencing the workplace and training–Learning Theories & Training–The Trainer: Roles and competencies of Trainers. Current Training & Development Practices– Business Strategy and Training–Strategies for Effective HR Training & Development– Future trends.

Unit II: Training Needs Analysis– Why, When and Where to look for Performance Discrepancies –Framework for conducting TNA, Outcomes of TNA, Approaches to TNA, Needs Assessment Techniques. Training Design-Organisational/Environmental constraints–Training Objectives–Facilitation of Learning–Facilitation of Transfer-Training Design Process–Key Factors in Designing–Training Design Theories.

Unit III: Training Evaluation: Rationale for Evaluation–Training outcomes–Training Evaluation Design Issues–Types of Evaluation Techniques & Instruments–Costing Training Programmes–Measuring ROI of training programmes.

Unit IV: Training Methods: Matching training methods with outcomes–Lectures & Demonstrations, Computer-based Training, Games & Simulations, On-the-Job Training–Audiovisual Enhancements to Training–Training facilities–Key Areas of Organisational Training: Orientation Training, Diversity Training, Sexual Harassment Training, Team Training, and other training programmes & Issues– Impact of Technology on Training–Choosing a training method–Training of special groups like sales and retail staff

Unit V: Management Development– Training vs. Development–Importance of Management Development – Management Development Implications– Approaches for Management Development–Strategies for Development of Technical Managers, Executives and Future Executives

Suggested Readings:

1. Agochiya: Every Trainer’s Handbook, Sage Publications.
2. R. L. Graig: Training and Development Handbook, Mc Graw Hill international
3. Lynton and Pareek, Training for Organisational Transformation, Sage Publications.
4. I. Dayal: Management Training in Organisation, Prentice Hall of India
5. D. L. Kirpatrick : Evaluating Training Programmes, Berret-Koehler, San Francisco.
6. Bhirmani and Seth: Evaluating Management Training and Development, Vision.
7. Raymond Noe, Employee Training, McGraw Hill

MBAHRE214 CROSS CULTURAL AND DIVERSITY MANAGEMENT (CCDM) [3 credits]

Unit I: Concept of Culture– Culture and Organisational Life — Cultural Understanding–Cross- Cultural Differences and Managerial Implications–Hofstede’s Study–Cultural environment–Exploring the cultural frameworks –Important cross-cultural and diversity issues relating to International Management– Cross-cultural Competencies for Global Manager

Unit II: Recruiting, Retaining and Promoting Culturally Different Employees– Recruitment and selection issues vis-à-vis cultural context– Understanding the intercultural communication and interaction process–Performance management, employee development vis-à-vis cross-cultural perspective– Culture and reward systems–Culture, Retention and Promotion.

Unit III: Culture vis-à-vis Organisational Issues– Technology and Culture in Organisations– Cultural issues in Merger and Acquisitions–Global Culture and Organisational processes–Cross-cultural issues in Business Process Reengineering, Total Quality Management, etc.

Unit IV: Types of international employees and special categories of employees in International context– New realities of the workforce, including demographic, legislation, and social policy trends around the world– Emerging workforce trends–Dual-career couples–Cultural issues in international working on work-life balance–Managing multi-cultural teams: Issues and challenges

Unit V: Understanding and Managing Diversity in Indian and Global Context– Individual, Social Identity and Organisational Diversity–Diversity and Organisational culture–Diversity and Gender– Contemporary Issues in Workplace Diversity.

Suggested Readings:

1. Chris Brewster, Paul Sparrow and Guy Vernon, International Human Resource Management, The Universities Press.
2. Michàlle E. Mor–Barak, Managing Diversity, Sage Publications.
3. L Lorache and Don Rutherford, Recruiting, Retaining and Promoting Culturally Different Employees, Elsevier.
4. Roosevelt Thomas, World Class Diversity Management: A Strategic Approach, Berrett–Koehler Publisher
5. Dipak Kumar Bhattacharyya, Cross–Cultural Management: Text And Cases, PHI
6. C. P. Harvey and M J. Allard, Understanding and Managing Diversity, PHI
7. R. S. Bhagat, R. M. Steers, Cambridge Handbook of Culture, Organisation and Work, Cambridge University Press.

MBAHRE215 HUMAN RESOURCE MANAGEMENT IN SERVICE SECTOR (HRMSS) [3 credits]

Unit I: HRM in Public Sector Enterprises

Unit II: HRM in the Hospitality Industry-Overview of hospitality industry, HR in the hospitality industry-Legal Environment-HRM policies and procedures-securing human resources-human resources in action-special human resources concern

Unit III: HRM in Sports Industry-HRM in Educational Institutes

Unit IV: HRM in IT/ITeS Industry

Unit V: HRM in Healthcare Industry

Suggested Readings:

1. Human Resources Management in the Hospitality by David K. Hayes, Jack D. Ninemeier, Wiley
2. Human Resource Management in the Hospitality Industry: A Guide to Best Practice by Michael Boella and Steven Goss-Turner, Routledge
3. Human Resource Management for the Hospitality and Tourism Industries by Dennis Nickson, , Routledge
4. Human Resource Management in Sport and Recreation - 2nd Edition, Packianathan Chelladurai, Human Kinetics
5. Human Resource Management in Public Service: Paradoxes, Processes, and Problems by Evan M. Berman, James S. (Stephen) Bowman, Jonathan P. West , Jonathan P. West , Montgomery R. Van Wart , Sage

MBAHRE216 MANAGERIAL COUNSELLING AND NEGOTIATION SKILLS (MCNS) [3 credits]

Unit I: Managers as Counsellors–Specific Role of HR managers in counselling–The Helping Relationship and the Helping Process– Helpers and Clients as diverse persons.

Unit II: Development of Counselling Skill–Internal Frame of Reference–Attention and Interest–Managing resistance and making referrals–Active listening–Problem-solving–Coaching, demonstrating and rehearsing

Unit III: Important issues in managerial counseling–Multi-cultural and gender issues–Ethical issues– Specific counselling issues for HR managers.

Unit IV: Significance of Negotiation skills for Managers–interpersonal skills–Understanding the Imperatives for negotiation– basic theoretical principles– Planning for effective negotiations– Negotiation Process

Unit V: Negotiating integrative agreements—HR Manager as Negotiator –Background to Negotiation– Development of Negotiation Skill—Phases of Negotiation and the Role of HR Managers–Skills and Requirements of Negotiation — Current trends, issues and practices in Negotiation in Indian Industries

Suggested Readings:

1. Richard Nelson-Jones, Basic Counselling Skills: A Helper's Manual, SAGE.

2. Stephen Palmer, Gladeana McMahon, Handbook of Counselling, Psychology Press.
3. Michael L Spangle, Myra Warren Isenhardt, Negotiation Communication for Diverse Settings, Regis University.
4. K. Singh, Counselling Skills for Managers, Prentice-Hall.
5. F. Alan, Negotiation Skills and Strategies, Universities Press

MBAHRE217 MEASURING HUMAN RESOURCES (MHR) [3 credits]

Unit I: Human resource-the new human resources-Trends in human resources, why measure human resources, designing a measurement system- evaluating measures

Unit II: Measure Hiring and Staffing- Measuring HR Planning, Recruiting- Measure Compensation and Benefits values-connecting compensation to revenues and expenses, measuring benefits plan effectiveness

Unit III: Measure Training and Development Values-learning measures, measuring the effect of leadership and management development – organisation development-measuring the business outcome

Unit IV: Measure Employee Relations and Retention programmes- measures relating to orientation and counseling, absenteeism and turnover and labour relations- Measuring Alternative Methods value-Outsourcing, employee self service, e-HR, reporting outcomes- ROI as a HR Tool

Unit V: Measuring HR's contribution to enterprise goals-Measuring HR's impact on processes- Measuring HR's Value Added-Cost benefit Analyses of HR Interventions-Balanced scorecard and HR Scorecard-Measuring HR Alignment

Suggested Readings:

1. The New HR Analytics: Predicting the Economic by Dr. Jac Fitz-enz
2. How to Measure Human Resource Management by Jac Fitz-enz, Barbara Davison, McGraw Hill
3. Proving the Value of HR: How and Why to Measure ROI by Jack J. Phillips PhD and Patricia Pulliam Phillips, Society for Human Resource Management
4. Ultimate Performance: Measuring Human Resources at Work by Nicholas C. Burkholder, Scott Golas, Wiley

MBAHRE218 TRADE UNIONISM AND COLLECTIVE BARGAINING (TUCB) [3 credits]

Unit I: Trade Unionism: Concept, Functions of Trade Unions- Types of Trade Unions —Theories of Trade Unionism-Employer's Organization—Paradigm shift of Indian Trade Union.

Unit II: Trade Unions in different countries—Trade unions in the informal sector

Unit III: Collective Bargaining –Concept, Principles, Origin and Growth of Collective Bargaining—Essentials for Successful Collective Bargaining – Forms of Collective Bargaining –Process- Recommendations of National Commission on Labour -Theories of Collective Bargaining—Levels-Collective bargaining in practice

Unit IV: Collective Bargaining and Industrial Relations in India-Collective Bargaining Agreement- Enforcement of collective bargaining agreements- Collective bargaining in public and private sector

Unit V: Negotiation- Effective negotiation, Negotiation and Collective Bargaining- Negotiating integrative agreements—HR Manager as Negotiator Development of Negotiation Skill—Current trends, issues and practices in Negotiation in Indian Industries.

