

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, post graduate programme in Human Resource Management 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 repertoire of budding 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 management of human resources of an organisation.

PROGRAMME STRUCTURE

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

- 1. *Foundations of Management***
- 2. *Human Resource Management***
- 3. *Organisational Behaviour***
- 4. *Strategic Management***
- 5. *Marketing Management***
- 6. *Accounting & Finance***
- 7. *Systems, Operations & Decision Sciences***
- 8. *Other Emerging Areas***

There shall be two types of courses viz. Core Courses and Elective Courses. A student is compulsorily required to take the core courses as part of the core requirement of the MBA (HR) programme. Elective courses can be chosen from a pool of courses offered by the parent department or other departments. Students can choose the electives from the courses which facilitate improved understanding of the subject or provide exposure to other disciplines/subjects. Elective courses offered by the parent department would be considered as Departmental Electives or Major Electives. Elective courses offered by other departments/disciplines would be referred to as Non-departmental Electives or Minor Electives. Students from other departments can choose the non-departmental/minor electives from the options available in the curriculum. A course code has been denoted with an alpha-numeric symbol signifying the programme name, semester, area and the serial no. of the course under the particular semester. Major elective courses and minor elective courses have been prefixed with the letters E and ME respectively before the numeric digits in the course code.

AREA-WISE DISTRIBUTION OF COURSES

AREA	CORE COURSES		ELECTIVES	
	COURSE CODE	CORE COURSE	COURSE CODE	ELECTIVE COURSE
1. Foundations of Management	MBAHR1101	Management Process and Organisation Theory (MPOT)	MBAHRE1109	Indian Ethos and Business Ethics (IEBE)
	MBAHR1102	Managerial Economics (ME)	MBAHRE1110	Indian Economy and Policy
			MBAHRE1111	Development Economics (DE)
	MBAHR2101	Research Methodology (RM)	MBAHRE1112	Business Laws (BL)
MBAHR2103	Managerial Communication and Skill Development (MCSD)	MBAHRE 2113	Business Environment (BE)	
2. Human Resource Management	MBAHR1206	Fundamentals of Human Resource Management (FHRM)	MBAHRE2208	Managerial Counselling and Negotiation Skills (MCNS)
	MBAHR2202	Human Resource Planning and Development (HRPD)	MBAHRE2209	Trade Unionism and Collective Bargaining (TUCB)
	MBAHR2204	Compensation & Benefits Management (CBM)	MBAHRE2210	Understanding Self: Indian Perspective (USIP)
	MBAHR2205	Training and Development (T&D)	MBAHRE3205	Economics of Human Resources (EHR)
	MBAHR3202	Performance Management and Competency Mapping (PMCM)	MBAHRE3206	Human Resource Management in Service Sector (HRMSS)
	MBAHR3203	Fundamentals of Industrial Relations (FIR)	MBAHRE3207	Stress Management and Employee Well-being (SMEW)
	MBAHR3204	Labour Laws-I (LL-I)	MBAHRE3208	Employee Empowerment and Engagement (EEE)
	MBAHR4201	Labour Laws-II (LL-II)	MBAHRME3220	Human Resource Development (HRD) (Inter-disciplinary Elective *)
	MBAHR4202	Strategic Human Resource Management (SHRM)	MBAHRE4205	International Human Resource Management (IHRM)
	MBAHR2206	Summer Internship Project (SIP)	MBAHRE4206	Human Capital Management and HR Audit (HCM&HRA)
	MBAHR4203	Dissertation and Field Work (D&FW)	MBAHRE4207	Contemporary Employment Relations (CER)
	MBAHR4204	Community Engagement (CE)	MBAHRE4208	Human Resource Information System (HRIS)
			MBAHRE4213	Cross Cultural and Diversity Management (CCDM)
			MBAHRE4214	HR Analytics (HRA)
		MBAHRE4215	International Labour Organisation and International Labour Laws (ILO&ILL)	
3. Organisational Behaviour	MBAHR1303	Organisational Behaviour (OB)	MBAHRE 2311	Organisational Change and Development (OCD)
			MBAHRE3309	Team Dynamics at Work (TDW)

			MBAHRE3310	Leadership (LSP)
			MBAHRE3311	Ergonomics (ERG)
4. Strategic Management	MBAHR3401	Introductory Strategic Management (ISM)	MBAHRE1408	Corporate Governance (CG)
			MBAHRE2407	Corporate Social Responsibility and Sustainability (CSRS)
			MBAHRE3413	Corporate Creativity and Strategic Innovation (CCSI)
			MBAHRME3419	Industrial Organisation and Competitive Strategies (IOCS) (Inter-disciplinary Elective*)
			MBAHRE4409	Entrepreneurship Development (ED)
			MBAHRE4410	Knowledge Management and Business Excellence (KMBE)
			MBAHRE4411	Innovation Management (IM)
			MBAHRE4416	Strategic Management of Non-Profit Organisations (SMNPO)
5. Marketing Management	MBAHR1504	Fundamentals of Marketing Management (FMM)	MBAHRE4517	Employer Branding (EB)
6. Accounting & Finance	MBAHR1605	Basic Accounting and Finance (BAF)	MBAHRE2614	Corporate Finance (CF)
			MBAHRE2615	Financial Statement Analysis (FSA)
			MBAHRE2616	Corporate Reporting (CR)
			MBAHRE3617	Financial Institutions and Markets (FIM)
			MBAHRE3618	Business Valuation (BV)
7. Systems, Operations & Decision Sciences	MBAHR1707	Fundamentals of Production and Operations Management (FPOM)	MBAHRE2712	Quantitative Techniques for Human Resource Management (QT)
			MBAHRE3712	Management Information System (MIS)
			MBAHRE4712	Total Quality Management (TQM)
8. Emerging Areas			MBAHRE3814	Infrastructure Management (IM)
			MBAHRE3815	Health Care Management (HM)
			MBAHRE3816	Social Enterprise Management (SEM)
			MBAHRE4818	Management of Rural Business (MRB)
			MBAHRE4819	Sports Management (SM)
			MBAHRE4820	Educational Institutions Management (EIM)
* Inter-disciplinary Elective course(s) will be offered to the students of allied/other departments.				

PROGRAMME ADMINISTRATION

In order to complete the MBA (HR) programme, a student is required to obtain **102 credits**. Each of the courses in the identified areas carries 3 credits (excluding Inter-disciplinary Elective offered by other departments/SWAYAM platform, Summer Internship Project, Dissertation and Field Work and Community Engagement). The credit distribution for the programme is as follows:

- **54 credits from 18 core courses** (excluding Summer Internship Project and Dissertation and Field Work)
- **6 credits** from Summer Internship Project (3 credits) and Dissertation and Field Work (3 credit)
- **2 credits** shall have to be earned from Community Engagement Course.
- **40 credits from elective courses as follows:**
 - **24 credits** from 8 elective courses in the Human Resource Management Area.
 - **12 credits** from 4 elective courses from the areas excluding Human Resource Management Area.
 - **4 credits** from Inter-disciplinary elective course offered by other departments/course through SWAYAM platform following the provisions and stipulations of the university regulations.

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

- Theoretical courses of 3 and 4 credits entail 30 and 40 lecture hours respectively including tutorials.
- Each course carries 100 marks (excluding Interdepartmental elective course and community engagement course) 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%). The marks distribution for Interdepartmental elective course and community engagement course would be 50 marks (80% will be for written and 20% will be reserved for internal assessment) and 20 marks (Report writing: 10 marks & Presentation and viva-voce: 10 marks) respectively, unless otherwise specified in the relevant regulation of the university.
- Emphasis will be given on case study-based teaching in the relevant courses of the programme.
- For Summer Internship Project (MBAHR2206), 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. The report will have to be submitted as per the notification of the department/university.
- Course MBAHR4203 Dissertation and Field Work, will be segregated into two components: Dissertation and Field Work. Dissertation will be based on Contemporary Issues in Human Resource Management. Field Work will be based on industry visit(s) to be organised by the department/study signifying macro level Human Resource Development. The choice of Dissertation and Field Work will be decided by the Department/PGBS.

- In semester IV, each student shall have to compulsorily participate in Community Engagement Course (MBAHR4204) from the specified programmes subject to the approval of the Department/PGBS. Community Engagement activities will be based on components like involvement in activities aimed at the excluded class/deprived children, visit to villages and identification of socio-economic issues on rural livelihood/rural society, understanding rural institutions, participation in rural development programmes, serving the interests of informal workers, career counseling for the students of the excluded group, participation in literacy camps and other types of activities as specified and approved by the department.
- A single report comprising three separate sections on Dissertation, Field Work and Community Engagement Course will have to be submitted within the deadline set by the department/university.
- 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 Inter-disciplinary Elective courses from the different areas by obtaining necessary permission from their concerned departments.
- The Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA) shall be calculated as per extant university regulations.
- Issues relating to admission, attendance, examination, programme administration, etc. will be governed by the relevant policies, rules and regulations of the university.