Suggested Readings:

1. C. B. Mamoria, Satis Mamoria & S. V. Gankar, Dynamics of Industrial Relations.
2. G. A. Armstrong: Industrial Relations-An Introduction ,George G. Harrap & Co. Ltd., London.
3. Ratna Sen, Industrial Relations in India: Shifting Paradigm, Macmillan
4. C. S. Venkataratnam, Industrial Relations, Oxford
5. S. C. Srivastava: Industrial Relations and Labour Laws, Vikas Publishing House, New Delhi
6. Arun Monappa, Industrial Relations, Tata Mc-Graw-Hill

MBAHRE219 STRESS MANAGEMENT AND EMPLOYEE WELL-BEING (SMEW) [3 credits]

Unit I: Stress – Nature of stress- Sociology and Physiology of stress-Stress and Behaviour–General Adaptation Syndrome– Forms– Sources of Job Stress– Stress and Performance– Coping with Stress–Managing Stress-Work-Life Balance

Unit II: Stress Prevention Strategies-Perception-Thinking and Choosing-Mindfulness-Managing Emotions-Values-Spirituality-Time and Life Management-Social Support, Relations and Communication-Healthy Lifestyle- Therapy

Unit III: Stress Reduction Techniques-Relaxation-Autogenics-Guided Imagery- Meditation-Yoga-other stress management and prevention strategies

Unit IV: Employee Wellbeing: Concept-Psychological well-being-Why it matters for individuals and organisation-Factors influencing well-being-Organisational behaviour Issues and Well-being-Responding to organisational challenges-Employee Assistance Programs-Case studies

Unit V: Measuring Well-being and Workplace factors--Improving Well-being, personal Development, Resilience, building an healthy workplace- Happiness at Workplace-Well-being and Performance-Employee Well-being and Employee Engagement-Case studies

Suggested Readings:

1. S Michael Olpin and Margie Hesson, Stress Management for Life: A Research-Based Experiential Research Cengage
2. Davis and Newstrom: Organizational Behaviour: Human Behaviour at Work, Tata McGraw-Hill.
3. Fred Luthans, Organizational Behavior McGraw-Hill Book Company.
4. S.P. Robbins, Organizational Behavior, Prentice Hall India Private Limited
5. Jeffrey A. Kottler and David D. Chen, Stress Management and Prevention: Applications to Daily Life,Routledge
6. Andrew Kinder, Rick Hughes and Cary L. Cooper, Employee Well-being Support: A Workplace Resource
7. Jerrold Greenberg , Comprehensive Stress Management, McGraw Hill
8. Cary L. Cooper and Ivan Robertson, Well-being: Productivity and Happiness at Work, Palgrave Macmillan
9. Jessica Pryce-Jones, Happiness at Work: Maximizing Your Psychological Capital for Success, Wiley
10. Cary L. Cooper ,Wellbeing: A Complete Reference Guide, 6 Volume Set, Wiley-Blackwell
11. Chris Stride, Measures of Job Satisfaction, Organisational Commitment, Mental Health and Job related Well-being: A Benchmarking Manual

MBAHRE220 STRATEGIC HUMAN RESOURCE MANAGEMENT (SHRM) [3 credits]

Unit I: Strategic Human Resource Management – Concept and Aims of Strategic Human Resource Management – Models of Strategic HRM – Strategic HRM: Best Fit and Best Practice – Strategic HRM and the Resource- Based view of the firm– Strategic role of HR function– Aspects of Alignment between Business Strategies and HR strategies- Case Studies

Unit II : Functional Strategic Human Resource Strategies- Employee resourcing strategy, Strategies for Managing Performance, Strategic Human Resource Development, Reward and Compensation Strategy, Employee Relations Strategy- Case Studies

Unit III: Strategic HRM and Strategic Change- Strategic HR issues and role of HR in the context of Change, Culture Management, Total Quality Management, Knowledge Management, Merger and Acquisition, HR Perspective of Corporate Governance etc- Case Studies

Unit IV: Evaluating and Measuring the Impact of Strategic HRM–Overview and Approaches–Quantitative and Qualitative Criteria– Balanced Scorecard and HR Scorecard Perspective, Benchmarking etc –Evaluating strategic Contributions of Traditional HR Areas- Strategic contribution of HRM to organizational success–High Performance Work Practices (HPWP)- Case Studies

Unit V: Human Resource Strategy and the Dynamics of industry-based Competition–Strategic HRM for specific business situations- Talent Management, Knowledge Management with special reference to HRM practice in Knowledge Based Industry—Strategic HR issues vis-à-vis Emerging Organizational Forms—Corporate HR Strategy in the Global Economy and other contemporary issues in strategic HRM- Case Studies.

Suggested Readings:

1. Michael Armstrong, Strategic Human Resource Management – A Guide to Action, Kogan Page.
2. G. F. Dreher and T. W. Dougherty, Human Resource Strategy, Tata Mc Graw-Hill
3. Charles Greer, Strategic Human Resource Management, A general managerial approach, Pearson Education.
4. Linda Holbeche, Aligning Human Resource and Business Strategy, Butterworth Heinemann.
5. C. Maybey and G. Salaman: Strategically Managing Human Resource, , Infinity Books.
6. Peter Boxal and John Purcell, Strategy and Human Resource Management, Palgrave, Macmillan.
7. Business-led HR Strategies, All India Management Association, Excel Book
8. Linda Holbeche, Aligning Human Resource and Business Strategy, Butterworth Heinemann

MBAHRE221 EMPLOYEE EMPOWERMENT AND ENGAGEMENT (EEE) [3 credits]

Unit I: Empowerment-Concept- Employee Empowerment-Basic issues and concerns-Best practices-Legal framework

Unit II: Employee empowerment- creating a vision and support building- Balancing Autonomy and Dependence-

Unit III: Employee Engagement- Conceptual issues-Consequences of Engagement – Keys to Engagement-Levels of Engagement-Building Engagement-Engagement culture-Engagement Survey- Best Practices-Legal Aspects-Engagement Equation, Leadership Strategies-Workplace frustration and strategies to put an end to it

Unit IV: Designing Organisation, Work and Reward for Employee empowerment and employee engagement-Information channels- Role of Unions and their involvement- High Involvement management Practices

Unit V: Evaluation of Empowerment and Engagement-Basic Considerations-Steps in Evaluation- Critical Issues in Evaluation of Employee empowerment and engagement and its difference with other evaluation approaches

Suggested Readings:

1. P. Block, The Empowered Manager, Jossey Boss
2. E E Lawler III, The Ultimate Advantage:Creating High Involvement Organisation, Jossey Boss
3. J B Mondros and S M Wilson, Organising for Power and Empowerment, Columbia University Press
4. DBM Fetterman, Foundation of Empowerment Evaluation, Sage
5. C. Argyris, On Organisational Learning, Blackwell
6. Kevin Kruse, Employee Engagement for Everyone: 4 Keys to Happiness and Fulfillment at Work
7. William H. Macey, Benjamin Schneide), Karen M. Barbera, Scott A. Young, Employee Engagement: Tools for Analysis, Practice, and Competitive Advantage, Wiley-Blackwell
8. Jim Haudan ,The Art of Engagement: Bridging the Gap Between People and Possibilities
9. Simon L. Albrecht, Handbook of Employee Engagement: Perspectives, Issues, Research and Practice; Edward
10. Christopher Rice& Fraser Marlow, The Engagement Equation: Leadership Strategies for an Inspired Workforce
11. Mark Royal and Tom Agnew, The Enemy of Engagement: Put an End to Workplace Frustration--and Get the Most from Your Employees, Amacom

MBAHRE222 PSYCHOLOGICAL CAPITAL (PC) [3 credits]

Unit I: Psychological capital- Concept- Need-Competitive Advantage from Psychological capital- Psychological ownership- Psychological Capital Intervention and Questionnaires

Unit II: Self Efficacy and Collective Efficacy-Development of efficacy- Measurement of efficacy- Social cognitive theory

Unit III: Hope: Concept, Hope and cultural difference, Developing Hope in Managers and Employees, Measurement, Relationship between hope and performance, rewards systems and training- Optimism: Concept, Cultural differences, Optimism of employees, Measurement- Resiliency: Concept, Cultural differences, developing in workforce

Unit IV: Selected Cognitive and Affective strengths-Possible Social and Higher-Order Strengths- ROI of Psychological capital

Unit V: Measuring Psychological capital- Relationship to work-related outcomes-Future Research and Practice

Suggested Readings:

1. Psychological Capital: Developing the Human Competitive Edge by Fred Luthans and Carolyn M. Youssef, Oxford University Press
2. Happiness at Work: Maximizing Your Psychological Capital for Success by Jessica Pryce-Jones, Wiley
3. Positive Psychology at Work: How Positive Leadership and Appreciative Inquiry Create Inspiring Organizations by Sarah Lewis, Wiley-Blackwell

3. ORGANISATIONAL BEHAVIOUR

Core Courses

MBAHR301 INDIVIDUAL BEHAVIOUR IN ORGANISATION (IBO) [3 credits]

Unit-I: Nature of Human Behaviour– Human behaviour – Caused or Autonomous– Process of Behaviour–Individual differences– Nature of individual differences–Causes of Individual differences–Individual Variables and Situational Variables. Organisation Behaviour-Concept, Challenges.

Unit-II: Perception– Meaning–Major determinants of Perception–Sensation Vs. Perception– Factors affecting Perception: Internal and External Factors– Perceptual Organisation–Perceptual Selectivity–Social Perception–Barriers to

Perceptual Accuracy– Developing Perceptual Skill–Managerial implications of Perception. Personality–Meaning–Major determinants of Personality–Development of Personality – Personality dimensions–Types of Personality–A Type and B Type–Introvert and Extrovert–Personality and Behaviour– Personality Theories– Personality Traits of Managers. Learning and Behavioural Modification– Meaning, Nature and Components of Learning– Learning Theories– Principles and Schedules of Reinforcement– Organizational Behavioural Modification– Limitations of Behavioural Modification.

Unit-III: Attitude– Concept–Components of Work related Attitudes–Functions of Attitude–Changing Attitude–Attitude, Opinions, Beliefs–Attitudes and Behaviour– Theories of Attitude Formation– Attitude Change and Management– Attitude Measurement. Job Satisfaction– Meaning and Importance of Job Satisfaction– Measuring Job Satisfaction– Major influences on Job Satisfaction–Motivation and Job Satisfaction– Outcome of Job Satisfaction

Unit-IV: Emotional Intelligence: Concept, Relevance –Measurement of Emotional Intelligence and Management of Emotion–Enhance Emotional Intelligence–Developing Emotional Competence Through Relationship at Work– Implementing emotional Intelligence Programmes in Organisations.

Unit-V: Motivation– Definition, Nature and Sources of Motivation –Content Theories and Process, Theories of Motivation–Application of Motivation Theories– Implications for Managers—Employee Morale.

Suggested Readings:

1. Davis and Newstrom: Organizational Behaviour: Human Behaviour at Work, Tata McGraw-Hill.
2. Fred Luthans, Organizational Behavior McGraw-Hill Book Company.
3. Hersey and Blanchard: Management of Organizational Behavior, Prentice Hall
4. S.P. Robbins, Organizational Behavior, Prentice Hall India Private Limited
5. Steers and Black: Organizational Behaviour, Harper Collins College Publishers.

MBAHR302 MANAGING INTERPERSONAL AND GROUP PROCESSES (MIGP) [3 credits]

Unit I: Groups in Organisations–Necessity of studying Group behaviour in Organisations–Nature and Classifications of Groups– Dynamics of Group formation– Group decision-making techniques–Group Norms– Conformity and Deviance– Dynamics of Informal Groups– Hawthorne studies. Work Teams–Teams vs. Groups– Types of teams– Effectiveness of teams in organisations–Contemporary Issues in managing teams—Organisational interventions to build teams

Unit II: Leadership: Nature & Traditional Theories– Nature of leadership– Theories of Leadership– Trait Theories– Behavioural Theories –Contingency Theories. Leadership: Modern Theories, Styles, Activities etc.–Modern Theoretical Framework of leadership– Charismatic, Transactional and Transformational Leadership– Leadership styles– Successful vs. Effective leadership– Activities of Successful and Effective leaders– Contemporary issues in Leadership– Trust and Leadership, EQ and Leadership–Entrepreneurship Leadership–Innovative Leadership.

Unit III: Power and Politics in Organisations– Power: Meaning and Classification– Bases of Power–Political implications of power– Factors contributing to Political Behaviour–Impression Management and Defensive behaviour

Unit IV: Current trends in organisational and interpersonal communication – Interpersonal Feedback. Transactional Analysis– Meaning and Significance – Self Awareness–Ego States–Transactional proper–Life Scripts Analysis–Stroke Analysis–Games Analysis– Utility and Applications in different dimensions– Johari Window.

Unit V: Conflicts in Organisations–Conflict process–Types of Conflict– Functional and Dysfunctional conflict– Management of Conflicts–Techniques of Conflict resolution–Negotiation and Bargaining: Process, Issues and Strategies.

Suggested Readings:

1. Fred Luthans, Organizational Behaviour, Mc Graw Hill International.
2. Hegla Drummond, Introduction to Organizational Behaviour, OUP.
3. Stephen P. Robbins, Organizational Behaviour, Prentice Hall of India.
4. T.A. Harris, I'm O.K. –You're O.K., London, Pan Books Ltd.
5. W.G. Bennis, Essays in Interpersonal Dynamics, U.S.A. Dorsey Press.

Elective Courses

MBAHRE303 ORGANISATIONAL CHANGE AND DEVELOPMENT (OCD) [3 credits]

Unit-I: Organisational Change–Understanding and different approaches, Organisational development–Concept, Planned Change Processes–OD Practitioners–Role and Competencies.

Unit-II: Organizational culture (Understanding, typologies, importance of culture on work behaviour, creation, sustenance & transmission of culture), Cultural diversity–international diversity & its nature (Kluckhohn-Stordtbeck &

Hofstede frameworks), Culture shock, Sources of diversity and management of the same in the organization, Cross-culture dynamics, Management of gender issues, Organizational climate.

Unit-III: Technology, innovations & work-design: Continuous improvement processes, Reengineering, Flexible manufacturing system & work design linked to motivation, Corporate success vis-à-vis competitive advantage: Objective of added value & analysis of the value chain as means of appraisal, Creating learning organization, Corporate governance & related issues, Analyses of Cases.

Unit IV: Perspectives on Change—Types of Changes—Competitiveness and Managing Change—Change Process—Change Agents and their Role- Strategic Leverages to Change— Dynamics of Resistance to Change- Implementation of Change- Resistance to Change-overcoming values-features-benefits and limitations—Organisation Development-Meaning-History of Organization Development-Objectives Values-Features-Benefits and Limitations.

Unit V: Process and Methods of Managing Organization Development—Human Process Intervention—Technostructural intervention—Human Resource Management Intervention—Strategic Intervention—Special Applications of OD—Contemporary Issues in Organisational Change and OD Interventions.

Suggested Readings:

1. Cummins and Worley, Organizational Development and Change, South Western College Publishing
2. Anderson & Barker. Effective Enterprise and Change Management, Oxford: Blackwell Publishers Ltd., 1996.
3. French & Bell, Organization Development, New Delhi: Prentice-Hall of India, 1995.
4. Ramnarayan, Rao and Singh: Organizational Development- Interventions & Strategies, Response Books.
5. Nilakant and Ramnarayan: Managing Organisational Change, Response Books
6. Pettigrew and Whipp : Change management for Competitive Success, Infinity Books.
7. K. Harigopal: Management of Organizational Change, Response Books.

MBAHRE304 ERGONOMICS (ERG) [3 credits]

Unit I: Introduction to Human Engineering: Man---machine system---The foundation of human engineering or engineering psychology---Technology—human interface---Typologies of technology—Woodward study and its implications---The design of work---Activation theory & job design---Vertical and horizontal dimensions of job design and their linkage to mechanistic-organic continuum---Conceptual framework of fit between jobs and individuals---Work effectiveness and efficiency---problems and prospects

Unit II: Man-Machine Coordination: Design of displays and controls— Aspects of Machine design----Figural continuity of Gestalt--Man-machine control system---System control theory & human transfer function--- Work method design— Process analysis in brief---Activity chart [Man-machine charts]---System design & task analysis----Muscle use and Anthropometry -Workspace design----Information processing behavior

Unit III: Job Environment: Environment affecting organization & the work--Task environment---Work environmental conditions---Music in industry& its effect--The arousal hypothesis& some studies---Noise---Illumination---The Hawthorne studies---Color---Vibration & a few specific factors affecting human performance--An overview of climatic change of the organization vis-à-vis interpersonal work style.

Unit IV: Human Performance: Principles of human performance---Perceptual –motor skills---Types of motor movements---Tracking performance---Learning & attainment of skills---Measures of retention& retroactive inhibition- Relevance of Herzberg’s two factor and Porter-Lawler theories of work motivation--Monitoring behavior & vigilance decrement----A few theories of vigilance---Time and Motion study—Failure of time and motion studies: the psychological components---Integration mechanism---- Control dynamics in the organization.

Unit V: Safety Measures: Activity related soft tissue disorders(ASTDs)-Analysis of risks of ASTDs in the workplace----Back injuries & related aspects---Accidents---Readjustment of Personality—Principles of accident proneness---Theory of accidents---Function of machines in accidents—Approaches to accident reduction [Related human factors]—Prediction of accident--- Physical and mental Fatigue—Unproductive working time—Rest pause –Absenteeism—Employee perception of Organizational environment: Psychological & organizational aspects of work

Suggested Readings:

1. Armstrong, M.(1995). A handbook of personal management practice (5th Ed). London: Kogan Page.
2. Barnes, R, M.(1968). Motion and time study. New York: John Wiley International.
3. Blum, M, &Naylor, J.C.(1985).Industrial psychology. Harpar International Edition
4. Child, J. Organization: contemporary principles and practice. Oxford: Blackwell
5. Porter, L, W., Lawler,E,E. ,& Hackman,J,R.(1975) .Behavior in organizations. Tokyo: McGraw-Hill Kogakusha.
6. Tiffin, J, H, & McCormik, E, J,(1965). Industrial psychology, Prentice-Hall

MBAHRE305 CORPORATE SUCCESS BEHAVIOUR (CSB) [3 credits]

Unit I: Success and Failure of the Companies: Analytic review based on a few case studies of the companies with distinctive historical perspectives--The revival of Disney Corporation & BMW, Honda's successful penetration in US market and the rise of Microsoft in the presence of IBM-- Added Value as the key measure of corporate success- Significance of quality information processing behavior of the employees in bringing organizational success- Importance of organizational effectiveness with its relevant approaches in the light of corporate success-- Need for empowerment and active value-added decision-making by the knowledge workers

Unit II: Set of Business Relationships: Value of Cooperation [perfunctory & consummate cooperation---problem of cooperation in joint ventures---commitment] ---Coordination [private & social coordination---coordination problem and process---Manager as coordinator--Team coordination]---Business relationships and competitive threat to the firm [Role of differentiation and integration under environmental contingency---Lawrence and Lorsch study] ---Contracts [spot & relational contracts---the impacts of the business environment]---Issues relating to-competitive advantage

Unit III: Distinctive Capabilities of the Firm: Principal sources---Architecture [organizational knowledge--foundations of architecture---external and internal architecture---the importance of networks]---Employee Morale in shaping architecture-Determiners of morale---Subjective and objective measures of employee morale ---Methods of increasing employee morale---Reputation [A product-quality mechanism---Building & spreading reputation etc]---Innovation [The process---The relations between architecture, innovation & competitive advantage]---Strategic Assets---Its creation and deployment.

Unit IV: Shaping Distinctive Capabilities into Competitive Advantage: The market ---Its boundary--- Competitive Advantage ---Outcome of effective matching mechanism between market and distinctive capabilities ---The strategic choice behavior of the firm---Merger & Acquisition as means to enter new market---Sustainability and Appropriability in yielding corporate success--Strategies for corporate success--Significance of strategic alliances

Unit V: Varied Fits between Individuals, Jobs and the Firm: A key to corporate success [Ability--job fit, person--job fit, person--organization fit]---Work Motivation and Job Design - important approaches---Emotional Competence of the knowledge worker---A key to professional success of the firm---Relationship interface ---Employee and the Firm--Adaptation & developmental processes--Factors affecting work behavior of the employees--Environment & technology---Societal role of human resources---Work Effectiveness & Social Influence--Changing conditions & new corporate forms.

Suggested Readings:

1. Casson, M. The entrepreneur, Oxford: Martin Robertson;
2. Child, J. Organization: contemporary principles and practice. Oxford: Blackwell
3. Ivancevich, J.M., Konopaske, R., & Matteson, M.T, Organizational behavior and management Tata McGraw-Hill.
4. Kay, J.A. Foundations of corporate success, Oxford: Oxford University Press.
5. McShane, S.L., Glinow, V.A., & Sharma, R.R., Organizational behavior, New Delhi: Tata McGraw-Hill.
6. Porter, L. W., Lawler, E.E., & Hackman, J.R. Behavior in organizations. Tokyo: McGraw-Hill Kogakusha.
7. Robbins, S.P., Judge, T.A., & Sanghi, S. Organizational behavior, Delhi: Pearson Prentice Hall.