CORE COURSES		ELECTIVE COURSES	
SEMESTER-I			
MBAHR1101	Management Process and Organisation Theory (MPOT)	MBAHRE1408	Corporate Governance (CG)
MBAHR1102	Managerial Economics (ME)	MBAHRE1109	Indian Ethos and Business Ethics (IEBE)
MBAHR1303	Organisational Behaviour (OB)	MBAHRE1110	Indian Economy and Policy (IE&P)
MBAHR1504	Fundamentals of Marketing Management (FMM)	MBAHRE1111	Development Economics (DE)
MBAHR1605	Basic Accounting and Finance (BAF)	MBAHRE1112	Business Laws (BL)
MBAHR1206	Fundamentals of Human Resource Management (FHRM)		
MBAHR1707	Fundamentals of Production and Operations Management (FPOM)		
SEMESTER-II			
MBAHR2101	Research Methodology (RM)	MBAHRE2407	Corporate Social Responsibility and Sustainability (CSRS)
MBAHR2202	Human Resource Planning and Development (HRPD)	MBAHRE2208	Managerial Counselling and Negotiation Skills (MCNS)
MBAHR2103	Managerial Communication and Skill Development (MCSD)	MBAHRE2209	Trade Unionism and Collective Bargaining (TUCB)
MBAHR 2204	Compensation and Benefits Management (CBM)	MBAHRE2210	Understanding Self: Indian Perspective (USIP)
MBAHR2205	Training and Development (T&D)	MBAHRE 2311	Organisational Change and Development (OCD)
MBAHR2206	Summer Internship Project (SIP)	MBAHRE2712	Quantitative Techniques for Human Resource Management (QT)
		MBAHRE2113	Business Environment (BE)
		MBAHRE2614	Corporate Finance (CF)
		MBAHRE2615	Financial Statement Analysis (FSA)
		MBAHRE2616	Corporate Reporting (CR)
SEMESTER—III			
MBAHR3401	Introductory Strategic Management (ISM)	MBAHRE3205	Economics of Human Resources (EHR)
MBAHR3202	Performance Management and Competency Mapping (PMCM)	MBAHRE3206	Human Resource Management in Service Sector (HRMSS)
MBAHR3203	Fundamentals of Industrial Relations (FIR)	MBAHRE3207	Stress Management and Employee Well-being (SMEW)
MBAHR3204	Labour Laws-I (LL-I)	MBAHRE3208	Employee Empowerment and Engagement (EEE)
		MBAHRE3309	Team Dynamics at Work (TDW)

		MBAHRE3310	Leadership (LSP)
		MBAHRE3311	Ergonomics (ERG)
		MBAHRE3712	Management Information System (MIS)
		MBAHRE3413	Corporate Creativity and Strategic Innovation (CCSI)
		MBAHRE3814	Infrastructure Management (IM)
		MBAHRE3815	Health Care Management (HCM)
		MBAHRE3816	Social Enterprise Management (SEM)
		MBAHRE3617	Financial Institutions and Markets (FIM)
		MBAHRE3618	Business Valuation (BV)
		MBAHRME3419	Industrial Organisation and Competitive Strategies (IOCS) <i>(Interdepartmental Elective)</i>
		MBAHRME3220	Human Resource Development (HRD) <i>(Interdepartmental Elective)</i>
		<i>Interdepartmental Elective course(s) will be offered to the students of allied/other departments.</i>	
SEMESTER—IV			
MBAHR4201	Labour Laws-II (LL—II)	MBAHRE4205	International Human Resource Management (IHRM)
MBAHR4202	Strategic Human Resource Management (SHRM)	MBAHRE4206	Human Capital Management and HR Audit (HCMA)
MBAHR4203	Dissertation and Field Work (D&FW)	MBAHRE4207	Contemporary Employment Relations (CER)
MBAHR4204	Community Engagement (CE)	MBAHRE4208	Human Resource Information System (HRIS)
		MBAHRE4409	Entrepreneurship Development (ED)
		MBAHRE4410	Knowledge Management and Business Excellence (KMBE)
		MBAHRE4411	Innovation Management (IM)
		MBAHRE4712	Total Quality Management (TQM)
		MBAHRE4213	Cross Cultural and Diversity Management (CCDM)
		MBAHRE4214	HR Analytics (HRA)
		MBAHRE 4215	International Labour Organisation and International Labour Laws (ILO&ILL)
		MBAHRE4416	Strategic Management of Non-Profit Organisations (SMNPO)
		MBAHRE4517	Employer Branding (EB)
		MBAHRE4818	Management of Rural Business (MRB)
		MBAHRE4819	Sports Management (SM)
		MBAHRE4820	Educational Institutions Management (EIM)

1. FOUNDATIONS OF MANAGEMENT

Core Courses

MBAHR1101 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. S. P. 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. J. H. Jackson and C. P Morgan, Organisation Theory, Prentice Hall, Englewood Cliffs, New Jersey.
7. Katz and Rosenzweig, Organisations and Management, McGraw-Hill .
8. March and Simon, Organisations, John Wiley and Sons.

MBAHR1102 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 Multiproduct 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— Competition and Competitiveness— 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—Economic aspects of Negotiation

Unit V: Understanding Macroeconomics and its relationship vis-à-vis business perspective—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. W. F. Samuelson and S. G. Monks, Managerial Economics, Wiley
3. V L Mote, S Paul and G S Gupte, Managerial Economics: Concepts & Cases, Tata McGraw-Hill.
4. R. H. Dholakia and A. J. Oza, Microeconomics for Management Students, Oxford University Press.
5. P. G. Keat and P. K. Y. Young, Managerial Economics, Pearson Education.
6. Ian Dobbs, Managerial Economics: Firms, Markets and Business Decisions, Oxford University Press.
7. R. Dornbusch and S. Fischer, Macroeconomics, McGraw Hill.
8. W. H. Branson, Macroeconomic Theory and Policy, All India Traveller Bookseller.

MBAHR2101 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. Christine Daymon & Immy Holloways; Qualitative Research Methods in Public Relation and Marketing Communications, Routledge.
2. C. Samuel Craig and Susan P. Douglas International Marketing Research; John Wiley.
3. Arunangshu Guri and Debasish Biswas, Research Methodology for Social Sciences, Sage Publication.

4. Evert Gummesson, Qualitative Methods in Management Research, Second Edition, Sage.
5. J Bim Robin, The Effect Use Market Research: A Guide for Management to Grow the Business, Kogan Page.

MBAHR2103 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—Skills in Public speaking

Suggested Readings:

1. Meenakshi Raman and Parkash Singh, Business Communications, Oxford.
2. E.H. McGrath, Basic Managerial skills For All, PHI, New Delhi.
3. R. Lesikar and J. Pettit, Business Communication, All India Traveller Bookseller.
4. M.M. Monnipally, 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.

Elective Courses**MBAHRE1109 INDIAN ETHOS AND BUSINESS ETHICS (IEBE) [3 CREDITS]**

Unit I: Indian Ethos and Values: Managerial Perspective—Contextualisation of Indian Heritage, Culture and Ethos vis-à-vis Business and Managerial Perspectives—Comparing and Contrasting Indian and Western Management—Value Based Management and Human Values: Issues and Perspectives—The Indian Model of Managerial Effectiveness

Unit II: Business Ethics: Conceptual and Theoretical Perspectives—Indian Approach to Business Ethics—Issues in Understanding Ethical Issues in Business—Business Ethics and Stakeholders concerns—Ethical underpinning of CSR—Ethical Dilemmas in Business—Emerging Issues in Business Ethics—Perspectives from 'New Normal'—Institutionalization of Business Ethics—Managing Ethical Risk through assigned and voluntary programme

Unit III: Ethics of Decision-making and Organisational Behaviour—Role of Ethical Leadership—Leadership styles and ethical decision-making—Facets of effective ethical leaders—Individual Factors—Moral development—Organisational Factors—Ethics and Corporate Culture—Business response to environmental problems

Unit IV: Implementation of Effective Ethics Programme—Developing Ethics programme—Codes of Conduct and Ethics—Ethics Officer—Ethics and Legal Compliance—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 HR/and related aspects—HR Managers and Business Ethics—The ‘Giving’ Model of Motivation—Universal Human Values.

Suggested Readings:

1. Andrew Crane and Dirk Matten, Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization, Oxford University Press.
2. S. K. Chakraborty, Managerial Effectiveness and Quality of Worklife: Indian Insight, Tata Mc-Graw-Hill
3. S.K. Chakraborty, Ethics in Management-Vedantic Approach, New Delhi, Oxford India Ltd
4. O C Ferrell and John Fraedrich, Business Ethics : Ethical Decision Making and Cases, Cengage Learning.
5. Andrew C. Wicks and R. Edward Freeman, Business Ethics: A Managerial Approach , Pearson Education.
6. Manuel G. Velasquez, Business Ethics: Concepts and Cases, Pearson.
7. William H. Shaw, Business Ethics: A Textbook with Cases, Cengage Advantage Books.
8. A.C Fernando, Business Ethics: An Indian Perspective, Pearson.

MBAHRE1110 INDIAN ECONOMY AND POLICY [3 credits]

Unit I: The Structure of the Indian Economy: Basic features—Natural resources —Broad demographic features—Population size and growth rates, gender 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 and Policy Shift 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-Global competitiveness and Indian industry— Indian Economy and the Manufacturing sector: Perspective and Emerging Paradigm

Unit IV: New economic reforms — Liberalization, privatization and globalization; Rationale behind economic reforms; Progress of privatization and globalization—Financial Sector Reforms—2nd Generation reforms—Economic planning and the NITI Aayog

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. I. C. Dhingra, 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

MBAHRE1111 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.

MBAHRE1112 BUSINESS LAWS (BL) [3 credits]

Unit I: The Indian Contract Act, 1872 — Concept, Elements of contract, Agreement vis-à-vis contract, void agreement & voidable contract— Consideration— 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, 1956— 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—Types of Companies--- Companies Act, 2013:Important provisions— Comparison between the Companies Act 2013 and Companies Act 1956 in relation to some important provisions.

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, 1930—important provisions.

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, 1986, Information Technology Act, 2000— Cyber Laws.

Suggested Readings:

1. N.D. Kapoor, Company Law. Sultan Chand.
2. Sen and Mitra, Company Law, World Press.
3. Farooq Ahmed,. Cyber Law in India, New Era Law Publications.
4. C.A. Mallin, Corporate Governance. Oxford.
5. P. Rai, Manual of Right to Information Act, Pentagon Press.

MBAHRE2113 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— Emerging Economies and International Business—Overview of Doing Business Index, Global Competitiveness Index etc.

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—4th Industrial Revolution: Context and Prospect

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.

2. HUMAN RESOURCE MANAGEMENT

Core Courses

MBAHR1206 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—Theories of HRM – Models of HRM – Hard and Soft HRM—Functions of HRM— Significance and Importance of HRM— HR Manager’s Role, Skills, and challenges – HR Policies, HRIS, IHRM, HCM, Knowledge Management, CSR, IHRM Toolkits—Use of Artificial Intelligence in HR functions

Unit II: Procurement: Human Resource Planning— Objectives, Process, Job Analysis—Methods, Recruitment—Goals, Sources, Steps, Selection—Process— Employment Tests— Interviews , Placement, Induction –Digital onboarding and Induction

Unit III: Development: Performance Appraisal – Objectives, Techniques, Employee Training—Methods, Identify Training Needs, Employee Development—Methods, Evaluating Training Programmes – Career Planning – Succession Planning – Talent Management—Contemporary issues in Employee Engagement

Unit IV: Compensation: Wage and Salary Administration— Factors Influencing Wage and Salary Structure and Administration, Job Evaluation—Concept, Methods, Job Evaluation and the Pay Structure— Incentives and Fringe Benefits, HR budgeting: Concept, elements and process.

Unit V: Integration and Maintenance: Integration— Industrial Relations, Industrial Disputes, Collective Bargaining, Workers Participation in Management, Grievance, Trade Union, Maintenance— Labour Welfare, Social Security, Quality of Work Life

Suggested Readings:

1. D. A. Decenzo and S. P. 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. Debasish Biswas, The Romance of Human Resource Management, Himalaya Publication Limited, New Delhi.

MBAHR2202 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 and Artificial Intelligence 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— Human Resource Planning in times of uncertainty like pandemic etc.

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—Issues in Marketing 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.

MBAHR2204 COMPENSATION AND BENEFITS MANAGEMENT (CBM) [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.

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— Strategic Reward: Concept, Aims—Strategic Reward and Reward Management—Purpose and Contents of Reward Strategy

Unit V: 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.—Current trends and practices in Employee Benefit: Indian and Global perspectives.

Suggested Readings:

1. M. Armstrong & T. Stephens, Employee Reward Management and Practice, Kogan Page.
2. M. Armstrong & D. Brown, Strategic Reward, Kogan Page.
3. R.O. Henderson, Compensation Management, Englewood Cliffs, Prentice Hall.
4. M. Armstrong, and Murlis, Reward Management, Kogan Page.
5. Cascio, Costing Human Resource, Thomson Learning, India.
6. Joseph J. Martocchio, Strategic Compensation—A Human Resource Management Approach, Pearson.
7. Richard I Henderson, Compensation Management in a Knowledge—Based World, Pearson Education.
8. Debasish Biswas, Compensation Management, Abhijeet Publications.

MBAHRE2205 TRAINING AND DEVELOPMENT (TD) [3 credits]

Unit I: Training and Development: An Overview– Training vs. Development – Role of training and development in organisations–Structure of Training Organisations–Training Process Model–Forces influencing the workplace and training–Learning Theories & Training–Constructivist Learning–Problem-based learning–The Trainer: Roles and competencies of Trainers–Business Strategy and Training & development–Strategies for Effective HR Training & Development–Emerging issues in training and development.

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 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–Group-based training methods–Training of special groups like sales and retail staff.

Unit IV: Management Development—Importance and Contemporary perspective of Management Development – Methods–Management Development Implications– Approaches for Management Development–Strategies for Development of Technical Managers, Executives and Future Executives—Strategic skill for Line Managers.

Unit V: Training & Development Evaluation: Rationale for Evaluation–Training & development outcomes –Types of Evaluation Techniques & Instruments –Training Evaluation Design Issues—Costing Training & Development Programmes–Measuring ROI of training & development programmes—Total Quality Training and HRD.

Suggested Readings:

1. R. A Noe and A. D. Kodwani, Employee Training and Development, McGraw Hill Education (India)
2. D. Agochiya, Every Trainer's Handbook, Sage Publications.
3. J. P. Wilson (Ed), Human Resource Development: Learning and Training for Individuals and Organizations, Kogan Page
4. R. L. Graig, Training and Development Handbook, Mc Graw Hill international.
5. S. K. Mangal and S. Mangal, Psychology of Learning and Development, Prentice Hall
6. Lynton and Pareek, Training for Organisational Transformation, Sage Publications.
7. I. Dayal, Management Training in Organisation, Prentice Hall of India.
8. D. L. Kirpatrick, Evaluating Training Programmes, Berret—Koehler, San Francisco.
9. Bhirmani and Seth, Evaluating Management Training and Development, Vision.

MBHR3202 PERFORMANCE MANAGEMENT AND COMPETENCY MAPPING (PMCM) [3 credits]

Unit I: Performance Management: Understanding Performance and performance management — Principles and Contribution of Performance Management–Dangers of poorly implemented performance management system— Contributions of Performance Management–Performance Management and Performance Appraisal: Basic difference vis-à-vis features and uses — 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— Linkage between Performance management, human resource development and reward management–Specific Issues relating to Team Performance Management.

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— Traditional and Modern — Scope of application in various industries — Advantages and disadvantages—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 mapping: Approaches and Process – Competency modeling and Competency Assessment – Competency based HRM applications: Recruitment and selection, Training and Development, Reward.

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. R. Khandula Srinivas, 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.

MBAHR3203 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 and P. Subha Rao, Dynamics of Industrial Relations, HPH.
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. Debasish Biswas, Industrial Relations and Labour Welfare, Abhijeet Publications.
7. N. F. Dufty, Industrial Relations in India, Allied Publishers.
8. S. C. Srivastava, Industrial Relations and Labour Laws, Vikas Publishing House, New Delhi.
9. Arun Monappa, Industrial Relations, Tata McGraw Hill.