MBAHRE 306 EMPLOYEE NON-COGNITIVE BEHAVIOUR (ENCB) [3 credits]

Unit I: Non-cognitive Processes: Input-output system of behavior--- Non-cognitive factors affecting central information processing behavior [CIPB]-Importance of affect and need-relatedness---Primary motives---General motives [Competence, curiosity, manipulation & activity motive, affection motive etc.]---Secondary motives [Power, achievement (high, moderate & low achievers) and affiliation motives, security motive, status motive etc.]--- Affect--- Cannon-Bard, James-Lange and Schachter theories on emotion--- Affect---cognition interconnection.

Unit II: Approaches to Work Motivation: Motivational process: The general model---The difference between content and process theories of work motivation---An overview of content and process theories of work motivation--- Attribution theory and locus of control---Vital messages of motivation theories--- Motivation & frustration--- Importance of frustration in the organization---Defense mechanisms--- Incentives [Types] ---Incentives as motivating force---The strength of financial incentives in employee motivation---Theories relating money as an incentive.

Unit III: Motivating Employees: Employees' commitment: an outcome of employee motivation--- Motivational research---Motivational strategies---A few guidelines of goal setting---Opinion leaders & motivation behind opinion leadership--- Interdependence of needs & goal--- Positive & negative motivation with reference to employee---

Rational & emotional motives-- Arousal of motives--Intricacy of employee motivation---Diversity of need systems--- MBO: Goal-setting theory into practice-----Effects of goals & self –efficacy on employee performance----- Impacts of motivation on job performance within the psychological contract of the job---Skill based pay plan & its linkages to motivation theories--Intrinsic rewards under employee recognition programmes---Employee involvement program & its alliances with the theories of motivation

Unit IV: Applications of Work Motivation: Approaches to job design--Conceptual model of job design & job performance outcomes[Functional job analysis(FJA), Position analysis(PA) & Skill analysis]-Job context-Job design--- Range & Depth--Job relationships--Employees' perceptions about their jobs---Job characteristics model & MPS----- Individual & Social setting differences-- Contingency guidelines of job design under organic & mechanistic structures of the organization--Social information processing approach(SIPA)--Quality of work life (QWL) & job design Redesigning of the job-Job rotation-Job enlargement---Job enrichment & Herzberg's two factors theory of motivation---Socio technical design---Alternative work arrangements [Flexitime , Job sharing & telecommuting] as part of motivation & satisfaction.

Unit V: Emotions and Moods of the Employees: Affect, emotions & moods---Basic aspects of emotion----Primary emotions---Expressions---Body language---Facial feedback----The structure of mood---Sources of emotions & moods— Social activities & emotion----Emotional arousal----The affective component of attitude----Family: the emotional support---Influences on emotions(Organizational& cultural)-----Emotional labor---Felt versus displayed emotions--- Affective events theory[AET]----Emotional intelligence-- Goleman's theory of EI--Cases for and against EI.

Suggested Readings:

1. Armstrong, M. A handbook of personal management practice (5th Ed). London: Kogan Page.
2. Blum, M, and Naylor, J.C., Industrial psychology. Harpar International Edition
3. Ivancevich, J.M. , Konopaske, R., and Matteson, M, T, Organizational behavior and management
4. Luthans, F., Organizational behavior. McGraw-Hill.
5. Robbins, S, P., Judge, T, A., and Sanghi, S. (2007). Organizational behavior. Pearson Prentice Hall.
6. Schiffman, L.G., and Kanuk, L, L, Consumer behavior, Prentice-Hall of India

4. ECONOMICS

Core Course

MBAHR401 MANAGERIAL ECONOMICS (ME) [3 credits]

Unit I: Choice as an Economic Problem– Understanding the Economics of Business–Concepts of Economic activities– Decision-making under different conditions–Decision-making under risk–Decision-making under uncertainty– Understanding the Concept of Demand– Basic framework of Demand and Supply– Demand Elasticities–Cardinal Utility Theory, Indifference Curve Theory– The Consumer's Surplus–Supply, Demand and Price: Managerial Challenge–Some applications–Derivation of Market Demand–Determinants of Demand–Overview of Demand Forecasting.

Unit II: Production and Firm–Production Function and its importance in Managerial Decision-making–Factor Productivities–Laws of Production– Choice of Best Combination of Inputs–Derivation of Cost functions from production functions–The Production function of a Multi-product firm–The case of multiple inputs– Importance of Cost in Managerial-decisions–Different cost concepts and classifications– Short run and long-run cost– Different cost relationships–Learning Curve–Economies of Scale and Scope– Different methods of estimating cost functions.

Unit III: Industry and Markets– Structure-Conduct-Performance Hypothesis– Equilibrium of the firm– Perfect Competition: Characteristics, Short-run and long run equilibrium–Monopoly: Equilibrium of a monopoly firm, Monopoly power, Price discrimination– The Implications of Perfect Competition and Monopoly for Managerial Decision-Making— Monopolistic competition: Assumptions, Selling costs, Advertisement cost and non-price competition– Equilibrium of the firm– Oligopoly: Characteristics and Models–Pricing in an Oligopolistic Market

Unit IV: Overview of special pricing practices like Cartel, Price Leadership, Non-marginal pricing, multi-product pricing, etc.—Economic Goals of the firm other than profit —Managerial Theories of Firm: Baumol's Sales Maximisation Model, Marris's Model of Managerial Enterprise, Williamson's Model of Managerial Discretion–Behavioural Model of Cyert and March—Transactions Cost Theory: Characteristics of a Transaction, Transaction Cost and Transaction cost minimization–Information Economics: Hidden Information, Hidden Action and Asymmetric Information–Agency Theory: Analytic Models and Solutions to Agency Problem

Unit V: Understanding Macroeconomics and its relationship vis-à-vis business–Concept of Aggregation and Measurements of important macroeconomic variables –Relationship among macroeconomic variables—Understanding Inflation and costs of Inflation–Overview of the dynamics of inflation–Inflation containment moves–Business Cycle:

Concept, phases and characteristics of each phase and relationship vis-à-vis business decisions—Inflation and Business Cycle—Fiscal and Monetary Policy

Suggested Readings:

1. A. Koutsoyiannis, Modern Microeconomics, MacMillan
2. V L Mote, S Paul and G S Gupte, Managerial Economics: Concepts & Cases, Tata McGraw-Hill
3. R. H. Dholakia and A. J. Oza, Microeconomics for Management Students, Oxford University Press
4. P. G. Keat and P. K. Y. Young, Managerial Economics, Pearson Education
5. Ian Dobbs, Managerial Economics: Firms, Markets and Business Decisions, Oxford University Press
6. R. Dornbusch and S. Fischer, Macroeconomics, Mc-Graw-Hill Inc.
7. W. H. Branson, Macroeconomic Theory and Policy, All India Traveller Bookseller

Elective Courses

MBAHRE402 ECONOMICS OF HUMAN RESOURCES (EHR) [3 credits]

Unit I: Understanding the “Economics” of “Human Resources”— Human Capital Theory - The Demand for Human Resources— Short-run and Long-run Demand—Elasticities of Demand for Human Resources—The Supply of Human Resources—Basic Model of Work-Leisure Decision—Becker’s Model of Allocation of Time.

Unit II: Wage Determination and the Allocation of Human Resources- Labour Market policies- Wage Structure and Wage Differentials—The Job Search Model: Internal and External.

Unit III: Economic Issues in Compensation—Alternative Pay schemes and labour efficiency—Agency Problem—Pay for Performance and other contemporary issues

Unit IV: Human Resource Participation Rate: Issues and Trends—Hours of Work: Emerging Trends in Mobility, Migration and Efficiency—Contemporary issues in labour mobility and employment trends in India—Basic Issues in Labour Market Discrimination.

Unit V: Economic Perspectives and Trends in Trade Unionism —Model of the Bargaining Process and Economic Implications—Economic Impact of Unions.

Suggested Readings:

1. C. R. McConnell, S. L. Brue and D. A. Macpherson, Contemporary Labor Economics, McGraw-Hill.
2. P. Cahuc and A Zylberberg, Labor Economics, PHI Learning.
3. T. N. Bhogaliwal;. Economics of Labour and Social Welfare, Sahitya Bhawan.
4. K. N. Vaid, Labour Welfare in India, Sri Ram Centre for Industrial Relations.
5. J.E. King, Labour Economics, Macmillan

MBAHRE403 INTERNATIONAL BUSINESS (IB) [3 credits]

Unit-I: International Business: An overview; International Business Environment, Economic environment, Political Environment, Demographic Environment, Social/Cultural Environment; Technological Environment.

Unit-II: International Trade and Investment Theories: Comparative cost Theory, The Heckscher – Ohlin Theory Of International Trade; Foreign Market Entry Strategies- Exporting; Licensing And Franchising; Joint Venture; Wholly Owned Subsidiaries etc.

Unit-III: World Trade Organization: Its genesis, GATT& Uruguay Round; TRIPS; TRIMS; GATS; Patent WTO and Anti – dumping measure; India and WTO.

Unit-IV : International Economic Corporation and agreement: Regional Economic Intigation (Trade block); Types of union; Theory of customs Union; Free Trade Area; Economic Integation of Developing Countries; south – South cooperation.

Unit-V: World Financial Environment – Foreign exchange market; Determination of foreign exchange; Euro Currency, Non Banking Financial Service Firms. Stages of Globalization; Pros & Cons, Globalization of Indian business.