MBAHR3204 LABOUR LAWS-I (LL—I) [3 credits]

Unit I: Need for legislation in general—Scope and Source of Labour Legislation—Principles of Labour Legislation— Classification of Labour Legislation—Constitutional guidelines concerning labour in India— National Commission on

Labour and Labour Laws—Labour Law Compliance: Imperatives for HR Managers—Transition to Labour Codes: Issues and Perspectives-

Unit II: International Labour Organisation— Conventions—Recommendations— Impact on labour laws in India— Guidelines of Universal Declaration of Human Rights.

Unit III: Laws Relating to Working Hours, Conditions of Service and Employment: The Factories Act, 1948— Contract Labour (Regulation & Abolition) Act, 1970— The Shops & Commercial Establishments Act, 1961

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.

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. N.D.Kapoor, Handbook of Industrial Law, Sultan Chand & Sons.
2. S.N.Mishra, An Introduction to Labour and Industrial Laws, A.L.Agency.
3. P.K. Padhy, Labour and Industrial Laws, Prentice Hall India Pvt.
4. Krishna Iyer, Protection of Human Rights, C.L. Agency.
5. Amitava Ghosh and Amir Jafar, Labour and Environmental Laws in India, Levant publication

MBAHR4201 LABOUR LAWS—II (LL—II) [3 credits]

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

Unit II: Law Relating to Social Security and Social Insurance: The Employee’s Compensation Act, 1923—The Employees State Insurance Act, 1948—The Maternity Benefit Act, 1961—Payment of Gratuity Act, 1972— Unorganised Workers’ Social Security Act, 2008.

Unit III: Law Relating to Payment of Bonus: The Payment of Bonus Act, 1965.

Unit IV: Laws Relating to Protection of Child Labour and Women at Workplace—The Child Labour (Prohibition and Regulation) Act, 1986— Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013.

Unit V: Labour Law Reforms— Codes on Wages, Industrial Relations, Social Security and Occupational Safety, Health and Working Conditions.

[Land mark judgments to be discussed in the class]

Suggested Readings:

1. P.L. Malik, Hand Book and Industrial Establishment Law, EBC.
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.
5. Amitava Ghosh and Amir Jafar, Labour and Environmental Laws in India, Levant publication

MBAHRE4202 STRATEGIC HUMAN RESOURCE MANAGEMENT (SHRM) [3 credits]

Unit I: Strategic Human Resource Management: Framework and Integrative perspective—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 Employee Engagement, 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—Strategic HRM practices in Knowledge Based Industry—Strategic HR issues vis-à-vis Emerging Organizational Forms—Corporate HR Strategy in the Global Economy— Strategic HRM in ‘New Normal’—Strategic HRM, Sustainable HRM Practices and Corporate Sustainability—Strategic HR readiness in times of uncertainty and crises like pandemic, natural disaster etc, case Studies.—Strategic HRM vis-à-vis Artificial Intelligence, Machine learning, Robotics etc.

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.
8. Linda Holbeche, Aligning Human Resource and Business Strategy, Butterworth Heinemann.
9. S.Vanka, M.B. Rao, S. Singh, M.R. Pulaparathi, (Eds.) Sustainable Human Resource Management: Transforming Organizations, Societies and Environment, Springer.

MBAHR2206 SUMMER INTERNSHIP PROJECT (SP) [3 credits]

MBAHR4203 DISSERTATION AND FIELD WORK (D&FW) [3 credits]

MBAHR4204 COMMUNITY ENGAGEMENT [2 credits]

Elective Courses

MBAHRE2208 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 and 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.

MBAHRE2209 TRADE UNIONISM AND COLLECTIVE BARGAINING (TUCB) [3 credits]

Unit I: Trade Unionism: Conceptual aspects from multifarious perspectives— Evolution of Trade Unions—Functions of Trade Unions— Types of Trade Unions— Theories of Trade Unionism— Employer’s Organization— Decline of Trade Unions— Future Direction of Trade Unions.

Unit II: Trade Unions in different countries– Trade unions in the informal sector– Challenges and Opportunities– Women and Trade Unions.

Unit III: Collective Bargaining: Concept—Principles—Process—Objectives— Theories of Collective Bargaining— Forms of Collective Bargaining— Levels of Collective Bargaining— Obstacles in Collective Bargaining— Collective Bargaining: Success or Failure— Recommendations of National Commission on Labour on Collective Bargaining.

Unit IV: Current Scenario of Collective Bargaining in India—Collective Bargaining Agreement— Enforcement of collective bargaining agreements— Emerging Trends of Collective Bargaining in public and private sector.

Unit V: Negotiation: Conceptual issues and Dimensions— Negotiation and Collective Bargaining— Role of HR Manager in Negotiation and Collective Bargaining— Skills for Effective Negotiation— Current trends, issues and practices in Negotiation in Indian Industries.

Suggested Readings:

1. C. B. Mamoria, Satis Mamoria and 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.

MBAHRE2210 UNDERSTANDING SELF: INDIAN PERSPECTIVE (USIP) [3 credits]

Unit I: Understanding Self- Formation of Self— Importance of Self Understanding— Self in Western Perspective—Self in Indian Perspective— Self and Identity— Self exploration— Role of self exploration in understanding Self.

Unit II: The Concept of Self in Epics and Historical Events— Self in Indian Philosophy and Managerial Implications.

Unit III: Self Identity- Role of Society in Self Identity- Social Identity- Social Identity Theory and Self Identity, Self Esteem and Self Identity.

Unit IV: Creating Self Identity at Workplace- The Process of creating work identity- Organisational Values to create better self identity at workplace.

Unit V: Self concept- Self concept in business organisations-Self Image- Linkage between Self image and business- Self Esteem- Issues in understanding self in modern times-lessons to be learned and managerial implications—Case Studies in Indian Context.

Suggested Readings:

1. K. Ramakrishna Rao and Anand C. Paranjpe, Psychology in the Indian Tradition, Springer.
2. M. R. Leary and, J.P. Tangney, Handbook of Self and Identity, The Guilford Press.
3. N. Vasisth and N. Rajput , Business Ethics & Values, Taxmann Publication.
4. Nathaniel Branden, The Psychology of Self Esteem, Nash Publication.

MBAHRE3205 ECONOMICS OF HUMAN RESOURCES (EHR) [3 credits]

Unit I: Understanding the “Economics” of “Human Resources”— Human Capital Theory — Convergence/Divergence Between Market for Human Resource and Other Markets—The Demand for Human Resources— Shortrun and Longrun 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. Machpherson, Contemporary Labor Economics, McGraw Hill.
2. P. Cahuc and A. Zylberberg, Labor Economics, PHI Learning.
3. Dwayne Benjamin, Morley Gunderson and Craig Riddell, Labour Market Economics, McGraw-Hill Ryerson Ltd
4. T. N. Bhogaliwal, Economics of Labour and Social Welfare, Sahitya Bhawan.
5. K. N. Vaid, Labour Welfare in India, Sri Ram Centre for Industrial Relations.
6. J.E. King, Labour Economics, Macmillan.

MBAHRE3206 HUMAN RESOURCE MANAGEMENT IN SERVICE SECTOR (HRMSS) [3 credits]

Unit I: Service Sector and HRM: Contextual Perspective—Generic issues in understanding HRM in Service sector—HRM in Public Services Enterprises

Unit II: HRM in IT/ITeS Industry: Overview and pattern of workforce—Legal Environment—HRM policies and procedures—securing human resources—human resources in action—special human resources concerns

Unit III: HRM in Sports Industry—HRM in Educational Institutes— HRM in Healthcare Industry

Unit V: HRM in Tourism and Hospitality—Nature of Human Resource and Employment Pattern in the Tourism and Hospitality sector and subsectors—Important HRM practices in the Tourism and Hospitality.

Suggested Readings:

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

MBAHRE3207 STRESS MANAGEMENT AND EMPLOYEE WELL-BEING (SMEW) [3 credits]

Unit I: Understanding Stress – Nature of stress— Symptoms of Stress— Causes of Stress— Types of Stress— Effects of Stress— Models of Stress: General Adaptation Syndrome— Burnout Stress Syndrome— Eustress vs. Distress— Stress and Performance—Cost of Stress— Tools for Stress Measurement.

Unit II: Stress Management— Overview— Need for Stress Management— Stress Prevention Strategies— Mindfulness—Managing Emotions—Values—Time and Life Management—Social Support— Communication Skills to reduce Stress— The four A's of Stress Prevention— Avoid, Alter, Adapt & Accept.

Unit III: Stress Reduction Strategies— Personal SWOT— Meditation and self—introspection— Healthy Relationship— Yoga— Spirituality— Therapy and Healthy Lifestyle for Managerial Effectiveness.

Unit IV: Employee Wellbeing: Concept—Domains of Wellbeing— Psychological well-being—Why it matters for individuals and organisation—Wellbeing at Workplace— Strategies for Employee Wellbeing: Worklife Balance—Health & Safety—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 — Wellbeing policies at workplace— HR's Role in Employee Wellbeing—Case studies

Suggested Readings:

1. S Michael Olpin and Margie Hesson, Stress Management for Life: A Research—Based Experiential Research Cengage.
2. K. Davis and J. W. Newstrom: Organizational Behaviour: Human Behaviour at Work, Tata McGraw Hill.
3. Fred Luthans, Organizational Behavior McGraw—Hill Book Company.
4. Alok Chakrawal and Pratibha Goyal, Stress Management, Studera.
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.

MBAHRE3208 EMPLOYEE EMPOWERMENT AND ENGAGEMENT (EEE) [3 credits]

Unit I: Empowerment: Concept, Basic issues and concerns—Employee Empowerment 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—Current practices

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 and 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

MBAHRME3220 HUMAN RESOURCE DEVELOPMENT [4 credits]

Unit I: Human Resource Development (HRD): Foundational terms and aspects—Micro, Macro and Societal Concerns—National Economic Development and Human Resource Development—Learning and HRD—Fundamentals of Adult Learning —Learning Organisations and Knowledge Management: Concepts and Issues—HRD Climate and culture.

Unit II: Assessing HRD Needs and Designing Effective HRD Programmes: Imperatives for Business and Non—Profit Organisations — Implementing HRD Programmes: Learning environments, Infrastructure and Resources, Emerging Issues involving Technology in training and issues concerning open, distance, flexible learning and e—learning.

Unit III: Overview of Popular Training Methods Used in Business Organisations—Specific Training Issues and Instruments for Employees of Non—Profit Organisations, Faculty Members, Administrators, Social Workers etc. — Assessment and Evaluation of HRD in Business and Non—Profit Organisations: Approaches to evaluation.

Unit IV: Concept of HRD Audit—Issues involving performance management, career management and career development—Organization Change and Development: Issues and considerations for business and non—profit organisations.

Unit V: Human Resource Development in Government System—HRD in Education—Skill Building, Skills and Technical Training for professional development—Institution building and the role of HRD.

Suggested readings:

1. John M. Werner, Randy L. DeSimone, Human Resource Development, Cengage Learning
2. J.P. Wilson, Human Resource Development: Learning and Training for Individuals and Organisations, Kogan Page.
3. T. V. Rao, Human Resources Development: Experiences, Interventions and Strategies, Sage.
4. T. V. Rao, Readings in Human Resource Development, Oxford and IBH Publishing.

MBAHRE4205 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 IHRM— 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.

MBAHRE4206 HUMAN CAPITAL MANAGEMENT AND 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—Issues in budgeting HR—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, AMACOM
6. T V Rao, HRD Audit, Sage Publications.

MBAHRE4207 CONTEMPORARY EMPLOYMENT RELATIONS (CER) [3 credits]

Unit I: Work and Employment—Understanding Employment Relations— the Industrial Relations perspective of Employment Relations— Dunlop's Model of IR— Elements of Employment Relations— Theoretical Approaches to Employment Relations— Recent trends in Employment and its impact on Employment Relations.

Unit II: Understanding Interpersonal processes in Employment relations— Grievance Procedures and Handling of Discipline— Employee Representation at workplace— Issues concerning pay and working hours—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— Joint Consultation— negotiation, conflict and protest in employment relations.

Unit IV: Managing employment relations: Managing with trade unions in unionized environment— Role of HRM in managing ER in non-unionized sectors— Labour Legislation and Employment Relationship— Collective Negotiation with white collar employees—Future Direction of Employment Relationship.

Unit V: Emerging issues in Employment Relations— Employee Empowerment—Employee Engagement— Employee Wellbeing— Psychological Contract— Managing Employment Relations in Gig Economy— Trends of ER in India.

Suggested Readings:

1. Tony Bennet, Richard Saundry and Virginia Fisher, Managing Employment Relations, Kogan Page Publishers.
2. William Steve and Derek Adam—Smith, Contemporary Employment Relations, Oxford University Press.
3. Derek Rollinson and Tony Dundon, Understanding Employment Relations.
4. Ratna Sen, Industrial Relations in India: Shifting Paradigm, Macmillan.
5. Ed Rose, Employment Relations, Pearson Education.
6. C. S. Venkataratnam and Manoranjan Dhal, Industrial Relations, Oxford.

MBAHRE4208 HUMAN RESOURCE INFORMATION SYSTEM (HRIS) [3 credits]

Unit I: System: Concepts, Characteristics and Classification—Information System: Role, Functions & Types—Organisations and Information Systems— Decision Support System (DSS)—Knowledge Based Systems—Business Intelligence, Expert System, Artificial Intelligence (AI) — Data Warehousing — Data Mining — Database Management System (DBMS) – Database concepts and applications in Human Resource Information System (HRIS).

Unit II: Management Information System— Concept, Necessity and Functional Applications—HRIS: Framework and Overview—HRIS Needs Analysis—HRIS, Cost-benefit considerations, change management and other considerations in reshaping HR function using technology

Unit II: H.R.I.S Planning & Designing, System Consideration, Hardware & Software of HRIS—Planning, Installation, Modification, Acceptance Tasking—Critical considerations in HRIS Implementation—Maintaining & Enhancing HRIS

Unit IV: 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— Exposure to HRIS softwar—Basics of Networking, Internet, Intranet, Technology Implications— Uses of Internet and Telecommunications in HR functions such as Acquisition, Training & Development etc.

Suggested Readings:

1. M. Jaiswal and M. Mittal. Management Information System. Oxford University Press.
2. M. J. Kavanagh and M. Thite, Human Resource Information Systems: Basics, Applications, and Future Directions, Sage
3. Keen, Decision support system: An Organizational Perspective. Addison-Wesley Pub.
4. K.C. Laudon and J.P. Laudon, Management Information Systems. Pearson Education.
5. Navatha Elmasari. Database Management System. McGraw Hill.
6. Turba Efrin. Decision Support & Expert Systems — Management Perspective. Macmillan.
7. Vincent R. Ceriello, Human Resource Management System –Strategies, Tactics and Techniques, Lexington.
8. Tony Ivey, Personnel Computer System, Mc Graw Hill International.

MBAHRE4213 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—Workplace diversity and training

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.

MBAHRE4214 HR ANALYTICS [3 credits]

Unit I: Analytics: Concept and evolution—Utility of analytics in the field of HR— HR analytics: Forms, Types, applications and capabilities of HR professionals.

Unit II: HRIS and data issues in HR analytics – understanding variable, data and information, classification of data, data sources, importance of sources of data, collating the HR data, analysing software options—Spreadsheet, SPSS, etc.

Unit III: Descriptive HR analytics: Fundamentals—Uses of past HR data and records—data mining, data aggregation, data visualization— Application of Descriptive statistics and Inferential statistics in analysing past HR data

Unit IV: Predictive HR analytics—analytical foundations and key performance indicators— Predicting aspects like recruitment and selection, employee turnover, performance etc—Quantitative techniques like regression and time series analysis, etc.

Unit V: Understanding the Different facets of Prescriptive analytics—Recent Trends and Contemporary issues in HR Analytics—Talent analytics, Capacity analytics, Workforce analytics—Issues in conducting HR audit research—Different facets of HR Metrics—Using exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) in HR analytics.

Suggested Readings

1. J. Fitz-Enz and J. Mattox, Predictive Analytics for Human Resources. John Wiley.
2. D. Lahey, Predicting Success: Evidence Based Strategies to Hire the Right People and Build the Best Team. Wiley.
3. M. R. Edwards and K. Edwards, Predictive HR Analytics: Mastering the HR Metric. Kogan Page.
4. J.Fitz-Enz, The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments, Amacom.
5. J. Philips, J and P. P. Philips, Making Human Capital Analytics Work: Measuring the ROI of Human Capital Processes and Outcomes. McGraw Hill.
6. M. R. Edwards and K. Edwards, Predictive HR Analytics:Mastering the HR Metrics, Kogan Page

MBAHRE 4215 INTERNATIONAL LABOUR ORGANISATION AND INTERNATIONAL LABOUR LAWS (ILO & ILL) [3 credits]

Unit I: International Labour Organisation: Foundation, Aims and Purposes- Declaration of Philadelphia, Structure and Functions of I.L.O, ILO and the United Nations, International Covenants on Civil and Political Rights, International Covenants on Economic, Social and Cultural Rights concerning to the Labour.