Suggested Readings:

1. Bhalla,V. K .and Shivaramu.S., International Business Environment And Business,Anmol.
2. Cherunilam, F., International Business Environment ,Himalaya Publishing House.
3. Daniels J.etal., International Business – Environments And Operations Education, Pearson Education.
4. Subba Rao,P.,Intenational Business – Text & cases , Himalaya Publishing

MBAHRE404 DEVELOPMENT ECONOMICS (DE) [3 credits]

Unit I: Meaning of Development and the Nature of Development Economics–Significance of Development Economics for Management Students– Some basic Indicators of Development–Human Development Index

Unit II: Classical Theories of Economic Growth and Development– Contemporary Models of Development and Underdevelopment (*Basic overview*)

Unit III: Poverty, Inequality and Development–Population Growth and Economic Development–Urbanisation and Rural–Urban Migration

Unit IV: Education and Health in Economic Development–Land, Labour and Agriculture–Environment and Development

Unit V: Development Policymaking and the Roles of Market, State and Civil Society–Finance and fiscal Policy for Development–Current issues and controversies in Development Economics: Indian and Global Perspectives

Suggested Readings:

1. M. P. Todaro and S. C. Smith, *Economic Development*, Pearson
2. A. P. Thirlwall, *Growth and Development*, Macmillan.
3. Y. Hayami, *Development Economics*, Oxford
4. G.M. Meier, *Leading Issues in Economic Development*, Oxford University Press
5. H. Myint, *Economic Theory and Underdeveloped Countries*, Oxford University Press

MBAHRE405 SOCIAL ENTREPRENEURSHIP (SE) [3 credits]

Unit I: Social entrepreneurship- concept, historical perspectives, dimensions, new models- Social Entrepreneurs-identifying social entrepreneurs, Difference between social and business entrepreneurship-Social entrepreneurship process

Unit II: Challenges of Social entrepreneurship-how social entrepreneurship influencing business-preparing individuals for social entrepreneurship- Ideas and opportunities-developing the social enterprise concept

Unit III: Social Business- Reasons, Launching social business, legal framework- Social enterprise business plans-Funding and Marketing for social enterprise- Case studies

Unit IV: Social business-Structure, systems, technology, strategy-Social entrepreneurship in the nonprofit sector, private sector and public sector-Measuring Social value/impact

Unit V: Social capital-Social network –Leadership in Social Enterprises-Social Innovation-Future of Social entrepreneurship - case study

Suggested Readings:

1. Social Entrepreneurship: What Everyone Needs by David Bornstein, Susan Davis, Oxford University Press
2. Understanding Social Entrepreneurship: The Relentless Pursuit of Mission in an Ever Changing World by Jill Kickul and Thomas Lyons, Routledge
3. Building Social Business: The New Kind of Capitalism that Serves Humanity's Most Pressing Needs by Muhammad Yunus
4. The Social Entrepreneur's Handbook: How to Start, Build, and Run a Business That Improves the World by Rupert Scofield
5. Social Entrepreneurship for the 21st Century: Innovation Across the Nonprofit, Private, and Public Sectors by Georgia Levenson Keohane, McGraw Hill
6. Social Entrepreneurship: A Modern Approach to Social Value Creation by Arthur C. Brooks, Prentice Hall
7. Social Entrepreneurship: Theory and Practice by Ryszard Praszkiel and Andrzej Nowak, Cambridge University Press

MBAHRE406 ENTREPRENEURSHIP DEVELOPMENT (ED) [3 credits]

Unit I: Entrepreneurship: Concept, Evolution- Entrepreneurship and Small Business owners: Distinction, Approaches to Entrepreneurship– Competing Theories of Entrepreneurship. Entrepreneurs: Role, Task and Personality-Diversity and Entrepreneurship– New Venture Creation–Entrepreneurship and Business development– Entrepreneurship in Large Enterprises, Business Incubation, Small Business Development Centres- Entrepreneurial Traits – Entrepreneurial Types–Qualities and Functions of Entrepreneurs - Entrepreneurship as a Style of Management

Unit II: Entrepreneurial Process: Critical factors for starting a new enterprise, recognizing and evaluating opportunities, Entry strategies- determining and acquiring the resources, ingredients for a successful new business-Understanding the

business model and developing the strategy. Entrepreneurial Financing sources-Determining the financial needs, Structuring finance, Sources of finance- Debt, Venture Capital and other forms of Financing-Venture Capital

Unit III: Innovation and Entrepreneur – Sources and Processing of Business Ideas –Basic Business Research -Creating a successful business plan-Financial Projections-Preparation of Feasibility Reports –Legal Formalities and Documentation, Tax Issues, Intellectual Property

Unit IV: Entrepreneurial Marketing, Building the founding team- Management and Leadership-Human Resource Issues-Operations-Technology-Legal issues. Entrepreneurial Development Programme (EDP) in India – Issues in the designing of a successful entrepreneurship development programmes – External Assistance Programmes. Small Scale Industries-Govt. Policy towards SSIs -Sickness of Units –Women Entrepreneurs

Unit V: Entrepreneurial Behaviours and Motivation – N-Achievement and Management Success – Role and Importance of Entrepreneurs in Economic Growth – Social Entrepreneurship-Concept, Understanding the SE topography: Sector Studies, Learning from Real-Life Social Enterprises (Cases), Analyzing the Social Impact, Governance of Social Enterprises-Social Entrepreneurs

Suggested Readings:

1. Cliffton, D.S. and Fytie, D.E. Project Feasibility Analysis. John Wiley, New York.
2. Desai, A.N. Entrepreneur & Environment. Ashish, New Delhi.
3. Drucker, P. Innovation and Entrepreneurship. Heinemann, London.
4. Jain, R. Planning a Small Scale Industry: A Guide to Entrepreneurs. S. S. Books, Delhi.
5. Kumar, S A. Entrepreneurship in Small Industry. Discovery, New Delhi.
6. Pareek, Udai and Venkateswara, Rao. T. Developing Entrepreneurship – A Handbook on Learning Systems, Delhi.

MBAHRE407 INDIAN ECONOMIC ENVIRONMENT (IEE) [3 credits]

Unit I: The Structure of the Indian Economy: Basic features—Natural resources —Broad demographic features—Population size and growth rates, sex composition, rural–urban migration, occupational distribution; Problem of over-population; Population policy—Infrastructure development —Objectives, strategy and pitfalls of planning in India

Unit II Agricultural Sector: Nature and importance; Trends in agricultural production and productivity; —Land Reforms—New agricultural strategy and green revolution— Rural credit, Agricultural marketing—Emerging Perspectives and Major Policy Issues in Agriculture.

Unit III: Industry in India— Industrial development during the planning period— Industrial policy and Indian planning — Public Sector and Indian planning—Major Manufacturing Industries in India- Small and Medium Enterprises-Productivity in Indian industries; Industrial sickness; Under-utilization of capacity — factors accounting for it and consequences—Structural Transformation and Recent Policy Initiatives-emerging global competition and Indian industry

Unit IV: New economic reforms — Liberalization, privatization and globalization; Rationale behind economic reforms; Progress of privatization and globalization—Financial Sector Reforms—2nd Generation reforms—Liberalisation and business lobbying in India

Unit V: Composition and direction of India’s foreign trade—Balance of payments— Export promotion measures and the new trade policies—Foreign capital

Suggested Readings:

1. R. Datt, and K.P.M. Sundharam, Indian Economy, S. Chand & Company Ltd.
2. Dhingra, I. C., The Indian Economy : Environment and Policy, Sultan Chand & Sons
3. S.K. Misra and V.K. Puri, Indian Economy - Its Development Experience, Himalaya Publishing.House.
4. J. Sarkhel and S. Salem, Economic Principles and Indian Economic Problems, Book Syndicate.
5. Raj Kapila, Uma Kapila (eds.), India's Economy in the 21st Century: A Collection of Select Articles, Academic Foundation.
6. N. Ravichandran, Competition in Indian industries: a strategic perspective, Vikas Pub. House.
7. S. K. Ray, The Indian Economy, PHI

MBAHRE408 PROJECT MANAGEMENT (PM) [3 credits]

Unit I: Project initiation: Understanding project management, project life cycle, selection of project, project proposals, project manager, project in functional organization, project team

Unit II: Project Planning: Project activity plan, work breakdown structure, system integration, project budget, improving cost estimation, project financing

Unit III: Scheduling and resource allocation: Project scheduling, network fundamentals and preplanning, network techniques: PERT and CPM, risk analysis, resource allocation, multi-projects scheduling and resource allocation

Unit IV: Project report and information system: Planning-monitoring and control cycle, information needs and reporting, computerized project Management Information System (PMIS)

Unit V: Project Control and audit: Project controlling, types of control process, Design of control system, project audit, construction and use of audit report, project audit life cycle, essentials of an audit. Termination of project: Varieties of project termination, time of termination, termination process, preparing final report

Suggested Readings:

1. Project Management: A Managerial Approach by Jack R. Meredith and Samuel J. Mantel, Jr., Wiley
2. Project Management: A Systems Approach to Planning, Scheduling, and Controlling by Harold R. Kerzner, Wiley
3. Fundamentals of Project Management by Joseph Heagney, Amacom

5. STRATEGIC MANAGEMENT

Core Course

MBAHR501 INTRODUCTORY STRATEGIC MANAGEMENT (ISM) [3 credits]

Unit I: Understanding Strategy in the Context of the Organization and its Environment—Managing by Strategy—Organisation's Strategic Intent—Mission—Values, Culture and Ethics Underpinning Strategic Intent and Strategy—Stakeholders' Approach to Strategic Management— Overview of the concept of Corporate Governance—Crafting a Strategy— The Primary variables, Secondary Structural and Procedural variables and the Intervening variables affecting the end-results of an organisation—Guidelines for Analysing Cases in Strategic Management.

Unit II: Environmental Factors—Industry and Competitive Analysis—Strategic Groups—The Global Environment—Internal Analysis—Concept of Core Competencies—The Resource-based View and Dynamic Capability View—Value-Chain

Unit III: Long-term objectives and Grand Strategies—Generic Strategies—Strategies for competing in Globalising Markets— Strategy and Competitive Advantage in Diversified Organisations—Emerging Business Models and Strategies to fit Specific Industry and Organizational Situation—Outsourcing as a Strategic Option: Issues and Concerns

Unit IV: Strategy Analysis and Choice—Factors Shaping Choice of Strategy—Generating and Selecting Strategies—Portfolio Analysis—Other Tools in Strategy Analysis and Choice: Stakeholder analysis, Scenario Assessment, Trend Assessment, PIMS Analysis, Vulnerability Analysis, Critical Success factor, Competitive Portfolio Analysis, TOWS Matrix, Strategic Position and Action Evaluation (SPACE), etc.

UNIT V: Issues in Strategy Implementation and Evaluation—Management Perspective—Resource Allocation—Matching Structure with Strategy—Restructuring, Reengineering, E-engineering—Behavioral Issues—Creating a Strategy Supportive Culture—Human Resource concern in Strategy Implementation—Overview of Other functional issues (Marketing, Accounting/Finance, Production, MIS R&D etc.) in the context of strategy implementation—Strategic Evaluation, Control and Continuous Improvement—Process of Evaluating Strategy—Strategic control—Six-Sigma, ISO and the era of International standards, Balanced Scorecard and other emerging tools.