Unit II: ILO Declarations-ILO Declaration on Fundamentals Principles and Rights at Work 1998, ILO Declaration on Social Justice for a Fair Globalization 2008, ILO Centenary Declaration for the Future of Work 2019, Declaration on Gender Equality, The Decent Work Agenda.

Unit III: ILO and International Labour Laws- Formulation and adoption of the International standard through conventions and recommendations by International Labour Conference.

Unit IV: Issues in International Law- Brexit, On Demand Economy, Gender Pay Gap, Holiday Pay, Whistleblowing, Privacy Issues, Immigration, H-1B Visa, Unions, Collective Bargaining.

Unit V: India and ILO, Conventions ratified by India- Impacts of Conventions on Indian Labour Legislation, India and International Labour Laws: From a Comparative Perspective.

Suggested Readings:

1. Barbara J. Fick, International Labour Law, Edward Elgar Publication
2. Compendium of International Conventions and Recommendations, I.L.O. Publications
3. N. Maheshwara Swamy, Impact of I.L.O. Standards on Indian Labour Law, Asia Law House
4. Jean-Michel Servais, International Labour Law, Kluwer Law International
5. International Labour Organization, Constitution of International Labour Organization, I.L.O. Publications

3. ORGANISATIONAL BEHAVIOUR**Core Courses****MBAHR1303 ORGANISATIONAL BEHAVIOUR (OB) [3 credits]**

Unit—I: Defining Human Behaviour— Nature & Process of Human Behaviour— Need to study human behaviour from organizational perspective—Organisational Behaviour: Foundational perspective—Models of Organizational Behaviour— Challenges & opportunities.

Unit—II: Emotions: Concept and Functions— Emotional Labour—Emotional Intelligence— Perception: Meaning and Concept—Attribution and Perception— Factors affecting Perception— Process of Perception— Role of Perception in Making Judgements about others— Perception in Management— Perceptual Organization—Information processing and individual decision-making

Unit—III: Personality: Concept and Determinants—Personality Frameworks— The Myers-Briggs Type Indicator— The Big Five Personality Model— Type A and Type B Personality— other Personality Attributes— Personality Traits of Managers— Learning—Learning Principles—Theories of Learning— Intelligence and Psychological Testing

Unit—IV: Attitude— Behaviour and Attitude—Components of Attitude—Major Job related Attitudes in Organizations— Job Satisfaction: Causes and Measurement and Impacts at Workplace.

Unit—V: Motivation: Conceptual Overview— Morale and Motivation—The Process of Motivation— Types of Motivation: Intrinsic and Extrinsic—Content and Process Theory of Motivation— Applying Motivation Theories at Workplace—Job characteristics model & MPS— Motivation vis-à-vis Redesigning of the job, Socio technical design and Alternative work arrangements—Implications for Managers.

Suggested Readings:

1. Robbins, Judge and S. Sanghi, Essentials of Organizational Behaviour, Pearson.
2. S.P. Robbins, Organizational Behavior, Prentice Hall India Private Limited.
3. Davis and Newstrom, Organizational Behaviour: Human Behaviour at Work, Tata McGraw Hill.
4. Fred Luthans, Organizational Behavior McGraw Hill Book Company.
5. Eugene McKenna, Business Psychology and Organisational Behaviour, Routledge.
5. Griffin, Phillips and Gully, Organisational Behaviour: Managing People and Organizations, Cengage Learning.

Elective Courses**MBAHRE2311 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—Organisational Design for Sustained Creativity

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. T. G. Cummins and C. G. Worley, Organizational Development and Change, South Western College Publishing.
2. A. H. Anderson and D. Barker. Effective Enterprise and Change Management, Oxford.
3. French and Bell, Organization Development, Prentice Hall of India.
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.

MBAHR3309 TEAM DYNAMICS AT WORK (TDW) [3 credits]

Unit I: Groups in Organisations- Foundations of Group Behaviour in Organisations- Group Classification- Group Development- Group properties: Roles, norms, status, size and cohesiveness, Group decision making Techniques, Group Think- Group vs. Team, The challenge of managing multicultural and cross-cultural workgroups.

Unit II: Teams, Defining Work Team, Team Composition, Types of Teams, Team Performance and Motivation, Team Morale, Team Decision Making, Team Building Methods & Techniques, Competitive Vs. collaborative behaviour, Developing collaboration, Creative Teams and Creative Interaction—Contemporary Issues in managing international teams, virtual and multi cultural teams.

Unit III: Power and Politics in Organisations: Meaning, Classification and Bases of Organizational Power, Organizational Politics, Factors contributing to Political Behaviour, Techniques of Political Behaviour, Impression Management.

Unit IV: Current trends in organisational and interpersonal communication—Team processes—Interpersonal Feedback, Experiential learning methodologies-T- group sensitivity training, Encounter Groups, Appreciative Enquiry, interpersonal orientation through FIRO-B—Transactional Analysis: Meaning and Significance, 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, Case Studies from India.

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.

MBAHRE3310 LEADERSHIP (LSP) [3 credits]

Unit I: Leadership: Conceptual Issues, Characteristics, Relevance and overarching Perspectives—Leader vs. Manager, Roles of a leader, Leadership Traits, Leadership Attitudes, Leadership styles, Formal Leader Vs. Informal Leader, Successful and Effective leaders, Vision in Leadership, Trust, Power & Authority in Leadership.

Unit II: Leadership: Born or Made- Analysis of Leadership Theories- Trait Theories, Behavioural Theories, Contingency Theories, Situational Theories, Modern Theoretical Framework of leadership— Charismatic, Transactional and Transformational Leadership, Cognitive Approach to Leadership.

Unit III: Team Leadership, Organizational Leadership, Strategic leadership, Leadership for Creating high performance culture, Leadership development through self-awareness and self-discipline, Development through education, experience and mentoring, Succession, Evaluation of leadership development efforts.

Unit IV: Leadership Building Skills, Negotiation and Assertiveness Skill, Emotional Intelligence and Leadership, Decision making in Leadership, Leadership and Change, Leadership and Culture Building, Leading in VUCA Environment, Mapping Personal Leadership.

Unit V: Ethical and value based leadership, Leadership across cultures, Gender and Leadership, Contemporary issues in Leadership and managerial implications, Indian Business Leadership Indian cases on leadership—Emerging perspectives in Corporate Leadership.

Suggested Readings:

1. Joan V. Gallos, Business Leadership, John Wiley & Sons
2. Philip Sadler, Leadership, Kogan Page
3. David I. Bertocci, Leadership in Organizations: There is a Difference Between Leaders and Managers, University Press of America
4. Antonio Marturano and Jonathan Gosling, Leadership: The Key Concepts, Routledge
5. S Balasubramanian, The Art of Business Leadership, Sage Publications
5. Fred Luthans, Organizational Behaviour, Mc Graw Hill International

MBAHRE3311 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—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. M. Armstrong, A handbook of personal management practice (5th Ed), Kogan Page.
2. R. M. Barnes, Motion and time study, John Wiley International.
3. M. L. Blum and J. C. Naylor, Industrial psychology, Harpar International Edition.
4. J. Child, Organization, contemporary principles and practice, Oxford.
5. L. W. Porter, E. E. Lawler, and J. R. Hackman, Behavior in organizations, McGraw Hill Kogakusha.

6. J. Tiffin, and E. J. McCormik, Industrial psychology, Prentice Hall.

4. STRATEGIC MANAGEMENT

Core Course

MBAHR3401 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—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 and other aspects of internal analysis

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 ‘New Normal’, Specific Industry and Organizational Situation—. Outsourcing as a Strategic Option: Issues and Concerns—Issues in Formulating and Executing Blue Ocean strategy

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—Strategic issues in understanding ‘Servitisation’.

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. S.B. Budhiraja and M.B.Athreya: Cases in Strategic Management, Tata McGraw Hill.
3. Fred R David, 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

MBAHRE1408 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.

MBAHRE2407 CORPORATE SOCIAL RESPONSIBILITY AND SUSTAINABILITY(CSR) [3 credits]

Unit—I: Corporate social responsibility(CSR): Fundamentals, Evolution, Why and when to apply CSR, strategic rationale—Corporate Social Responsibility Theories, Carroll’s Model of CSR –CSR and Corporate citizenship, drivers of corporate citizenship, business’s interest in corporate citizenship, Relevance of CSR in 21st century— Social Accounts Matrix—Important Social Indicators vis-à-vis CSR

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—Obligations under Law, Environmental Protection, Fair Trade Practices, Health and Well-being of underprivileged People, Social Welfare and Community Development Activities, CSR Threshold—Designing CSR programmes: Obligations, Innovativeness and Effectiveness.