Suggested Readings:

1. A.J. Rowe, R.O. Mason, K.E. Dickel, R.B. Mann, R.J. Mockler, Strategic Management: A Methodological Approach, Addison-Wesley
2. Budhiraja, S.B. and M.B.Athreya: Cases in Strategic Management, Tata McGraw Hill.
3. David, Fred R: Strategic Management, Prentice Hall New Jersey.
4. Glueck and. Jauch: Business Policy and Strategic Management, McGraw-Hill, Intl.
5. Ansoff: Implanting Strategic Management, Prentice Hall, New Jersey.

Elective Courses

MBAHRE502 CORPORATE CREATIVITY AND STRATEGIC INNOVATION (CCSI) [3 credits]

Unit I: Corporate Creativity: Concept, Context and Forms—Managerial Creativity: Requirements and Challenges—Rules of Creativity—Techniques of Creative problem-solving—Creative teams

Unit II: Creative Management Practices—Issues and Mechanisms in Designing Creative organisations—Creative Regeneration.

Unit III: Nature of Strategic Innovation—Strategic Innovation and Organization Designs— Cross functional Linkages—Inter-organisational and network Innovation—Strategic issues in Innovation and New Product Development.

Unit IV: Innovation and Business Strategy—Dynamic Capabilities and Strategic Management—Strategy, Innovation and Knowledge Economy—R&D strategy and Strategic Innovation.

Unit V: Leadership and HRM issues in the context of corporate creativity and strategic innovation—Leadership and Organisational Evolution— Specific HRM issues in the context of creativity and innovation.

Suggested Readings:

1. Pradip N. Khandwalla, Corporate Creativity, Tata McGraw-Hill
2. M. L. Thushman and P. Anderson, Managing Strategic Innovation and Change: A Collection of Readings, Oxford University Press
3. A. Ahmed , N. R. De, B. M. Kapur and M D G. Koreth (eds), Developing Effective Organisations: Some Indian Experiences, Sri Ram Centre
4. Pradip Khandwalla (ed.), Social Development: A New Role for Organisational Science, Sage.
5. Peter Drucker, Innovation and Entrepreneurship, Heinemann.

MBAHRE503 INDUSTRIAL ORGANISATION AND COMPETITIVE STRATEGIES (IOCS) [3 credits]

Unit I: Concept and Goals of Industrial Organisation— Contribution of Industrial Organization to Strategic Management— Structure-Conduct-Performance (SCP) Model—Economic Concepts for strategy—Games and Strategy

Unit II: Market Structure and Competition—Strategic Commitment—Dynamics of Pricing Rivalry—Entry and Exit—Industry Analysis

Unit III: The Horizontal Boundaries of the firm—Vertical Boundaries of the firm—Diversification

Unit IV: Strategic Positioning for Competitive advantage—Sustaining Competitive advantage—Innovation Evolution and Environment

Unit V: Perspectives from Michael Porter and other experts on Competitive Strategy and Competitive Advantage—Contemporary issues in Competitive Strategy.

Suggested Readings:

1. D. Besanko, D. Dranove, M. Shanley and S. Schaefer, Economics of Strategy, John Wiley
2. L. M. B. Cabral, Industrial Organization, Prentice Hall India
3. John Kay, The Economics Of Business Strategy, Edward Elgard Publishing
4. M. E. Porter, Competitive Strategy: Techniques for Analyzing Industries and Competitors, The Free Press
5. M.E. Porter, Competitive Advantage: Creating and sustaining Superior Performance, The Free Press.
6. Michael E. Porter, The Contributions of Industrial Organization to Strategic Management
The Academy of Management Review, Vol. 6, No. 4. (Oct., 1981), pp. 609–620 (journal Article)

MBAHRE504 STRATEGIC MANAGEMENT OF NON-PROFIT ORGANISATIONS (SMNPO) [3 credits]

Unit I: Understanding non-profit organizations: Types and Characteristics—Non-profit organizations and social institutions— Main actors in non-profit organizational context— Non-profit organizations and Legal framework— Legitimacy and Accountability vis-à-vis non-profit organizations –International perspective of non-profit sector –Indian perspective

Unit II: Governance structure and leadership in non-profit organizations—Strategic planning for non-profit organisations: Strategic Intent, Balancing Internal Resources and Capabilities and External Factors, Resource Scarcity and Uncertainty— Strategy Formulation and Implementation in a non-profit situation—Applicability of Stakeholder model of strategic management to non-profit organisations.

Unit III: Designing and Managing Programmes— Basics of Project Management: Needs assessment, Designing and Planning a project, Monitoring and evaluation— Strategic Thinking in Project Management—Results-Based Management— Fundraising—Non-profit advocacy and lobbying

Unit IV: Strategic Communications and Public Relations in non-profit organizations— Marketing for non-profit organizations—Basic Issues relating to accounting and financial management in non-profit organizational perspective.

Unit V: Human Resource Management in non-profit organizations: Basic Issues –Developing and leading a team, communication, negotiation and conflict resolution –Volunteers in the Public and Non-profit

organisations: Recruitment, Motivation and training– Information Technology – Organizational Change – Performance Evaluation of non-profit organisations–Best practices in Strategic Management of non-profit organizations.

Suggested Readings:

1. David O. Renz (ed.) Handbook of Nonprofit Management and Leadership, Jossey-Bass Publishers.
2. Allison, Michael and Jude Kaye. Strategic Planning for Nonprofit Organizations, John Wiley
3. P. Drucker, , Managing the Nonprofit Organization, HarperCollins.
4. Anita Abraham, Formation and Management of NGOs: Non-governmental Organisations, Universal Law Publishing.
5. I.Smellie and J. M. Hailey, Managing for Change: Leadership, Strategy, and Management in Asian NGOs, Earthscan Publications.
6. O.P. Goel, Strategic Management and Policy Issues of NGOs, Isha Books

6. MARKETING

Core Course

MBAHR601 FUNDAMENTALS OF MARKETING MANAGEMENT (FMM) [3 credits]

Unit-I: Understanding Marketing and Marketing Process: Marketing Concepts, Nature and Scope of Marketing, Marketing Mix, Marketing Environment, Strategic Planning and Marketing Process, Organizing and Implementing Marketing in the Organization—Human Aspects of Marketing.

Unit-II: Developing Marketing Opportunities and Strategies: Marketing Information Systems and Marketing Research, Consumer Markets and Consumer Behaviour, Business Markets and Buyer Behaviour, Market Segmentation – Targeting and Positioning for competitive Advantage.

Unit-III: Developing the Marketing Mix: Managing the Product / Service, Product Decisions-Product Line, Product Mix, Product Life Cycle, New Product Development, Branding and Packaging Decisions, Pricing Products – Pricing Considerations and Approaches, Pricing Strategies and Methods. Distribution Channel and Logistics Management-Channel Selection, Cooperation and conflict Management, Vertical Marketing System, Promotion Decision – Promotion Mix : Advertising, Sales Promotion, Personal Selling, and Publicity.

Unit-IV: Issues in Marketing: Global Marketing, Direct Marketing, Marketing on the Web, Green Marketing, Social Responsibility and marketing Ethics, Consumerism and Legal Issues

Unit-V: Services Marketing Concepts, Definition, Characteristics with Special Emphasis on Tourism Management Services, 3 Additional P's of Services Marketing Mix. Process, Physical Evidence and People. Service Quality and Service Gap Analysis Model.

Suggested Readings:

1. Kotler, Philip. Marketing Management Analysis, Planning and Control, PHI.
2. Kotler Philip and Armstrong, G. Principles of Marketing, PHI.
3. Stanton, Willam J. Fundamentals of Marketing, McGraw Hill.
4. Ramaswamy, V.S. and Namakemari, S. Marketing Management, McMillan.
5. Bhattacharya K. Sisir: Marketing Management, National Publishing House.
6. Dalrymple, J.D. and Parson, J.L. Marketing Management Strategy and Cases, John Wiley and Sons.

Elective Courses

MBAHRE602 EMPLOYER BRANDING (EB) [3 credits]

Unit I: Brand-Basics- Brand Ideals-Brand elements-Brand dynamics – brand and its Stakeholders

Unit II: Introduction: Concept of employer brand, needs and aspiration of employees, managerial challenges, role of leadership, developing employer brand concept, strategic perspectives of employer brand

Unit III: Brand fundamentals: Benefits, brand analysis, brand value, brand positioning and differentiation, brand management and development, brand life cycle, branding process

Unit IV: Employer Brand insight and positioning: Employee insights, labour market insight, brand identity, brand integration, positioning model, brand vision model, employee value proposition-measuring employer brand

Unit V: Brand communication and management: Emotional engagement, employee commitment and behavioural change, branding policy, practices, key responsibilities of employer brand management-Employee Engagement, components-Case studies

Suggested Readings:

1. The Employer Brand: Bringing the Best of Brand Management to People at Work [Simon Barrow, Richard Mosley, Wiley
2. Employer Branding by Hugh Davies, BookPal
3. Designing Brand Identity: An Essential Guide for the Whole Branding Team by Alina Wheeler
4. The Employer Brand by Helen Rosethorn, Gower
5. Employer Branding and the Employee-Life-Cycle: How to become an attractive employer by Cyrill Ting, AV Akademikerverlag
6. The Cultural Fit Factor: Creating an Employment Brand That Attracts, Retains, and Repels the Right Employees by Lizz Pellet , Society for Human Resource Management
7. The HR Trailblazer: Unlock the Potential of Your Employer Brand by Jeff Waldman, Christine McLeod

7. ACCOUNTING & FINANCE

Core Courses

MBAHR701 BASIC ACCOUNTING & FINANCE (BAF) [3 credits]

Unit-I: Introduction to Financial Accounting- Transaction vs. Event; Double Entry System; Golden Rule of Accountancy; Cash basis vs. accrual basis Accounting; Conceptual framework of Accounting; Preparation of Annual Accounts;; Different forms of Business and their required structure of Annual Accounts; Relevant provisions of the Indian Companies Act.

Unit-II: Introduction to Cost Accounting- Concept of cost; Different items of costs; Preparation of Cost sheet; Incremental Costing; Standard Costing; Budgetary Control and Marginal costing techniques for effective managerial decision making

Unit-III: Financial Statement Analysis- Fund flow and Cash flow Statement -Ratio analysis— Measurement of overall performance of a firm

Unit-IV: Introduction to Corporate Finance –Functions of Corporate Finance and Objectives of the firm, Time Value of Money-Management of Working Capital–Determinants of Working Capital; Computation of Working Capital. Concept of Dividend—Bonus share and Stock splits; Share Buy-backs. Capital Budgeting - Concept, significance and process of Capital Budgeting; Evaluation Techniques – Accounting Rate of Return (ARR), Payback Period, Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index and Terminal Value Method; Contradiction Between NPV&IRR.

Unit-V: Cost of Capital & Capital Structure - Concept and significance of Cost of Capital; Measurement of Specific Costs - cost of debt, cost of preference shares, cost of equity shares, cost of retained earnings; Weighted Average Cost of Capital - concept and computation; Concept and Theories relating to Capital Structure; EBIT-EPS Approach; Leverage-concept, type and measurement.

Suggested Readings:

1. Ashish Bhattacharya , Financial Accounting for Managers, PHI.
2. T.P Ghosh, Accounting & Finance for Managers, Taxmann’s.
3. P Shah, Basic Financial Accounting for Management, Oxford.
4. J Lal, Corporate Financial Reporting, Taxmann’s.
5. Brealey, R. A. and S.C. Myers, Principles of Corporate Finance, Tata McGraw Hill.
6. J.C, Van Horne., Financial Management and Policy, PHI.
7. I.M. Pandey, Financial Management, Vikas Publishing House
8. Chandra, P., Financial Management, Tata McGraw Hill.

Elective Courses

MBAHRE702 CORPORATE FINANCE (CF) [3 credits]

Unit-I: Introduction to Corporate Finance-Scope of Financial Management; Time Value of Money; Risk & Return; Introduction to Financial Instruments; Cash as well as Derivative market, Players, operations, Intermediaries and Regulators; India and Abroad.

Unit-II: Two Significant Decisions of Corporate Finance-Cost of Capital; Working Capital Management

Unit-III: Three Significant Decisions of Corporate Finance-Dividend Decisions; Capital Structure Decisions; Capital Budgeting Decisions

Unit-IV: Lease Financing-Types of Leases; Reasons for Leasing; Leasing Strategy

Unit-V: Basics of valuation-Introduction to Valuation and valuation myths; Methods of valuation

Suggested Readings:

1. Alen, Brealey, Myers, Solution Manual for Principles of Corporate Finance, TMH.
2. Ehrhardt, Brigham, Corporate Finance: A Focus Approach, South Western Publishers.
3. Chandra, Prasanna, Financial Management: Theory and Practice ,TMH.
4. Marshall and Bansal, Financial Engineering, Prentice Hall of India.
5. Khan M.Y. and Jain, P.K., Financial Management : Text Problems and Cases, TMH.
6. Stephen, Ross, Westerfield, Jaffe, Corporate Finance, TMH.
7. Pandey, I.M., Financial Management, Vikas.
8. Walker, E.W., Essentials of Financial Management, PHI.
9. Srivastava, R.M., Financial Management and Policy, Himalaya.

MBAHRE703 FINANCIAL INSTITUTIONS AND MARKETS (FIM) [3 credits]

Unit I: Introduction to Financial System- Overview of Financial Institutions, Markets and its Intermediaries in India

Unit II: Money Market in India

Unit III: Capital Market in India

Unit IV: Reserve Bank of India -Commercial Banks including Financial Institutions and Non-banking Financial Institutions

Unit V: Insurance Sector – Financial Services: Securitization & Factoring – Hire Purchase and Leasing – Venture Capital funds – Credit Rating – Merchant Banking – Mutual Funds – Euro issues: GDR, ADR and FCCB.

Suggested Readings:

1. Bhole, L.M., Financial markets and Institutions, Tata McGraw Hill.
2. Khan, M.Y., Indian Financial Systems, Tata McGraw Hill.
3. Khan, M.Y., Financial Services, Tata McGraw Hill.
4. Machiraju, H.R., Indian Financial System, Vikash Publishing.

MBAHRE704 BUSINESS VALUATION AND RISK MANAGEMENT (BVRM) [3 credits]

Unit-I: Introduction to Business Valuation: Concept and Issues of valuation, Approaches to Valuation- Discounted cash flow valuation, Relative valuation, Contingent claim valuation.

Unit-II: Valuation of Equities, Assets and Liabilities: Stocks- Concept, Dividend Capitalization Approach for valuation of equity shares, Other approach to valuation of equity shares, Valuation of Preference Share, Bonds- Concept, Valuation of Bonds, Bond Return, Duration, Valuation of assets and other liabilities.

Unit-III: Firm Valuation: Cost of capital approach and adjusted present value approach of firm valuation,Valuing Financial Service Firms and Firms with Negative Earnings, Valuing Start-up Firms, Valuing Private Firms, Business Valuation vis-à-vis Mergers and Acquisitions.

Unit-IV: Introduction to Risk Management: The Nature of Risk, Risk Measurement: Risk Management by individuals and corporations, Tools of Risk Management, Enterprise Risk management.

Unit-V: Risk Management with Derivatives: Concept of derivatives, Types of derivatives, Importance of derivatives in risk management, Using forward contracts to manage risk, Risk Management with futures contracts. Risk Management with Options and Swaps: Concepts, features, types, terminology of options and swaps, Pricing of options and swaps, Trading strategies involving options, The Greek letters.

Suggested Readings:

1. Damodaran, A., *Valuation*, John Wiley & Sons.
2. Palepu, K. G., Peek, E. and Bernard, V.L. *Business Valuation and Analysis*, IFRS Edition, Cengage Learning.
3. Stulz, R. M., *Risk Management and Derivatives*, Cengage Learning.
4. Dun and Bradstreet, *Financial Risk Management*, Tata McGraw-Hill.
5. Vaughan, E. and Vaughan, T., *Essentials of Risk Management and Insurance*, John Wiley and Sons. Inc.
6. Rejda, G.E., *Principles of Risk Management and Insurance*, Pearson.
7. Hull, J. C., *Options, Futures and Other Derivatives Securities*, Prentice Hall of India.
8. Dubofsky, D. et al., *Derivatives Valuation and Risk Management*, Oxford University Press.

MBAHRE705 FINANCIAL STATEMENT ANALYSIS (FSA) [3 credits]

Unit 1: Financial Statements: Meaning, Nature, Objectives, Importance, Different Types and Limitations. Financial Statement Analysis (FSA): Conceptual Framework, Steps in FSA, Objectives of FSA, Historical Development of FSA, Traditional and Modern Approaches to FSA, Types of FSA- Based on Material used and based on Modus Operandi, Problems encountered in FSA, Methods of FSA- Comparative Statements, Common-size statements, Trend Ratios and Ratio Analysis, Content Analysis: Basic concept.

Unit II: Ratio Analysis: Meaning of Ratio Analysis, Ratio Formation, Objectives of Ratio Analysis, Classification of Ratios, Important Ratios, DuPont Analysis, Limitations of Ratio Analysis, Points to be kept in mind for making Ratio Analysis effective, Practical Methods of Analysis- Time Series Analysis, Cross-sectional Analysis, Residual Analysis and Multivariate Analysis.

Unit III: Basic Statistical Issues in FSA: Purposes of Statistical Measures in FSA, Statistical Measures commonly used in FSA-Measures of Central Tendency, Measures of Dispersion, Measures of Relationship and Relevant Statistical Tests.

Unit IV: Fund Flow Analysis and Cash Flow Analysis: Fund Flow Statements (FFS)- Concept of Fund, Meaning of FFS, Sources and uses of Fund, Steps in preparing FFS, Importance and Limitations of FFS, Cash Flow Statements (CFS)- Meaning of CFS, FFS v\vs CFS, Sources and Uses of cash, Preparation of CFS, SEBI Guidelines for CFS, Cash Flow information based Ratios, Interpretation of Information derived from FFS and CFS.

Unit V: Corporate Distress Analysis: Concept of Corporate Financial Distress/ Corporate Sickness/ Corporate Failure/ Corporate Bankruptcy, Causes of Corporate Failure, Need for Corporate Distress Analysis, Approaches to Corporate Failure Prediction.

Suggested Readings:

1. Foster, G.: Financial Statement Analysis, Prentice Hall.
2. Lev. B.: Financial Statement Analysis – A New Approach (Prentice Hall).
3. Sur, D.: Financial Statement Analysis – A Comprehensive Analysis, Excel Books.
4. Wild, J.D., Subramanyam, K.R. and Halsey, R.F.: Financial Statement Analysis, McGraw Hill

MBAHRE706 TAXATION (TAX) [3 credits]

Unit I: Taxation-principles and conventions-Taxation of Salaries-Exemption in Income Tax

Unit II: Fringe Benefit Tax and its implications for the Employers and the Employees-Taxation of Stock Options- Taxation of expatriate salary

Unit III: Designing a Tax friendly package

Unit IV: Taxation of International Transactions: Double Taxation - Transfer Pricing.

Unit V: Tax Management: Return of Income, Assessment of Income, Penalties and prosecution, Advance Payment of Tax, Interest, TDS, Refund, Appeals and Revisions, Settlement of Cases.

Suggested Readings:

1. Income Tax Act 1961, As amended.
2. Income Tax Rules, As amended.
3. Ahuja & Gupta, Tax Planning, Bharat Publishers.
4. V.K. Singhania, Direct Taxes, Taxmann Publication.

MBAHRE706 CORPORATE REPORTING (CR) [3 credits]

Unit-I: Indian Accounting Standards: Concept of Accounting Standards, Development of Accounting Standards, Standard setting process in India Advantages and Limitations of Accounting Standards, Objectives of Accounting Standards, Accounting Standards in India, Problems of Accounting Standards.

Unit-II: Segmental Reporting: Introduction, AS- 17, Disclosure requirements, Case study. **Impairment of Assets:** Introduction, Objective, Scope, Identifying an asset that may be impaired, measurement of recoverable amount, Recognition and measurement of an impairment loss, Cash generating units, reversal of an impairment loss, impairment in case of discontinuing operations, disclosure, transitional provisions.