Unit—III: CSR and Corporate Sustainability: Conceptual Dimensions - Sustainability as Business Imperative—Corporate Sustainability Reporting: Frameworks, Trend and Imperatives—CSR, Corporate Reputation and Vulnerability

Unit—IV: UN global compact—global corporate citizenship, national and international guidelines— Global Practices of CSR, Emerging issues and challenges in CSR— Legislations and CSR in India— CSR and the relevant provisions in Companies Act, 2013

Unit—V:Implementation of Effective CSR and Sustainability orpgrammes: Imperatives and Actions—Sentising the CSR Department and Networking—CSR, Business strategy and corporate culture: Integrative perspective— Implementing CSR in MNCs, MSMEs, Family Businesses and nonprofit organization—CSR Best Practices in India— CSR in the emerging perspective of ‘New Normal’

Suggested Readings:

1. William B Werther and David Chandler, Strategic Corporate Social Responsibility, Sage.
2. H.H. Johnson, Business in contemporary society—framework & issues, Wadsmortu Publishing Co Ltd.
3. J. Wempe and M. Kaptain, The balanced company: A theory of corporate integrity, Oxford University.
4. Philip Kolter and Nancy Lee, Corporate Social Responsibility: Doing the Most Good for Your Company and Your Cause, Wiley India.
5. John O. Okpara and Samuel O. Idowu (Eds), Corporate Social Responsibility Challenges, Opportunities and Strategies for 21st Century Leaders, Springer.

MBAHRE34123 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.

MBAHRME3418 INDUSTRIAL ORGANISATION AND COMPETITIVE STRATEGIES (IOCS) [4 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.

MBAHRE4409 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 – Achievement and Entrepreneurial 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, Management of Social Enterprises—Social Entrepreneurs and Social Entrepreneurship—Emerging Entrepreneurial Opportunities in India

Suggested Readings:

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

MBAHRE4410 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 – Issues in Knowledge creation and capture—Transfer of Knowledge

Unit II: ICT and Knowledge Management (KM) – Knowledge Management Tools and Knowledge Portals—Organisational Culture and KM – Learning and KM—Role of HR in Knowledge Management

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

MBAHRE4411 INNOVATION MANAGEMENT [3 credits]

Unit I: Innovation: Fundamentals, Nature and Domain—Innovation Taxonomy like Technological Innovation, Interorganisational, Network etc.—Models of Innovation, Sources and Transfer of Innovation—Strategizing—Implementation—Different aspects of Innovation—Agents 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—'Creative regeneration'

Unit III: Strategizing—Financing—Implementation—Nurturing of Innovation—Management Creativity: Forms and Aspects

Unit IV: Human Resource Management Practices and Innovation—Innovation and HRD

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

Suggested Readings:

1. Shlomo Maital, Innovation Management: Strategies, Concepts and Tools for Growth and Profit, Response
2. Pradip N. Khandwalla, Corporate Creativity, Tata McGraw-Hill
3. Allan Afuah, Innovation Management: Strategies, Implementation, and Profits, Oxford University Press.
4. Joe Tidd and John Bessant, Managing Innovation: Integrating Technological, Market and Organizational Change, Wiley.

5. Roman Boutellier and Mareike Heinzen, Growth Through Innovation: Managing the Technology—Driven Enterprise (Management for Professionals), Springer International.
6. , Harvard Business Review on Innovation, Harvard Business School Press.

MBAHRE4416 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.Smillie 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

5. MARKETING**Core Course****MBAHR1504 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. Philip Kotler, Marketing Management Analysis, Planning and Control, PHI.
2. Philip Kotler and G. Armstrong, Principles of Marketing, PHI.
3. Willam J. Stanton, Fundamentals of Marketing, McGraw Hill.
4. V. S. Ramaswamy and S. Namakemari, Marketing Management, McMillan.
5. S. K. Bhattacharya, Marketing Management, National Publishing House.
6. D. J. Dalrymple and L. J. Parson, Marketing Management Strategy and Cases, John Wiley and Sons.

Elective Courses

MBAHRE4517 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—Internal Marketing and Employer branding

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

6. ACCOUNTING and FINANCE

Core Courses

MBAHR1605 BASIC ACCOUNTING and FINANCE (BAF) [3 credits]

Unit—I: Introduction to Financial Accounting— Double Entry System; Conceptual framework of Accounting; Preparation of Annual Accounts for Different forms of Business.

Unit—II: Financial Statement Analysis— Fund flow and Cash flow Statements; Ratio analysis.

Unit—III: Introduction to Cost Accounting— Concept of cost; Different items of costs; Preparation of Cost sheet; Absorption Costing and Marginal Costing; Standard Costing and Budgetary Control.

Unit—IV: Introduction to Corporate Finance –Objective in corporate finance, Time Value of Money; Investment analysis: Management of Working Capital; Capital Budgeting.

Unit—V: Financing and Dividend Decisions: Cost of Capital; Capital Structure; Leverage-EBIT—EPS Analysis; Dividend Policy.

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.
9. Aswath Damodaran, Corporate Finance, Wiley

Elective Courses

MBAHRE2614 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.

MBAHRE2615 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\ s 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. G. Foster, Financial Statement Analysis, Prentice Hall.
2. B. Lev, Financial Statement Analysis – A New Approach, Prentice Hall.
3. D. Sur, Financial Statement Analysis – A Comprehensive Analysis, Excel Books.
4. J.D. Wild, K.R. Subramanyam and R.F.Halsey, Financial Statement Analysis, McGraw Hill.

MBAHRE2616 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. T. P. Ghosh, Accounting Standards and Corporate Accounting Practices, Taxmann publication.
3. S. Aggarwal, Guide to Accounting Standards, Snowwhite Publication Pvt. Ltd.
4. D. S. Rawat, Students' Guide to Accounting Standards, Taxmann publication.
5. T. P. Ghosh, Economic Value Added: A Tool for Business Planning, ICWAI Publication.

MBAHRE3617 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. L.M. Bhole, Financial markets and Institutions, Tata McGraw Hill.
2. M.Y. Khan., Indian Financial Systems, Tata McGraw Hill.
3. M.Y. Khan, Financial Services, Tata McGraw Hill.
4. H.R. Machiraju, Indian Financial System, Vikash Publishing.

MBAHRE3618 BUSINESS VALUATION (BV) [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. A. Damodaran, *Valuation*, John Wiley & Sons.
2. K. G. Palepu, E. Peek, and V.L. Bernard, *Business Valuation and Analysis*, IFRS Edition, Cengage Learning.
3. R. M. Stulz, *Risk Management and Derivatives*, Cengage Learning.
4. Dun and Bradstreet, *Financial Risk Management*, Tata McGraw—Hill.
5. E. Vaughan and T. Vaughan, *Essentials of Risk Management and Insurance*, John Wiley and Sons. Inc.
6. G.E.Rejda, *Principles of Risk Management and Insurance*, Pearson.
7. J. C.Hull, *Options, Futures and Other Derivatives Securities*, Prentice Hall of India.
8. D. et al. Dubofsky, *Derivatives Valuation and Risk Management*, Oxford University Press.

7. SYSTEMS, OPERATIONS & DECISION SCIENCES

Core Course

MBAHR1707 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**MBAHRE2712 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.

MBAHRE3712 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. Peter GW Keen, Decision support system: An Organizational Perspective. Addison—Wesley Pub
3. K.C. Laudon, & J.P. Laudon, 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

MBAHRE4712 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 and Human Resource Aspects of Total Quality—Total Quality of Services —Total Quality and Safety — Six Sigma.

Suggested Readings:

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

8. ELECTIVES IN EMERGING AREAS**MBAHRE3814 INFRASTRUCTURE MANAGEMENT (IM) [3 credits]**

Unit I: Facets of Infrastructure—Infrastructure and Economic development: Indian and Global Perspective—Infrastructure Development: Scope, Issues and Constraints—Infrastructure policy and the State

Unit II: Infrastructure Economics: Business Perspective—Infrastructure Business: Trends and Aspects—Ownership, Investment and Pricing of Infrastructure—Infrastructure and Productivity: Opportunities and Challenges

Unit III: Holistic Framework of Infrastructure Management: Macro, Micro and Sectoral perspectives —Socio-economic and Organizational Perspectives associated with Environment Infrastructure, Urban Infrastructure, Information Technology Infrastructure etc.