Unit-III: Accounting for Corporate Restructuring: Methods of Corporate Restructuring, Accounting and Reporting for Buy-back of shares, Accounting for Demergers, Accounting for Employee Stock Option Plan (ESOP). **Accounting for Amalgamation (AS-14):** Introduction, Definition, Methods of accounting for amalgamation and disclosure.

Unit-IV: Accounting for Intangibles: Classification of Assets, Characteristics of Intangible Assets, Concept of Brand, need for Brand accounting, Brand valuation models, Brand accounting practices, Concept of Goodwill- accounting for self generated and purchased goodwill, accounting for negative goodwill, other intangible assets.

Unit-V: Economic Value Added Statements: Introduction, Limitations of traditional performance evaluation techniques of accounting, Evaluation of EVA, Advantages and Limitations of EVA, Concept of MVA and SVA, Case Study.

Environment Accounting: Concept of environment accounting, advantages and problems, environmental disclosure practices in India, Environment audit, objects and process.

Suggested Readings:

1. ICAI, Compendium of Accounting Standards.
2. Ghosh, T.P., Accounting Standards and Corporate Accounting Practices, Taxmann publication.
3. Aggarwal, S., Guide to Accounting Standards, Snowwhite Publication Pvt. Ltd.
4. Rawat, D.S., Students' Guide to Accounting Standards, Taxmann publication.
5. Ghosh, T.P., Economic Value Added: A Tool for Business Planning, ICWAI Publication.

8. SYSTEMS, OPERATIONS & DECISION SCIENCES

Core Course

MBAHR801 FUNDAMENTALS OF PRODUCTION AND OPERATIONS MANAGEMENT (FPOM) [3 credits]

Unit– I: Nature and Scope of Production and Operations Management; Types of Manufacturing systems; Operation Decisions. Mass Production, Batch / Job Order Manufacturing. Facility Location problem. Layout Planning Analysis— Concept of Production Planning and Productivity

Unit–II: Capacity Planning – Models; Process Planning; Aggregate Planning, Scheduling.

Unit–III: Work Study; Method Study; Work Management; Work Sampling; Work Environment.

Unit–IV: Material Management- An overview of Material Management; Material Planning; and Inventory Control; JIT; Materials Planning Budgeting; Material Requirement Planning.

Unit–V: Quality Assurance- Acceptance Sampling; Statistical Process Control; Total Quality Management; Maintenance Management—Overview of different ISO Specifications, QC, 6-sigma & 5S

Suggested Readings:

1. E.E. Adam and R.J Evert,. Production and Operation Management; Prentice Hall of India, New Delhi.
2. E.S Buffa, Modern Production management; John Wiley, New York.
3. S.N Chary, Production and Operations Management; Tata McGraw Hill, New Delhi.
4. James B Dilworth, Operations Management: Design, Planning & Control for Manufacturing & Services, McGraw
5. F.G. Moore and T.E., Hedrick, Production / Operations Management; Homewood, Illinois

Electives

MBAHRE802 QUANTITATIVE TECHNIQUES FOR HUMAN RESOURCE MANAGEMENT (QT) [3 credits]

Unit I: Meaning of Quantitative Techniques—Classification of Quantitative Techniques: Statistical Techniques and Programming Techniques—Application of Quantitative Techniques in Business, Industry and Management with special emphasis on management of human resources—Limitations of QT

Unit–II: Linear Programming Problem: Formulation of LPP, Solution methods -Graphical method & Simplex Method with Special Cases—Dual Formulation – Shadow Price

Unit –III: Different measures of Central Tendency: Arithmetic Mean, Geometric Mean, Harmonic Mean, Median and Mode. Measures of Dispersion: Range, Quartile Deviation, Mean Absolute Deviation, Standard Deviation, Measures of Relative Dispersion. Moments: Raw Moments & Central Moments, Measures of Skewness and Kurtosis.

Unit–IV: Correlation and Regression: Simple correlation analysis, properties of product moment correlation coefficient; Simple regression analysis -Derivation of regression lines by the OLS method -properties; Measures of Association of Attributes—Time Series: Preliminary adjustments of time series data, component of time series, Measurements of secular trend: Moving average, Mathematical curve fitting -linear trend, parabolic trend, exponential trend.

Unit–V: Probability: Definition, Conditional probability and statistical independence, Addition and Multiplication probability rules, Bayes theorem. Random Variable: Probability mass function/ probability density function and Distribution function– properties and their relations, Expectation, Variance – their properties, Joint probability distribution – Covariance of 2 random variables. Theoretical Distribution: Binomial, Poisson, Exponential & Normal distributions – Probability model, Mean, Variance, Applications.

Relevant applications in different areas of HRM like human resource planning, recruitment, selection, training and development, performance appraisal, compensation, etc to be discussed in the class with suitable examples.

Suggested Readings:

1. Richard I Levin, and David S Rubin, Statistics for Management, Prentice Hall Inc.
2. Goon, Gupta and Dasgupta, Fundamentals of Statistics, Vol. I & II, World Press
3. Mathai and Rathie, Probability and Statistics, MacMillan.
4. Arora, P.N., Arora, S. and Arora, S., Comprehensive Statistical Methods, S.Chand
5. Weiss, Introductory Statistics, Pearson Education.
6. Doane, D.P. and Seward, L.E., Applied Statistics in Business and Economics, Tata McGraw Hill.
7. J.K. Sharma, Operations Research: Theory and Applications, Macmillan

MBAHRE803 HUMAN RESOURCE INFORMATION SYSTEM (HRIS) [3 credits]

Unit I: System: Concepts, Characteristics and Classification – Information System: Role, Functions & Types – Organisations and Information Systems - System Development – Managerial Decision Making - Information Systems and Business Strategy

Unit II: Basic Concepts of TPS and Office Automation System - Decision Support System (DSS) – Knowledge Based Systems - Business Intelligence, Expert System, Artificial Intelligence (AI) - Data Warehousing - Data Mining - Database Management System (DBMS) – Managing International Information Systems.

Unit III: Management Information System– Concept, Necessity and Functional Applications–Overview of HRIS—H.R.I.S Planning & Designing, Hardware & Software of H.R.I.S. Implementation–Planning, Installation, Modification, Acceptance Tasking- Maintaining & Enhancing H.R.I.S.

Unit IV: HRIS Application: Application of HRMS in Employment Management, Compensation, Benefit, Training & Development, HRP, Grievance Redressal, Occupational Health & Safety and Payroll.

Unit V: HRIS in different types of organizations — Packaged Human Resources Information Systems— Basics of Networking, Internet, Intranet, Technology Implications— Uses of Internet and Telecommunications in HR functions such as Acquisition, Training & Development etc—Exposure to HRIS software.

Suggested Readings:

1. Jaiswal & Mittal. Management Information System. Oxford University Press.
2. Keen, Peter GW. Decision support system: An Organizational Perspective. Addison-Wesley Pub
3. Laudon, K.C. & Laudon, J.P. Management Information Systems. Pearson Education.
4. Navatha Elmasari. Database Management System. McGraw Hill
5. Okha, Management Information System.
6. Turba Efrin. Decision Support & Expert Systems - Management Perspective. Macmillan
7. Vincent R. Ceriello, Human Resource Management System –Strategies, Tactics and Techniques, Lexington.
8. Hcas M. Awad, Casico, Human Resource Management, An Information Systems Approach, Reston Publishing
9. Tony Ivey, Personnel Computer System, Mc Graw Hill International.

MBAHRE804 MANAGEMENT INFORMATION SYSTEM (MIS) [3 credits]

Unit I: System: Concepts, Characteristics and Classification – Information System: Role, Functions & Types – Organisations and Information Systems –

Unit II: System Development – Managerial Decision Making - Information Systems and Business Strategy –

Unit III: Basic Concepts of TPS and Office Automation System –

Unit IV: Decision Support System (DSS) – Knowledge Based Systems - Business Intelligence, Expert System, Artificial Intelligence (AI) –

Unit V: Data Warehousing - Data Mining - Database Management System (DBMS) – Managing International Information Systems.

Suggested Readings:

1. Jaiswal & Mittal. Management Information System. Oxford University Press.
2. Keen, Peter GW. Decision support system: An Organizational Perspective. Addison-Wesley Pub
3. Laudon, K.C. & Laudon, J.P. Management Information Systems. Pearson Education.
4. Moris Mano. Digital Electronics. PHI.
5. Navatha Elmasari. Database Management System. McGraw Hill

6. Okha , Management Information System.
7. Stalling, W. Computer Architecture and organization.
8. Turba Efrin. Decision Support & Expert Systems - Management Perspective. Macmillan

MBAHRE805 TOTAL QUALITY MANAGEMENT (TQM) [3 credits]

Unit I: Basic Concept of Total Quality (TQ) - Evolution of Total Quality Management - Components of TQ Loop

Unit II: Conceptual Approach to S.Q.C. - Acceptance Sampling and Inspection Plans - Statistical Process Control - Process Capability Studies

Unit III: Humanistic Aspects of TQM - Management of Q.C. and Z.D. Programmes - Quality Improvement Teams - Q-7 tools - Quality Costs - Taguchi Loss Function

Unit III: Functional Linkage of Quality with Reliability and Maintainability - Failure Analysis - (FTA/FMEA) and Optimum Maintenance Decisions - Total Productive Maintenance (TPM) - Quality Audits - Lead Assessment and ISO- Standards

Unit V: Marketing Aspects of T.Q.-Total Quality of Services -Total Quality and Safety - Six Sigma.

Suggested Readings:

1. Carruba, Eugene R and Gorden Ronald D. Product Assurance Principles: Integrating Design Assurance & Quality Assurance. McGraw Hill, New York.
2. Grant, Eu-gene L and Leavenworth, Richards. Statistical Quality Control. McGraw Hill, New York.
3. Ireson, W G. and Coombas, C. P. Handbook of Reliability Engineering & Management. McGraw Hill, New York.
4. Lochner, Robert H. and Matar, Joseph E. Designing for Quality. London, Chapman & Hill
5. Pike, John and Barnes, Richard. TQM in Action. London, Chapman & Hill
6. Schmidt, Warren H. and Finnigan, Jerome P. TQ Manager. San Francisco, Jossey Bass
7. Spenley, Paul. World Class Performance through TQ, London, Chapman & Hall