Unit IV: Infrastructure organizations and Human Resource: Critical Issues and Aspects—Special emphasis on Resourcing and Development of Human Resources

Unit V: Infrastructure management tools, models and techniques—Quality control and quality assurance vis-à-vis infrastructure management—Life-cycle cost and benefit analysis.

Suggested Readings:

1. Braj Mohan Joshi, Infrastructure and economic development in India, Ashish Pub. House.
2. Gerardus Blokdyk, Infrastructure Management Tools A Complete Guide, 5STARCOoks.
3. W. Ronald Hudson, Ralph C. G. Haas, Waheed Uddin, Infrastructure Management: Integrating Design, Construction, Maintenance, Rehabilitation and Renovation, McGraw-Hill.
4. David F. Batten and Charlie Karlsson, Infrastructure and the Complexity of Economic Development, Springer.

MBAHRE3815 HEALTH CARE MANAGEMENT (HM) [3 credits]

Unit I: Health Care Sector: Indian and Global Perspective—Critical parameters and benchmarks in Health Care Sector: Managerial and Policy Implications—Health Policy: National and Global Perspective—Understanding the typology and functioning of Health care organisations

Unit II: Planning a Modern Health Care Organisation: Important Consideration—Health Care Marketing: Critical Issues—Understanding Health care Buyer Behaviour—Marketing Mix and Marketing Planning in the Health Care Sector—Ethics and Social Responsibility in the Health Care Sector

Unit III: Quality and Technological Issues in the Health Care Sector—Quality Aspects and Quality Improvement Tools in the Health Care Sector—Impact of Technology and Information Technology in the Health Care Sector: Issues, Trends and Concerns—

Unit IV: Health Care Professionals: Categories and their relevant critical KSA—Issues relating to Resourcing of Health Care Professionals— Talent Management and Retention—Team work in health care organisations and issues in managing teams—Career Planning and Development of Health Care Professionals

Unit V: Training and Development of Health Care Professionals—Critical issues in Compensation and Reward of Health Care Professionals and Employees—Performance Management of Health Care Professionals: Important Considerations—Interpersonal and Group Processes in Health Care Organisations—Internal Marketing and Service Orientation of Employees—Employees orientation vis-à-vis Innovations in Health Care sector.

Suggested Readings:

1. Sharon B. Buchbinder and Nancy H. Shanks, Introduction to Health Care Management, Jones and Bartlett Learning
2. A. V. Srinivasan, Managing a Modern Hospital, Response Books, New Delhi
3. S. L. Goel, Health Care System and Management: Health care management and administration, Deep and Deep, New Delhi
4. Vijai Kumar Singh, Paul Lillrank, Planning and Designing Healthcare Facilities: A Lean, Innovative, and Evidence-based Approach, Routledge.
5. Vijai Kumar Singh, Paul Lillrank, Innovations in Healthcare Management: Cost-Effective and Sustainable Solutions, CRC Press, London.

MBAHRME3816 SOCIAL ENTERPRISE MANAGEMENT (SEM) [2 credits]

Unit I: Social entrepreneurship: Concept, Dimensions and New Models—Difference between social and business entrepreneurship—Social entrepreneurship process—Socio-economic impact of social entrepreneurship.

Unit II: Social Business: Regulatory legal framework— Social enterprise business plans— Preparation and motivation for social entrepreneurship— Ideas and opportunities—Developing the social enterprise concept—Ethics and Social Enterprises.

Unit III: Social business—Structure, systems, technology, strategy—Social entrepreneurship in the nonprofit sector, private sector and public sector—Measuring Social value and impact assessment of a social business enterprise.

Unit IV: Funding and Financial Management in Social Enterprises: Critical Issues—Marketing of social enterprises: Social Marketing, Relationship Marketing and Branding

Unit V: Human Resource Management in Social Enterprises: Critical Issues—Employee Resourcing, Talent Management and Motivation in Social Enterprises—Performance Management and Employee Involvement in a Social Enterprise Setting.

Suggested Readings:

1. David Bornstein and Susan Davis, Social Entrepreneurship: What Everyone Needs , Oxford University Press.
2. Jill Kickul and Thomas Lyons, Understanding Social Entrepreneurship: The Relentless Pursuit of Mission in an Ever Changing World , Routledge.
3. Georgia Levenson Keohane, Social Entrepreneurship for the 21st Century: Innovation Across the Nonprofit, Private, and Public Sectors, McGraw Hill.
4. Arthur C. Brooks, Social Entrepreneurship: A Modern Approach to Social Value Creation, Prentice Hall.
5. Ryszard Praszkiar and Andrzej, Nowak Social Entrepreneurship: Theory and Practice, Cambridge University Press

6. Bob Doherty, George Foster, Chris Mason, John Meehan, Karon Meehan, Neil Rotheroe, Maureen Royce, Management for Social Enterprise, Sage.

MBAHRME4818 MANAGEMENT OF RURAL BUSINESS (MRB) [3 credits]

Unit I: Rural Business and Rural Development: Perspective and Prospect—Agro and Rural Industries in India: Overview and Opportunities—Rural Business Environment—Institutional Support to Rural Business— Identification of business opportunities and best business practice in a rural context.

Unit II: Rural Enterprise Business Development: Critical Issues and Models—Rural Business Development Strategies—Rural Enterprise and Community Engagement—Knowledge Development, Innovation and Creativity vis-à-vis Rural Business—Rural Business: Collaboration, Networking and Alliances.

Unit III: Marketing of Rural Business Products: Aspects, Approaches and Challenges—Consumers of Rural Business Enterprises—Promotion and Marketing channels available to rural entrepreneurs—Rural Marketing strategies.

Unit IV: Sources of Finance and Financial Management of Rural Business: Important aspects and challenges

Unit V: Important Issues relating to Human Resource Management in Rural Business.

Suggested Readings:

1. Rajagopal, Organising Rural Business: Policy, Planning and Management, SAGE Publications
2. Ade Oriade, Peter Robinson, Rural Tourism and Enterprise: Management, Marketing and Sustainability, CABI
3. Jonathan Reuvid, A Guide to Rural Business Opportunities & Ideas for Developing Your Country Enterprise, Kogan Page.
4. Andrew C. Hobbs, Rural Business Management: Maintenance of Physical Resources, Longerenong College, The University of Melbourne

MBAHRME4819 SPORTS MANAGEMENT (SM) [3 credits]

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

Unit II: Marketing in Sports Business— Sports Product—Managing Sports Brand—Sports Sales—Promotion and Distribution—Sports Sponsorship—Sport Public Relations—Understanding Sport Customer—Customer Behaviour—Market Segmentation

Unit III: Human Resource management in Sports Management: Critical HRM issues for paid professional workers, volunteers, and the clients themselves—Career preparation—Strategies for career success

Unit IV: Financial Management in the Sports Industry: Important Considerations and Aspects

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

Suggested Readings:

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

MBAHRE4820 EDUCATIONAL INSTITUTIONALS MANAGEMENT (EIM) [2 credits]

Unit I: Educational Institutions: Typology and Context—Changing Dimensions of Educational Institutions—Educational Institutions vis-a-vis Organisational Systems— The Education Marketplace: Global dimension and local context—Educational Institutions: Management Perspective

Unit II: Organisational Culture, Structure and Organisation Development in Educational Institutes—Organisational Transformation: Perspectives from Educational Institutions—Educational Excellence and Organisational Effectiveness

Unit III: Governance of Educational Institutes: Structure and Process—Strategic planning in Educational Institutes—Tools and Techniques for Performance Assessment of Educational Institutes—Leadership in Educational Institutes

Unit IV: Overview of Ranking and Accreditation: Global and Indian Perspective—Quality Assurance in Educational Institutes: Issues, Perspectives and Process—Service Innovations in Educational Institutes.

Unit V: Human Resource Management in Educational Institutes: Relevance and Prospect—Resourcing and Performance Management of Teaching and Support Staff—Team Building and other Interpersonal and Group Processes in Educational Institutes.

Suggested Readings:

1. H. L. Gray, *The Management of Educational Institutions: Theory, Research and Consultancy*, Routledge.
2. Philip Kotler and Karen A Fox, *Strategic Marketing for Educational Institutions*, Prentice-Hall
3. Tony Bush, David Middlewood, *Leading and Managing People in Education*, Sage
4. Tony Bush, Les Bell, Ray Bolam, Ron Glatter, Peter M Ribbins, *Educational Management: Redefining Theory, Policy and Practice*, Sage
5. B.L. Gupta, *Governance and Management of Technical Institutions*, Concept Publishing.